



# DRP Success Map

## Success Strategies for Park Resilience

### Environmental Protection

### Prized Properties

### Division of Recreation and Parks

#### What Are Our Stakeholder Perspectives?

##### Outdoor *Recreation* Users

State park system provides networks of outstanding and affordable outdoor recreational choices increasing health, well-being, and adventure

##### State *Park* Visitors

State parks provide transformative experiences of cultural and natural resources



##### Efficient Operations



##### Stakeholder Benefits



##### Investments and Revenue

#### What Are Our Stakeholder Expectations?

State park assets - land, buildings, natural systems etc. gain value through long-term stewardship

State parks benefit from a well-deployed network of staff, volunteers and partner organizations

Florida visitors and residents expect, and will spend time and money on transformative park-based experiences

Florida residents and visitors will have a well-marketed network of trails, water access, and other outdoor activities (not limited to state parks)

User revenue will follow demand for recreation activities and transformative park experiences

Budget requests will be based on clear long-term asset management plans (land, buildings, etc.)

#### How Will We Meet Stakeholder Expectations?

Long-term parcel-based resource management plans and infrastructure repair/replacement plans will guide budget decisions

Park volunteers and partner organizations contribute significant value and augment workforce

Florida State Parks will be awarded 5th Gold Medal by National Recreation and Parks Association (NRPA)

DEP/DRP will plan, promote and provide outdoor recreation opportunities through a network of trails/access and information

Annual user revenue will meet/exceed projected needs for State Park Trust Fund (SPTF) spending

Align budget requests to ten-year resource and infrastructure asset management plans

#### How Will We Sustain Our Ability to Improve?

Rebalance and align workforce around resource management, park maintenance and interpretation and other visitor services

Deploy park leadership and workforce to provide quality visitor programs, maintain assets, manage volunteers and gain support from partners

Build and maintain professional workforce by recruiting, training and retaining best staff

Staff and volunteers will deliver ongoing interpretive programs about state parks and Florida's natural and cultural resources

Value, in response to state park investments by taxpayers, users, and donors in state parks, is compelling and leads to budget growth

#### Best Time/Money Investment for:



Park & Recreational Users



Tax Payers






Partners



Workforce

# Strategies for Park Resilience

## Florida Park Service Strategic Plan FY24/25

Objectives	Initiatives	Measures	Targets
<div> Stakeholder Benefits</div>			
Outdoor Florida – DEP/DRP will plan and promote resource-based outdoor recreation and access to state and local conservation lands while implementing the Florida Greenways and Trails System and communicating the health and fitness benefits of outdoor recreation.	Compile, report and publicize multiuse paved trail usage data from state priority trail system.	Number of annual users reported monthly.	6 million users
	Conduct an education program in coordination with partners to promote the benefits of resource-based outdoor recreation focusing on health, fitness, safety and tourism.	Attendance number and or number of presentations at outdoor recreation virtual or in-person events organized through the Division or in partnerships with stakeholders.	Presentations at 40 virtual or in-person events Engage 24 new stakeholder or partner organizations
Planning for Better Parks – Improved unit management plans will emphasize resiliency and prioritize investments in state parks, other conservation lands and recreation facilities.	Improve production and efficiency of Unit Plans while enhancing visitor use management and resiliency.	1. Percent of unit management plans with updated visitor use management and resilience principles. 2. Conclude review of Unit Management Plan structure, content and process.	1. 100% of unit management plans incorporate new methodology and principles 2. Review completed and recommendations implemented by end of year
Interpretation and Programs – Improve and measure interpretive programs and facilities to educate residents and state visitors about Florida’s natural and cultural resources and history and DEP’s environmental protection efforts.	Collect and analyze interpretive features and participation data for personal and non-personal interpretation.	Number of parks reviewing completed SNAPP (Statewide Non-Personal) interpretation data collection.	Q1: Develop and implement review tool Q2: 60 parks complete review Q3: 60 parks complete review Q4: 55 parks complete review
	Collect personal interpretive contacts and participation.	Percentage of parks accurately reporting interpretive personal contacts.	Q1: 25% of all parks accurately reporting Q2: 50% of all parks accurately reporting Q3: 75% of all parks accurately reporting Q4: 100% of all parks accurately reporting
	Train and deploy park staff to provide interpretation.	Number of participants in virtual and in-person classes.	Q1: 25    Q2: 90    Q3: 155    Q4: 250
<div> Investments and Revenue</div>			
Revenue – The State Park Trust Fund will receive revenue adequate to support appropriated expenses.	Set and track park revenue targets based on averaging monthly revenue for the three previous fiscal years.	Monthly Revenue compared to the average of the three previous fiscal years.	103% of the three years average revenue measured monthly
Attendance – Balance attendance with Resource Management Objectives	Set and track park attendance targets while meeting increasing need for public recreational access.	Monthly day use attendance compared to the average of the three previous fiscal years.	101% of the three years average revenue measured monthly
Budget – Plan budgets and make requests based on asset condition inventories and long-term desired condition goals.	Prioritize state park improvement plans based on resource and facility inventories. Link spending plans to priority improvements.	Projected funds allocated to priorities.	Assessed facility improvements 30%, Resource condition improvements 30%, Revenue generated 10%, Other division priorities 30%
<div> Efficient Operations</div>			
Asset Management – Improve assets and resources toward desired condition through ten-year improvement plans.	Continue collecting data and use facility assessment mobile application to include all facilities needing repair or replacement.	Percentage of linear facilities (i.e. roads, bridges, and boardwalks) added to the assessment application.	12.5% of the roads bridges and boardwalks integrated into the assessment program per quarter
	Implement annual fire plans for each park requiring fire and identify and fund equipment, additional staffing/contracting and preparation to achieve statewide prescribed fire targets.	Number of acres managed with annual prescribed fire program reported quarterly.	90,000/year
	Implement annual exotic plant treatment plans for each park requiring such work and fund equipment, additional staffing/contracting and supplies.	Number of infested acres treated for invasive exotics reported quarterly.	7,500/year
	Identify, prioritize, plan, fund and conduct hydrological restoration projects and provide additional funding, equipment, staff, and contractors toward measurable results based on an annual workplan.	Percent of projects completed annually.	100%
Park Business System – Deploy Park Business System (Phase II)	Schedule and implement Phase II features, including the customer relations management program, dynamic pricing, and Florida resident preference program.	CRMP is staffed and delivering content promoting under-utilized overnight facilities. Number of sites restricted to Florida Residents measured monthly. Number of sites with dynamic pricing.	Goals set for CRMP targeted communications with 8 unique messages in Q1 and 15 per month subsequently. 3,000 sites reserved with dynamic prices reported monthly beginning Q2. 300 site nights in advanced reservations restricted to Florida residents measured monthly beginning Q3.
Volunteers and Partner Groups – Encourage and support volunteers and partner organization to contribute significant time and value and augment workforce.	Recruit, train and deploy volunteers to safely support visitor services, interpretation and resource management. Identify all resident volunteer positions and track resident volunteer positions filled/completed.	1. Total annual statewide volunteer hours reported monthly. 2. Percent of resident volunteer positions vacant.	One million volunteer hours. No more than 25% of resident volunteer positions vacant measured monthly.
Workforce – Develop and maintain a diverse, balanced and quality professional workforce by recruiting, training, rewarding and retaining motivated and talented staff and volunteers.	Evaluate, improve and deliver FPS Park Management Leadership Program.	Number of FPS Park Management Leadership Programs delivered and evaluated.	1 per quarter
	Develop park professionals and provide training for career path advancement.	Number of staff learning plans and trainings developed, delivered and evaluated.	Q1: 1 evaluated and 1 delivered    Q2: 2 delivered    Q3: 2 evaluated    Q4: 1 developed
	Increase workforce diversity through focused recruitment, outreach to and relationship building with diverse communities, and making Florida Park Service jobs, careers and volunteering attractive to diverse applicants.	Number of events and promotions by external stakeholder organizations representing or reflecting diverse constituencies. 20+ person events or 100+ person audience content promotion intended to increase job applicant diversity. Measured quarterly by each district and central office.	Quarterly events and promotions Q1: 1 per district and central office Q2: 2 one per district and central office Q3: 2 one per district and central office Q4: 1 one per district and central office



# Strategies for Park Resilience

## Florida Park Service Success Strategy

### Executive Summary

The Florida Park Service strategy for park resilience starts with a renewed commitment to the mission — *to provide resource-based recreation while preserving, interpreting and restoring natural and cultural resources*. Strategies are developed in line with the Florida Department of Environmental Protection's commitment to protecting prized properties.

Following several major hurricanes, which impacted Florida State Park facilities, habitats and attendance, new strategies around park resilience were necessary to equip our workforce, maintain parks and protect natural and cultural resources. For the Florida Park Service, resilience is viewed through physical, ecological, economic and human frames. These strategies serve major stakeholders by looking at the best investments of time and money for park and recreational users, taxpayers, partners and workforce.

These strategies will take the Florida Park Service into 2025. They will lay the foundation for addressing the challenges leading up to the 100<sup>th</sup> anniversary in 2035.

#### Stakeholders' Perspectives

The Florida Department of Environmental Protection's Division of Recreation and Parks (often referred to as the Florida Park Service) serves two constituencies.

One constituency is outdoor recreation users, also served by local recreation and parks systems, other state agencies, national parks and an array of non-governmental recreational providers. This constituency expects providers to work together to make available affordable outdoor recreation options supporting health, well-being and adventure.

Another constituency expects state parks to provide transformative experiences of natural and cultural resources and expects state government to act affirmatively to protect and restore those resources. This constituency sees state parks as a place of heritage preservation and expects to see, for example, pristine springs, natural undeveloped beaches and abundant wildlife in managed areas.

The Florida Park Service brings these expectations together in a network of 175 state parks, located on more than 815,000 acres of protected land, served by nearly 1,000 professional staff, 14,000 volunteers and 83 citizen support organizations. Also served are 232 local recreation agencies, which partner with Florida State Parks in the State Comprehensive Outdoor Recreation Plan and the nationally recognized Florida Greenways and Trails System. Local agencies apply for and receive state funded recreation, trails and acquisition grants.

Florida State Parks are considered the jewels among state ownership of nearly six million acres of conservation lands. Each park has a unique management plan, and most have local and state partners that work together to maintain public support for park goals.

### **Stakeholder Expectations**

Florida's recreation stakeholders expect that state parks will be safe and well-managed with a professional workforce and the park service will invest in maintaining and improving park land and facilities. Stakeholders also expect to spend time and money on quality park experiences including a well-marketed network of trails, beach and water access and other resource-based outdoor recreation.

Below are key goals with strategic measures to successfully meet and sustain these stakeholder expectations.

### **Meeting Stakeholder Expectations**

#### **Parks and Recreation Operations Will be Efficient**

As managers entrusted with some of the State of Florida's finest cultural sites, habitats, waterways, coasts and other resources, the Florida Park Service will use long-term parcel-based resource management plans and infrastructure repair/replacement plans to guide budget decisions.

- Overall improvement of amount of land in desired condition.
- Acres managed with prescribed fire.
- Acres treated for invasive exotic species.
- Acres benefitting from hydrologic restoration.
- Elimination of maintenance backlogs in 10 years.

Highly motivated and well-trained professional park staff will be aided in delivering visitor services and resource management by enthusiastic volunteers, partner organizations and park concessions. Within the theme "People Make the Parks," parks will be managed to contribute significant additional value.

- Park rangers and specialists will be targeted for retention and growth.
- Volunteers and volunteer hours will grow 5 percent annually.

#### **Parks and Recreation Will Attract Revenue and Invest Public Funds Wisely**

User revenue will follow demand for recreation activities and premium transformative park experiences. Surveys show elasticity in park and recreation spending decisions, which can help with investments in quality facilities and staff.

- User revenue growth of 2 percent per year.
- State Park Trust Fund growth of 5 percent per year.

To inspire confidence in state policy makers, budget requests will be based on clear, 10-year asset management plans for land and buildings.

### **People Value a Good System of Parks and Trails**

Florida's unique coastal and water assets will continue to draw visitors from the state and around the world. In the competition for those visitors' vacation days and dollars, Florida State Parks can offer unique experiences and opportunities to explore.

- Park attendance will grow by at least 1 percent per year.

Recreational users, both in-state and destination-seeking out-of-state visitors, can find a well-marketed network of trails, water access and other outdoor activities in Florida. The network is made of state, local and federal parks connected by 10 regional multi-use trail systems.

- Six million people will use the Florida Greenways and Trails System.

### **Sustaining Stakeholder Commitments**

#### **Park Professionals are the Foundation of a Quality Visitor Experience**

In a changing world, the Florida Park Service workforce must change. To address that change, we will build and maintain our professional workforce by recruiting, training and retaining the best staff. Leadership training programs, performance expectations and time management will align the workforces around resource management, park maintenance and interpretation.

#### **Budget Growth Follows Investments and Value**

Investments in state parks and the workforce by taxpayers, users, concessions and business and nongovernmental partners will be based on a compelling narrative of value for stakeholders including economic and social value for communities around parks.

#### **Florida's Unique Natural and Cultural History is a Story Worth Telling**

Increasingly, the Florida Park Service, with its excellent resource managers and outdoor and cultural sites, will be the premier interpreter of wildlife, springs, wetlands, beaches and coastal habitats and the significant stories of the land's inhabitants through the ages.

- Partnerships will be targeted for interpretive programming growth.
- Interpretive opportunities will expand through improved facilities and access.

#### **Investing in Resilience Benefits all Parks and Park Users**

Human and ecological resilience, so easily disrupted by climate and economic conditions, can be aided by planning, smart investments and connecting people to shared values. The Florida Park Service, by following these strategies, will be a more resilient organization better able to face the challenges of the future while recovering from the storms of the past.