



FLORIDA SEA GRANT COLLEGE PROGRAM

FY2024 – 2027 Strategic Plan



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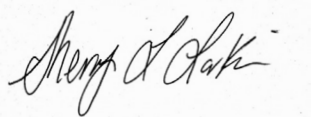


The National Sea Grant College Program, through the National Sea Grant Office, provides guidance on the development of program-level strategic plans at least every four years. This guidance includes the establishment of national focus areas and goals, and a suite of measures and metrics to track accomplishments and impacts and provide transparency and objectivity in both justifying the investments and evaluating program success. In late 2021, the Florida Sea Grant College Program (Florida Sea Grant or FSG) embarked on a process of engagement to develop a strategic plan that would guide the next four-year funding cycle to begin February 2024.

In accordance with the *National Strategic College Program's 2024-2027 Strategic Plan*, Florida Sea Grant's strategic plan maintains the following four focus areas that are currently in effect: Environmental Literacy and Workforce Development, Healthy Coastal Ecosystems, Sustainable Fisheries and Aquaculture and Resilient Communities and Economies. This plan strengthens a commitment towards promoting diversity, equity, inclusion, justice and accessibility (DEIJA) across activities, and acknowledges that each activity can advance the goals of multiple focus areas. In addition to DEIJA, the national plan identifies partnerships as a key cross-cutting principle. Partnerships are essential for Florida Sea Grant, both in terms of fostering buy-in and impartiality, but also to leverage resources. Florida Sea Grant is also proud to serve and extend the reach of our state and federal agencies, especially through NOAA "in reach."

Through the strategic planning process, which surveyed a variety of stakeholder constituencies (both internal and external to the program), Florida Sea Grant identified a core set of priorities by focus area and additional regional priorities to support the judicious allocation of programmatic investments during FY2024-2027 period. The program has also refined a set of core values and associated principles to guide future actions including that the program be visionary, science-based, collaborative, sustainable, accountable, and equitable.

Florida Sea Grant thanks its hundreds of local and state advisors that continue to guide programmatic endeavors, as well as partners, stakeholders and involved individuals that provided input into the process leading to this plan. The program looks forward to generating and providing applied, actionable and impactful science and extension programming to serve our state well into the future.



Dr. Sherry Larkin, *Director of Florida Sea Grant*



"Florida is facing an urgent coastal crisis and FSG must be able to respond rapidly if we are to keep pace with changing environmental conditions that are escalating – climate is shifting, weather is different, habitats are suffering, marine life and human life populations are shifting (and so are behavioral patterns!). Florida has a unique land-water interface and FSG provides unique and desirable capabilities in that space."

— Anonymous survey respondent

OVERVIEW AND CONTEXT

“The NOAA Blue Economy Strategic Plan provides concrete examples of how NOAA’s people, policies, products, and services intersect to support Blue Economy growth in a sustainable and responsible manner.”

(NOAA 2021, P. 4)



Florida Sea Grant has a tremendous commitment and responsibility to support the health and sustainability of one of the nation’s largest and most diverse coastal ecosystems and dependent economies; a responsibility that is addressed through science and outreach guided by this strategic plan, which will be in effect from February 1, 2024 through January 31, 2028 (i.e., FY2024-27).

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; 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 to have a relatively large effect — more than any other Sea Grant program — on our nation’s coastal zone and, more importantly, on coastal zone users including full- and part-time residents, tourists, Blue Economy sectors and dependent coastal economies.

According to Visit Florida, domestic visitors (excluding Florida residents) reached 122 million in 2021; 35% of those listed beach or waterfront activities as their most important reason for visiting. In addition, Florida welcomed 4.6 million international visitors and, according to the Census Bureau, Florida’s 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). While primarily 70% of the population only speaks English, 21% speak Spanish, and 5% speak European languages (especially in South Florida). Excluding part-time residents, Florida has the second highest population of over 65 in the nation (after California) and second oldest age population profile (behind

Maine; Kilduf 2022). The changing demographics in Florida was recently summarized as follows:

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. (MacManus, 2018; p. 12).

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 northwest and northeast, respectively, to Key West in the south. With this plan, Florida Sea Grant seeks to be relevant and responsive to the needs of Florida's diverse coastal and ocean environments and population.

Florida is a peninsula that spans temperate and subtropical zones, includes 45 terrestrial ecosystems and contains the only living coral barrier reef in the continental U.S; the third longest system in the world. The Florida Coastal Management Program, approved by NOAA, considers that "the Florida coastal zone is the entire state" (Fig. 1; NOAA 2016). 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. These coastal ecosystems are inextricably linked to Florida's nearby interior regions by underground aquifers, upland riverine and connected forest 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 regional variations in the coastal built environment, this generates a range of differences in vulnerabilities to coastal and ocean hazards. These vulnerabilities reflect the degree and type of urbanization, the quality and abundance of coastal resources (including water) and sources of human activities and dependence on the marine and coastal environment. Through

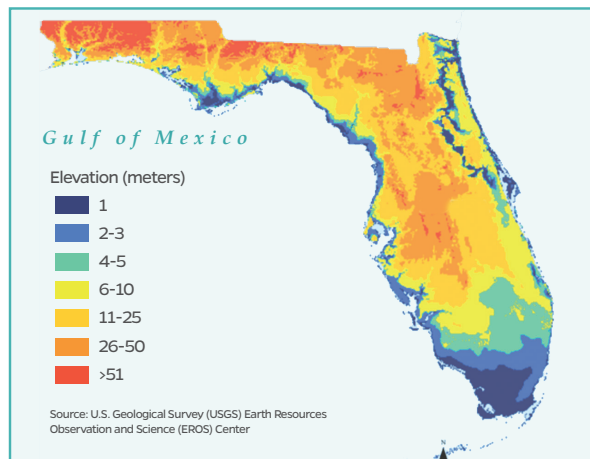


Figure 1. Florida's elevation showing its "coastal zone" designation and vulnerability to sea level rise.

The difference of a few feet on the Florida peninsula contributes to major landscape variations, and when combined with regional variations in the coastal built environment, this generates a range of differences in vulnerabilities to coastal and ocean hazards.



The diversity of ecosystems, rapidly changing demographics of residents, growing population, continued growth in tourism, and relative vulnerability to sea level rise and effects of climate change all necessitate a relatively broad Florida Sea Grant portfolio.

a distributed research and extension model, guided by a national plan and driven by inputs from local stakeholders, Florida Sea Grant is able to leverage public and private resources and expertise to address a complex mix of pressing interdependent coastal environmental and community 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. Figure 2 identifies the distinct cultural and geographic areas that are commonly highlighted to attract tourists and new residents, and by practical and strategic necessity, identifies the current locations of our extension agents who live and work within their local communities.

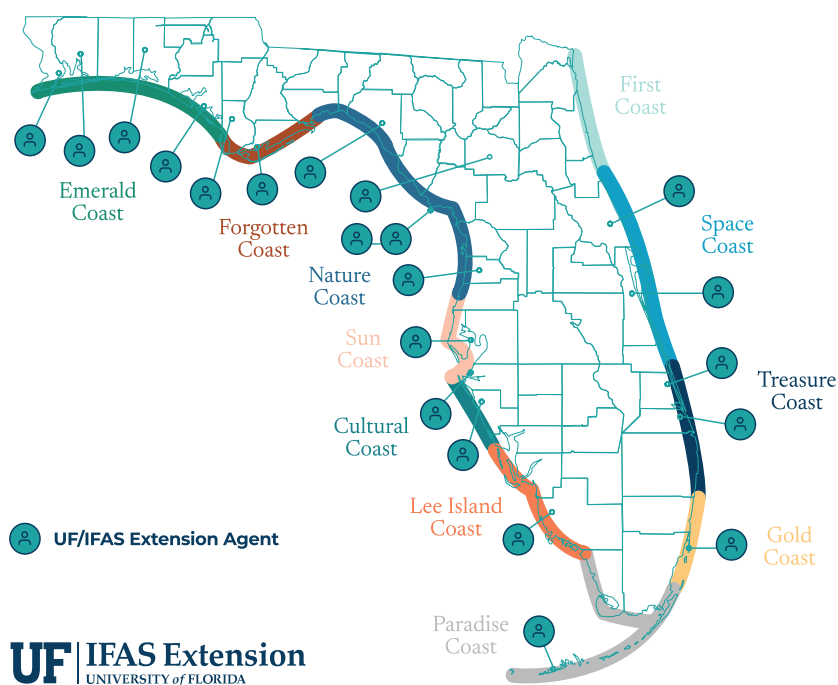


Figure 2. Locations of UF/IFAS Florida Sea Grant Extension Agents and Florida's regional geographic distinctions

The diversity of ecosystems, rapidly changing demographics of residents, growing population, continued growth in tourism, and relative 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 FLORIDA SEA GRANT

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 U.S. Department of Commerce (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 a National Advisory Board.

While the National Sea Grant College Program is administered and supported by NOAA, the support is matched and leveraged by each state Sea Grant program through long-standing connections with state institutions, county governments, and other public and private laboratories that partner to conduct research that interfaces with and supports extension and educational programming. In Florida, the State University System of Florida (representing 12 public institutions) selected the state's flagship campus - the University of Florida (UF) - to host the program; the State University System (SUS) currently serves more than 300,000 students, is the second largest System in the country, and Florida's SUS is ranked "first in the nation for higher education" by *U.S. News & World Report*. As a result, Florida Sea Grant is able to source expertise, fund the best scientists and support training for the best students.

For nearly 50 years, Florida Sea Grant has served the state through its headquarters at 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 Colleges 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). Florida Sea Grant delivers its extension programming in conjunction with UF/IFAS. Combining Sea Grant Extension with Cooperative Extension integrates programs for improved synergies, outcomes and impacts at the watershed level – a model that also extends the visibility, value, reach and impact of Florida Sea Grant across the state.

Florida Sea Grant's integrated research and Extension model builds on the strength of our leading academic institutions, community partnerships and diverse outreach and educational capabilities. In this way, Florida Sea Grant not only educates but transfers new knowledge gained to end users to create positive change.



KELLY VANDELLEN - ADORSTOCK

The diversity of ecosystems, rapidly changing demographics of residents, growing population, continued growth in tourism, and relative vulnerability to sea level rise and effects of climate change all necessitate a broad Florida Sea Grant portfolio.



Aside from local integration and support at the local county level through boots-on-the-ground extension within coastal communities, Florida Sea Grant works closely with our state agency partners. The Florida Department of Environmental Protection (FDEP), Florida Fish and Wildlife Conservation Commission (FWC), and the Florida Department of Agriculture and Consumer Services (FDACS) are all partners and stakeholders with Florida Sea Grant. The program also supports several aquatic preserves within the state, and NOAA programs including the National Estuarine Research Reserve System (NERRS) and the U.S. Integrated Ocean Observing System (IOOS).

Florida Sea Grant supports research faculty and students at public and private research institutions and laboratories located throughout the state. Seven of these higher education institutions are designated as Minority Serving Institutions (MSIs) including three Historically Black Colleges and Universities (HBCUs) and four Hispanic Serving Institutions (HSIs). 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. Espousing the value of 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.

Through Florida Sea Grant's extensive network of researchers, extension and education expertise, the program both collaborates with and supports three distinct regional efforts; those involving other Sea Grant programs in the South Atlantic (coastal resilience and commercial fisheries projects), Gulf of Mexico (shellfish aquaculture and recreational fishing projects), and those participating in an "Islands Initiative" (tourism and coral reefs projects).



VECTOR TATU - SHUTTERSTOCK

PROCESS AND PRIORITIES

The Florida Sea Grant (FSG) strategic plan was developed as a result of engagement with program stakeholders and in accordance with guidance from the NSGO. Table 1 summarizes Florida Sea Grant's process for developing this strategic plan.

Table 1. Timeline of the development of Florida Sea Grant's FY2024-27 Strategic Plan

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 leaders of the 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).
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.
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*; *Aquaculture Strategic Plan 2023-2028*; *National Sea Grant College Program 2024-2027 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 Public Issues Education (PIE) Center).

A key contributor to the strategic plan is information received from surveys. The survey instrument 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.

A key contributor to the strategic plan is information received from surveys. The survey instrument 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 the 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).

Two surveys were administered, each was open for 2-3 weeks. For the Phase 1 survey, 211 program advisors were invited by email to complete the survey online 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 no 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.

Only 11% of respondents were primarily interested in “Education of youth/students and life-long learners” compared to 44% that indicated their main interest in FSG’s programming is “research to support science-based solutions” and 45% that indicated “Extension and outreach to bring information to stakeholders”. Respondents represented all five types of perspectives, with the shares ranging from 16% (NGO) to 27% (government); the general public, business/industry, and educator/faculty comprising 17%, 17% and 23%, respectively. Respondents also represented each age category with 23% being 18-44 years, 44% being 45-64 years, and 35% being at least 65 years of age. A total of 460 responses were provided to the six open ended questions, which are reflected in our programmatic priorities but not summarized in this document.

The first analysis sought to compare responses by survey Phase (program advisors versus general public) to the most important national focus areas (NFAs) and the priorities to be addressed under each. Healthy Coastal Ecosystems (HCE) was identified as the most important national focus area and Environmental Literacy & Workforce Development (ELWD) was the least by respondents in both Phases. For each focus area, the three most important priorities were the same in each Phase, which are identified in the top half



of Table 2. Due to the similarities in responses to core questions, the data were combined for regional analysis. For simplicity, three regions in Florida were identified – north (Lake City and above, including the Panhandle), central, and south Florida (Naples to Ft. Lauderdale and below) – based on the distribution of responses at the county level. Four additional topics considered among the most important to respondents by region and NFA are summarized in the bottom half of Table 2. These are topics that were not among the top three overall and, thereby, represent regional priorities that are masked in the statewide analysis.

Table 2. Most important priorities statewide and regionally by national focus area (NFA)

HEALTHY COASTAL ECOSYSTEMS (HCE)	RESILIENT COMMUNITIES & ECONOMIES (RCE)	SUSTAINABLE FISHERIES & AQUACULTURE (SFA)	ENVIRONMENTAL LITERACY & WORKFORCE DEVELOPMENT (ELWD)
Top three statewide priorities¹			
Coastal habitats	Nature-based (living) shorelines	Fisheries management	Public environmental literacy programs
Excess nutrients	Climate mitigation & adaptation	Recreational fisheries	Community/citizen science programs
Algae blooms	Community engaged planning	Restoration aquaculture	K-12 experiential learning opportunities
Regional priorities²			
Ecosystem services	Resource use & tourism	Shellfish & finfish aquaculture	Tourist & visitor education
Invasive species	Equity, accessibility & environmental justice	Artificial reefs	Professional trainings & certifications
Marine wildlife	Ports, harbors, & marinas	Aquaculture regulations	Internships & fellowships for college students
Coral health		Seafood sector & commercial fisheries	Diversity in STEM education

1 For some NFAs the ranking of priority issues differed between the advisors and the general public, but these three were ranked higher than the rest overall.
 2 Each region (north, central or south) had one to three priorities that were ranked into the next tier of importance (and some were shared between two regions).

PROGRAM VISION AND MISSION

As a state-level program

created as a result of the National Sea Grant College Program Act within NOAA's Office of Oceanic and Atmospheric Research, the priorities of the National Sea Grant Office (NSGO) are the foundation under which the state programs operate. Accordingly, the following vision and mission articulated in the *National Sea Grant College Program's 2024-2027 Strategic Plan* provided the context for the development of Florida Sea Grant's FY 2024-27 Strategic Plan.



■ NSGO'S VISION

Sea Grant envisions diverse, thriving coastal communities and ecosystems that are supported by an engaged, environmentally-literate public and informed decision-makers.

■ NSGO'S MISSION

Sea Grant's mission is to enhance the use and conservation of coastal, marine and Great Lakes resources to create a strong and sustainable economy, a healthy environment and resilient and inclusive communities.

Florida Sea Grant embraces the challenges of best serving a state that is rapidly growing, increasingly diverse, and economically dependent on a sustainable coastal ecosystem. Florida Sea Grant seeks to continue actionable science and its translation for environmental stewardship and thriving people, communities and economies. However, one of our greatest strengths is in identifying and addressing new threats and opportunities that, if addressed, will ensure that Florida's environmental health is enhanced 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 and prosper from it, in the context of supporting the health and resilience of our natural resource-rich state.

■ FLORIDA SEA GRANT'S VISION

A future characterized by vibrant, resilient and sustainable coastal ecosystems, communities, and economies, expressed as:

Florida: A beacon of ingenuity, diversity, resilience and prosperity from transformative coastal science to community based impact.

■ FLORIDA SEA GRANT'S MISSION

Motivating innovative and integrated research, extension and education to enhance ocean and coastal resources, promote 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.

GUIDING 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 science-based information. These tenets consist of six values that represent overarching qualities and characteristics that frame our vision and mission – FSG's core values. These values, in turn, guide the development and implementation of program actions across the four nationally-identified focus areas – FSG's cross-cutting principles..

■ **Visionary** – Florida Sea Grant values innovative solutions that address emerging challenges in engagement, science and stewardship.

To be visionary, Florida Sea Grant will advance innovative solutions by encouraging and prioritizing new initiatives and creativity through applied and actionable science and extension interventions, including leading innovation in and serving as a catalyst for an emerging Blue Economy.

■ **Science-based** – Florida Sea Grant values the scientific process and the information generated through research that is reproducible.

To be science-based, Florida Sea Grant will use available evidence – avoiding advocacy and bias – to make decisions and in the development and dissemination of informational and educational tools and services.

■ **Collaborative** – Florida Sea Grant values partnerships that leverage our collective strengths and integrate diverse expertise and opinions to better meet shared goals.

To be collaborative, Florida Sea Grant will expand our network by committing resources to strengthen partnerships that are the most likely to endure for decades, and those that involve residents and businesses that have a vested interest in the resource.



Values are internal and subjective, and they may change over time. Values identify what is important. **Principles** are overarching rules or laws that dictate behavior in accordance with values. Principles provide guidance for decision-making.

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 science-based information.



■ **Sustainable** – Florida Sea Grant values environmental stewardship and communicating the importance of both good stewardship and the resulting ecosystem services.

To be sustainable, Florida Sea Grant will set a good example by strategically prioritizing activities, goods and services that operate sustainably, and maintaining the sustainable ethos with respect to current programs and partnerships.

■ **Accountable** – Florida Sea Grant values integrity and transparency in pursuit of intellectual and translational excellence in all aspects of the program.

To be accountable, Florida Sea Grant will set high standards for excellence and be expedient, transparent and unbiased 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.

■ **Equitable** – Florida Sea Grant values the distinct needs of a range of identities, cultures, communities and capacities that affect environmental stewardship, resilience and prosperity.

To be equitable, Florida Sea Grant will champion diversity, equity, inclusion, justice and accessibility (DEIJA) by proactively engaging 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. Florida Sea Grant will pursue actions that create mechanisms, networks and opportunities within underserved communities where impact will be long lasting.

SUPPORTING NATIONALLY DEFINED FOCUS AREAS

Florida Sea Grant's FY2024-2027 Strategic Plan encompasses programmatic activity in each of the national focus areas identified as priority topics in the National Sea Grant College Program's 2023-2027 Strategic Plan. These focus areas allow programs to address a host of local marine-related needs within the context of the overarching national priorities.

1 Healthy Coastal Ecosystems (HCE)

Protecting, restoring and enhancing habitats for the services they provide, including supporting valued wildlife.

2 Resilient Communities and Economies (RCE)

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

3 Sustainable Fisheries and Aquaculture (SFA)

Ensuring a safe, local, and sustainable supply of seafood, enhancing recreational fishing, and growing aquaculture-based enterprises, including for restoration.

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 profitability.

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. In addition, the national focus areas encompass the three top statewide priorities and regional priorities identified from stakeholder surveys and summarized previously.



These focus areas allow programs to address a host of local marine-related needs within the context of the overarching national priorities.



NATIONALLY ALIGNED 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. These overarching programmatic goals are designed to guide Florida Sea Grant over the next strategic planning cycle and include:

1 HEALTHY COASTAL ECOSYSTEMS (HCE)

- a. Coastal habitats, ecosystems, and the services they provide are protected, restored and/or enhanced.
- b. Land, water, and living resources are monitored and managed by applying science-based tools, trainings and services to sustain and build resilient coastal ecosystems.

2 RESILIENT COMMUNITIES AND ECONOMIES (RCE)

- a. 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.
- b. Water resources are monitored, sustained and protected and/or enhanced to meet existing and emerging needs of dependent communities and economies.

3 SUSTAINABLE FISHERIES AND AQUACULTURE (SFA)

- a. Domestic fisheries, aquaculture and other coastal and freshwater living resources supply goods and services that generate economic and cultural benefits.
- b. Natural resources are sustainably managed to support coastal communities and working waterfronts, including commercial, recreational, subsistence fisheries and aquaculture.

4 ENVIRONMENTAL LITERACY AND WORKFORCE DEVELOPMENT (ELWD)

- a. A diverse, environmentally-literate public participates in lifelong formal and non-formal learning opportunities.
- b. A diverse, skilled and environmentally-literate workforce is engaged and able to build prosperous lives and livelihoods in a changing world through traditional and innovative careers.

STRATEGIES

To achieve the goals established by Florida Sea Grant, the program will implement a suite of strategies designed to both develop and transfer knowledge gained, including products generated by innovative science and extension. These strategies are cross-cutting, as they are applicable across focus areas and often across the people, places and partners that we engage.

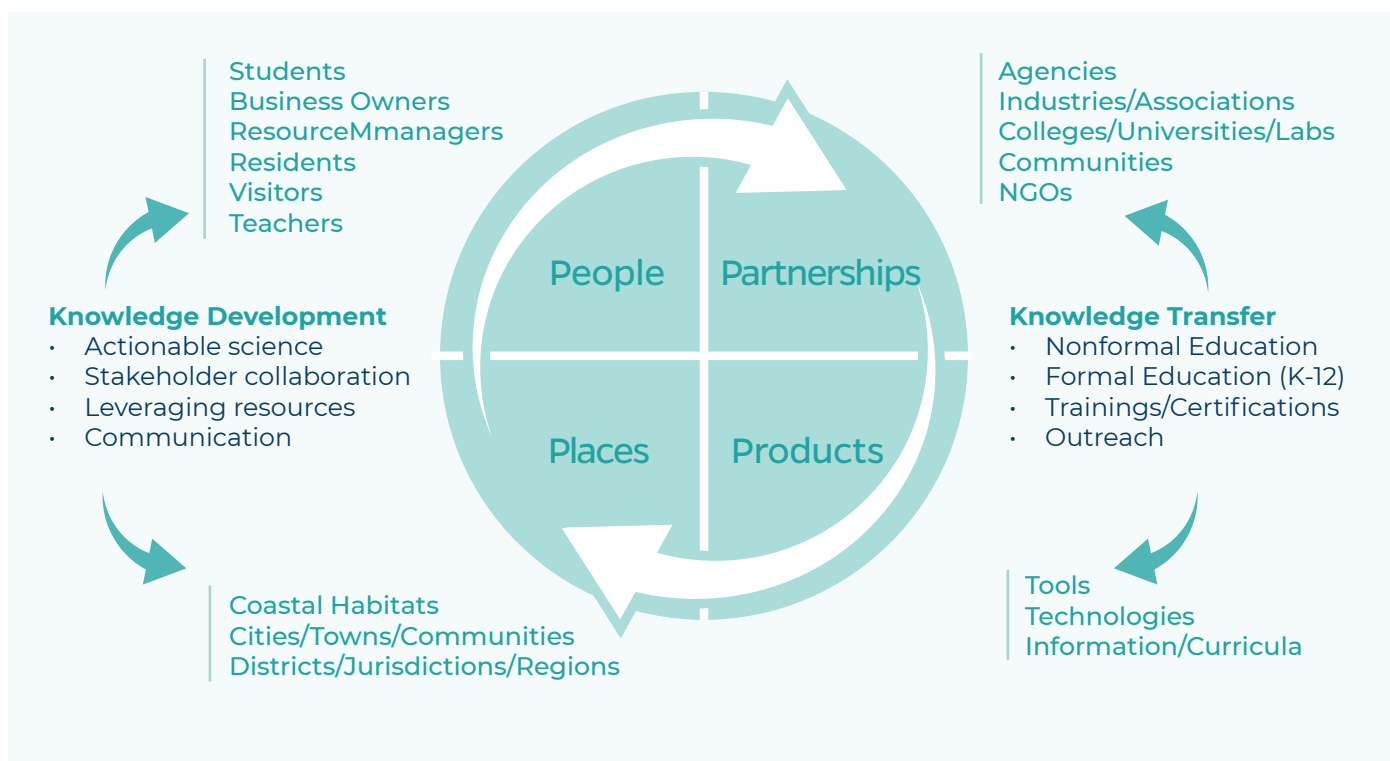


Figure 3. A summary of the core FSG knowledge development and transfer strategies used to engage with a variety of stakeholder groups in order to address FSG's goals.

ACCOUNTABILITY



Through this plan we commit to being careful stewards of the public trust and investment in our National Sea Grant Network, and for supporting our dedication to the future of Florida's people, its coastal environments, and its economy.

Within the National Sea Grant College Program, the strategies and actions employed and delivered by Florida Sea Grant in support of the defined goals will be reported annually and evaluated for progress, impacts and accomplishments through alignment with national performance measures, metrics and guidance. These quantitative benchmarks are, in some cases, supplemented with targets that support the documentation of success.

Appendix I identifies the national performance measures and metrics by national focus area that Florida Sea Grant will track over time. In addition to measures and metrics that are specific to each national focus area, Sea Grant also collects information on several “cross cutting” performance measures or metrics that are affected by programmatic activities that support more than one national focus area.

In addition to periodic and annual evaluation of the program by the NSGO, individual faculty and staff are evaluated annually for progress towards promotion and/or permanent status or tenure within the State University System of Florida and the University of Florida. For county-based Florida Sea Grant Extension agents, the university evaluations are supplemented with annual county and district-level evaluations conducted by the UF/IFAS Extension.

With this Strategic Plan, Florida Sea Grant conveys its alignment with the National Sea Grant College Program's guidance, strategic areas of focus and associated goals. It articulates a noble programmatic vision, mission and rigorous planning process that drives efforts towards establishing and nurturing collaborative partnerships, leveraging resources, and maintaining relevance. It emphasizes a foundational aspiration to embody a set of core values and cross-cutting principles that strive to meet standards for sound science, neutrality and embracing diversity, equitability, inclusivity, justice and accessibility. It applies proven strategies for the successful development and transfer of knowledge. Moreover, it highlights a common set of nationally-defined performance measures and metrics, which will guide the implementation and evaluation of programming and measure its positive impact.

Through this plan we commit to being careful stewards of the public trust and investment in our National Sea Grant Network, and for supporting our dedication to the future of Florida's people, its coastal environments, and its economy.

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APPENDIX I

NATIONAL PERFORMANCE MEASURES BY NATIONAL FOCUS AREAS	
Healthy Coastal Ecosystems (HCE)	
■	Number of resource managers who use ecosystem-based approaches in the management of land, water, and living resources as a result of Sea Grant activities
■	Number of acres of coastal habitat protected, enhanced, or restored as a result of Sea Grant activities
Sustainable Fisheries and Aquaculture (SFA)	
■	Number of fishers, seafood processors, aquaculture industry personnel or seafood consumers who modify their practices using knowledge gained in fisheries sustainability and seafood safety as a result of Sea Grant activities
Resilient Communities and Economies (RCE)	
■	Number of communities that adopt/implement sustainable economic and environmental development practices and policies as a result of Sea Grant activities
■	Annual number of communities that adopt/implement hazard resilience practices to prepare for and respond to/minimize coastal hazardous events as a result of Sea Grant activities
Environmental Literacy and Workforce Development (ELWD)	
■	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 non-formal education programs
■	Number of Sea Grant supported graduates who become employed in a job related to their degree within two years of graduation
CROSS CUTTING NATIONAL FOCUS AREA MEASURES	
■	Number of Sea Grant tools, technologies and information services that are used by our partners/ customers 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) <ul style="list-style-type: none"> ▶ Economic benefits ▶ Jobs sustained ▶ Jobs created ▶ Businesses sustained ▶ Businesses created ▶ Patents

CROSS CUTTING NATIONAL PERFORMANCE METRICS

Sea Grant Staffing: Number of individuals and full-time equivalents (FTEs) devoted to Sea Grant

■ ADMINISTRATION

- Administration funded by Sea Grant
- Administration funded by match and other

■ COMMUNICATIONS

- Communications funded by Sea Grant
- Communications funded by match and other

■ EXTENSION

- Extension funded by Sea Grant
- Extension funded by match and other

■ EDUCATION

- Education funded by Sea Grant
- Education funded by match and other

■ RESEARCH

- Research funded by Sea Grant
- Research funded by match and other

■ INDIVIDUAL STAFFING IN PROGRAM IN ALL AREAS

Core funding proposals: Number and origination of core funding pre- and full-proposals

■ PREPROPOSALS SUBMITTED

- Preproposals submitted (by home institution)
- Preproposals submitted (by other entity)

■ FULL PROPOSALS SUBMITTED

- Full proposals submitted (by home institution)
- Full proposals submitted (by other entity)

■ PROPOSALS FUNDED

- Proposals funded (by home institution)
- Proposals funded (by other entity)

Number of volunteer hours

Continued ...

APPENDIX I (continued) ...

Number of postsecondary students and degrees financially-supported by Sea Grant in higher education programs (undergraduate, graduate)

■ STUDENTS

- ▶ Undergraduate students (new)
- ▶ Undergraduate students (continuing)
- ▶ MS/MA students (new)
- ▶ MS/MA students (continuing)
- ▶ PhD students (new)
- ▶ PhD students (continuing)
- ▶ Other Sea Grant-supported professional degree graduate students (new)
- ▶ Other Sea Grant-supported professional degree graduate students (continuing)

■ DEGREES

- ▶ Undergraduate degrees
- ▶ MS/MA graduate degrees
- ▶ PhD graduate degrees
- ▶ Other Sea Grant-supported professional degree graduate students

Number of P-12 students who participated in Sea Grant-supported formal education programs

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 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

Number of marinas certified as “Clean Marina” by the Clean Marina Program as a result of Sea Grant activities

Number of individuals certified or recertified in Hazard Analysis Critical Control Point (HACCP) as a result of Sea Grant activities

Number of peer-reviewed publications produced by Sea Grant

Visitor Attendance: Number of people that visit museums, aquariums, and other informal education institutions hosting NOAA-supported exhibits or programs

Environmental Actions: Number of people participating in environmental actions through NOAA education programs



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