
Florida Native Seed Partnership
Five-Year Business Plan
DRAFT

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Introduction

The Florida Native Seed Partnership (FNSP) developed the Florida Seed Strategy (Strategy) to address the critical need for increased availability and utilization of native seeds for ecological restoration, conservation and expansion of the native plant industry through greater seed supply. This Strategy outlines a comprehensive set of market-support, research and outreach activities aimed at strengthening the native plant materials industry within Florida. The Strategy plays a critical role in conserving and restoring Florida's landscapes, supporting agricultural and rural economies, and enhancing environmental resilience. The FNSP is committed to its effective implementation.

Implementing the Strategy necessitates strategic investments in infrastructure, research, decision-support tools and robust communication efforts. These investments will support the expansion of native seed collection, production and storage; advancement of research initiatives; and recruitment of personnel for inventory management, research execution and outreach material development.

This document, the Florida Seed Strategy Business Plan (Business Plan), provides detailed estimates for the resources and associated costs required to execute all actions delineated in the Strategy. Developed in collaboration with staff and researchers from state and federal agencies, non-governmental organizations (NGOs) and universities, the Business Plan aims to assist the FNSP and its members in strategically allocating existing financial resources and securing additional funding for Strategy implementation. Furthermore, it offers a clear and accurate representation of the Strategy's implementation costs for FNSP leadership.

To successfully implement the Strategy, the FNSP will pursue diversified funding opportunities. This includes securing federal and state grants, forming public-private partnerships, engaging philanthropic organizations, and leveraging investments from stakeholders. A financial sustainability plan will be developed to ensure long-term viability, balancing short-term funding needs with long-term revenue generation.

The Strategy is structured around five overarching goals:

1. **Form Partnership**
   Establish a robust and sustainable statewide Native Seed Partnership to ensure reliable availability of ecologically appropriate seed.
2. **Strengthen Partnership**
   Empower native seed producers through comprehensive support and sustainable supply chain development.
3. **Commit to research**
   Drive applied research and innovation to advance native seed production and ecological restoration.
4. **Enhance market**
   Cultivate a thriving and sustainable market for Florida native seeds, driving economic growth and ecological benefits.
5. **Evolve Partnership**
   Establish effective communication, evaluation and adaptive management systems to ensure the Partnership's long-term success and impact.

This Business Plan is organized according to these five goals, providing detailed cost estimates for each supporting action. It serves as a critical tool for the FNSP and its members to effectively implement the Florida Native Seed Strategy, ensuring a sustainable supply of high-quality native seeds for the restoration and conservation of Florida's diverse ecosystems.

Operational Strategy

1. Establish a robust and sustainable statewide native seed partnership to ensure reliable availability of ecologically appropriate seed.

Stakeholder engagement and development

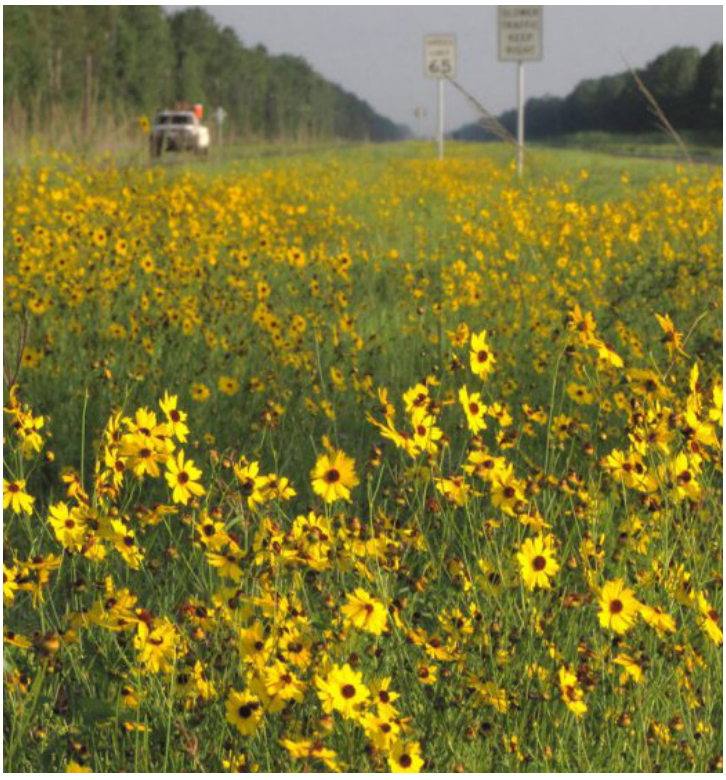
- Conduct a comprehensive statewide inventory of seed producers, agencies and other stakeholders.
- Establish regular partnership meetings and reporting mechanisms to facilitate communication and collaboration.
- Develop and maintain a user-friendly website and digital platform for external communication and resource sharing.

Market analysis and demand forecasting

- Perform a detailed seed industry market analysis and demand forecasting to identify market gaps and future needs.
- Develop a prioritized list of high-value, ecologically significant native species based on market analysis and ecological assessments.

Seed availability facilitation

- Collaborate with seed producers on seed increase strategies, including sharing foundation seed materials.
- Facilitate long-term contracts between native seed producers and users to ensure supply and price stability.
- Engage public land agencies and private landowners in sustainable seed collection and production efforts, including incentive programs for private landowners.



2. Empower native seed producers through comprehensive support and sustainable supply chain development.

Education and training

- Produce and distribute an updated Florida Native Seed Production Manual, incorporating regionally specific information.
- Develop and implement a comprehensive native seed producer training and certification program.
- Collaborate with universities, technical schools and workforce development programs.

Foundation seed production

- Establish a foundation seed production site at IFAS PSREU to supply farmers and support research.

Market connection

- Develop an online marketplace to match native seed supply with demand.

Public land harvesting guidelines

- Collaborate with agencies to create guidelines and a certification system database for harvesting seed on public lands.

3. Foster research and innovation to advance native seed production and ecological restoration.

Research agenda development

- Establish a collaborative research agenda based on industry and ecological priorities.

Applied research and development

- Conduct applied research on increasing seed production and availability of key "workhorse" species.
- Conduct genetic analyses and common garden studies to develop region-specific seed transfer guidelines.
- Conduct applied research to improve efficiency and cost-effectiveness of native seed production at scale.

Knowledge dissemination

- Develop and maintain a centralized repository of Florida-specific native seed production and restoration research.
- Develop and disseminate research-based best management practices for ecological restoration and enhancement.

4. Cultivate a thriving and sustainable market for Florida native seeds, driving economic growth and ecological benefits.

Outreach and education

- Develop and implement targeted outreach and education campaigns for end-users.

Economic incentives

- Create and promote economic incentive programs for farmers and landowners to engage in native seed production.

Market support

- Support regional native seed producer cooperatives and marketing networks.
- Develop and implement market strategies to increase native seed procurement by municipalities and public agencies.
- Develop and promote "Florida Native Seed" branding and certification programs to enhance market recognition.

5. Establish effective communication, evaluation and adaptive management systems to ensure the partnership's long-term success and impact.

Communication and outreach

- Develop and implement a comprehensive communication plan targeting diverse stakeholders.

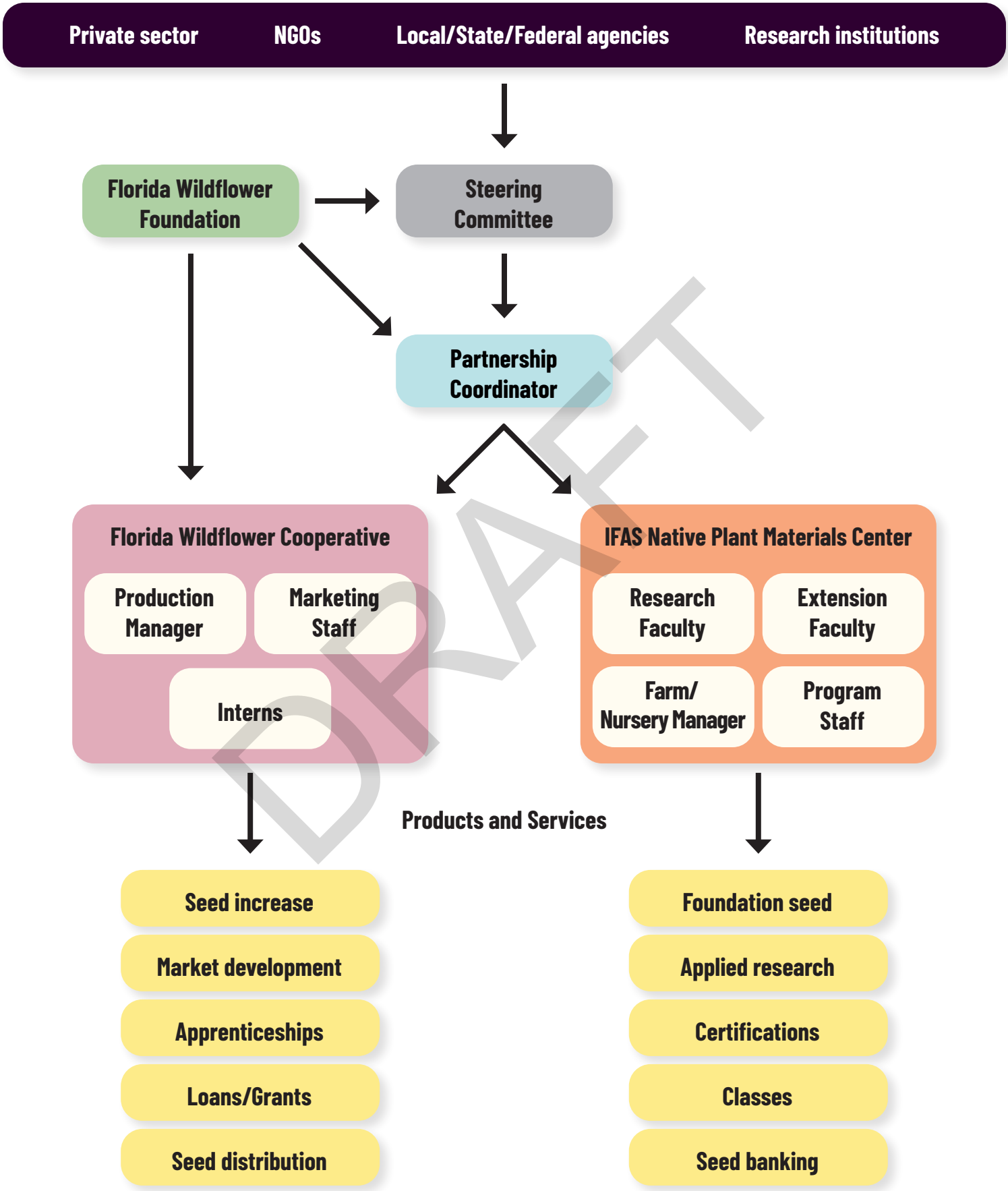
Monitoring and evaluation

- Establish a robust monitoring and evaluation framework with measurable performance indicators.

Adaptive management and risk mitigation

- Conduct regular reviews and revisions of the Partnership's strategic plan based on evaluation findings and stakeholder feedback.
- Implement an adaptive management approach to respond to environmental, economic and regulatory changes.

Florida Native Seed Partnership Organizational Structure



Roadmap to Success: Actions, Outcomes and Financial Outlook

The following pages include tables depicting a summary of five-year goals, objectives and action items from the Florida Native Seed Strategy, associated staffing needs, estimated cost ranges, and key cost drivers.

Goal 1: Establish a robust and sustainable statewide native seed partnership to ensure reliable availability of ecologically appropriate seeds.

Objective: Establish and maintain a well-connected, efficient statewide network of diverse seed producers and stakeholders to ensure a consistent, reliable supply of high-quality, locally adapted native seeds for ecological restoration, conservation projects and the native plant industry.

Action item	Description	Estimated cost range	Cost drivers
1.1 Establish partnerships and form a Steering Committee.	Establish strong partnerships and create a cohesive steering committee that will provide essential leadership and oversight.	$1,000–$5,000	• Meeting expenses • Travel for initial meetings • Initial administrative costs
1.2 Statewide seed producer and stakeholder inventory.	Develop a detailed inventory of existing seed producers, agencies, botanical gardens, organizations, and universities involved in native seed activities.	$5,000–$15,000	• Data collection software • Database setup • Travel for site visits • Data entry
1.3 Perform a detailed seed industry market analysis and demand forecasting.	Conduct a thorough market analysis to assess current and projected demand, identify market gaps, and forecast future needs.	$10,000–$25,000	• Market research software • Data acquisition • Consultant fees (if applicable)
1.4 Develop a prioritized list of high-value, ecologically significant native species.	Create a list of native species based on market analysis and ecological assessments, considering genetic diversity, local adaptation, and habitat requirements.	$3,000–$10,000	• Database software • Expert consultation fees • Ecological assessments
1.5 Collaborate with seed producers on seed increase strategies.	Develop collaborative seed increase strategies, including sharing foundational seed materials, to expand production capacity and ensure genetic diversity.	$2,000–$8,000	• Meeting expenses • Workshop materials • Travel for site visits
1.6 Help facilitate long-term contracts between native seed producers and users.	Facilitate long-term contracts to address supply and price instability and support specialized species and seed development costs.	$1,000–$5,000	• Legal consultation • Contract templates • Administrative costs
	Total	**$22,000–$68,000**	

Goal 2: Empower native seed producers through comprehensive support and sustainable supply chain development.

Objective: Provide targeted training, technical assistance and market access support to new and existing native seed producers, fostering a robust and sustainable supply chain of diverse, locally sourced seed materials that meet the demands of ecological restoration, conservation and the broader native plant industry.

Action item	Description	Estimated cost range	Cost drivers
2.1 Produce and distribute an updated Florida Native Seed Production Manual.	Develop a comprehensive manual with region-specific information on cultivation techniques and best management practices.	$5,000–$20,000	• Writing • Editing • Graphic design • Printing • Digital platform hosting
2.2 Develop a foundation seed production site at UF/IFAS Plant Science Research and Education Unit (PSREU).	Produce foundation seed material at PSREU for distribution to farmers, serving research and educational purposes.	$10,000–$50,000+	• Equipment • Materials • Soil prepration • Irrigation • Initial plant stock *This number could fluctuate greatly.*
2.3 Develop a comprehensive Native Seed Producer Training and Certification Program.	Create a training program covering all aspects of native seed production and establish a certification system.	$8,000–$25,000	• Curriculum development • Training materials • Certification software • Venue rental
2.4 Create an online interface to help connect native seed demand with supply.	Develop a digital marketplace platform to connect native seed buyers and suppliers.	$15,000–$50,000	• Web development • Platform hosting • Marketing *This number can greatly fluctuate based on complexity.*
2.5 Collaborate with agencies to create guidelines and a certification system for harvesting seed on public lands.	Partner with agencies to develop guidelines for sustainable and ethical seed sourcing on public lands, including training and certification.	$5,000–$15,000	• Meeting expenses • Guideline development • Training materials • Legal consultation
	Total	**$43,000–$160,000**	

Goal 3: Drive research and innovation to advance native seed production and ecological restoration.

Objective: Conduct and support targeted research on native seed production, collection, propagation and restoration techniques to address critical knowledge gaps and fostering innovation, ultimately improving the availability, quality and effectiveness of native seeds for ecological restoration and conservation.

Action item	Description	Estimated cost range	Cost drivers
3.1 Establish a collaborative research agenda based on industry and ecological priorities.	Convene stakeholders to identify key research questions and develop a prioritized research agenda.	$2,000–$8,000	• Meeting expenses • Research planning software • Expert consultation
3.2 Conduct applied research on increasing seed production and availability of key "workhorse" species.	Design and implement research projects to improve seed production and availability of selected species.	$10,000–$30,000+	• Materials • Equipment • Field work expenses • Lab supplies *This number greatly depends on the scale of research.*
3.3 Conduct genetic analyses and common garden studies to develop region-specific seed transfer guidelines.	Conduct studies to define precise, species-specific seed zones based on genetic data.	$15,000–$40,000	• Lab equipment • Genetic analysis software • Field work expenses *This number greatly depends on the scale of research.*
3.4 Develop and maintain a centralized repository of Florida-specific native seed production and restoration research.	Create a digital repository for research findings, farming guides, and scientific publications.	$5,000–$20,000	• Database software • Digital archiving • Platform hosting
3.5 Establish and manage a conservation seed banking program for priority sensitive species.	Develop a seed banking program to safeguard the genetic diversity of sensitive species.	$10,000–$30,000	• Seed storage equipment • Lab supplies • Viability testing • Collection equipment
3.6 Conduct applied research to improve the efficiency and cost-effectiveness of native seed production at scale.	Design research experiments to improve efficiency and cost-effectiveness through mechanization, automation, and integrated pest management.	$10,000–$30,000	• Equipment • Materials • Field work expenses • Data analysis *This number greatly depends on the scale of research.*
3.7 Develop and disseminate research-based best management practices for ecological restoration and enhancement.	Design research experiments to improve efficiency and cost-effectiveness through mechanization, automation, and integrated pest management.	$3,000–$10,000	• Publication costs • Website updates • Workshop materials
	Total	**$55,000–$168,000**	

Goal 4: Cultivate a thriving and sustainable market for Florida native seeds, driving economic growth and ecological benefits.

Objective: Expand market demand for Florida native seeds by engaging key industry partners, highlighting the economic benefits of sustainable seed farming, and developing innovative market strategies that support local economies while encouraging widespread adoption of native plants across diverse sectors.

Action item	Description	Estimated cost range	Cost drivers
4.1 Develop and implement targeted outreach and education campaigns for end users.	Create educational materials, workshops, and presentations for key market sectors.	$5,000–$20,000	• Marketing materials • Event costs • Website updates • Social media • Advertising
4.2 Create and promote economic incentive programs for farmers and landowners to engage in native seed production.	Develop incentive programs like cost-sharing initiatives, tax credits, or grants.	Variable	*This number will vary depending on the size and type of incentive program.*
4.3 Support regional native seed producer cooperatives and marketing networks.	Strengthen existing cooperatives and marketing networks.	$2,000–$10,000	• Grant funding • Technical assistance • Workshop materials
4.4 Develop and implement market strategies to increase native seed procurement by municipalities and public agencies.	Create model procurement policies and best practice guidelines.	$5,000–$10,000	• Policy development • Outreach materials • Meeting expenses
4.5 Develop and promote "Florida Native Seed" branding and certification programs to enhance market recognition.	Establish a branding and certification program to ensure quality, traceability, and regional origin.	$5,000–$25,000	• Branding development • Marketing materials • Certification software
	Total	**$15,000–$55,000**	

Goal 5: Establish effective communication, evaluation and adaptive management systems to ensure the partnership's long-term success and impact.

Objective: Develop and implement comprehensive communication strategies, rigorous evaluation frameworks, and adaptive management processes to effectively communicate the Florida Native Seed Partnership's goals, measure progress accurately, and ensure the strategy remains responsive to evolving needs and opportunities.

Action item	Description	Estimated cost range	Cost drivers
5.1 Develop and maintain a user-friendly website and digital platform for external communication and resource sharing.	Create a website and digital platform with news, events, and a resource library.	$5,000–$10,000	• Website development • Hosting • Content creation
5.2 Establish regular partnership meetings and reporting mechanisms to facilitate internal communication and collaboration.	Schedule regular meetings and develop standardized reporting templates.	$1,000–$5,000	• Meeting expenses • Reporting software • Administrative costs
5.3 Develop and implement a comprehensive communication plan for engaging diverse stakeholders.	Create a detailed communication plan with key audiences, messaging, and outreach methods.	$2,000–$8,000	• Communication planning software • Outreach materials • Meeting expenses
5.4 Establish a robust monitoring and evaluation framework with measurable performance indicators.	Develop a framework with KPIs and implement data collection and analysis.	$5,000–$10,000	• Evaluation software • Data analysis tools • Reporting
5.5 Conduct regular reviews of and updates to the Partnership's strategic plan based on evaluation findings and stakeholder feedback.	Schedule periodic reviews and incorporate feedback and data-driven insights.	$1,000–$5,000	• Meeting costs • Planning software • Facilitation costs
	Total	**$10,000–$38,000**	

Staffing position descriptions

Position	Roles and responsibilities	Key skills/expertise	Accountable action items
Steering Committee	• Strategic oversight and guidance • Review and approve plans • Monitor progress • Facilitate collaboration • Advise on policy and funding	• Strategic planning • Policy analysis • Collaboration • Leadership	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.5, 4.2, 4.3, 4.4, 4.5, 5.4, 5.5
Partnership Coordinator	• Facilitate communication • Coordinate meetings • Track progress • Manage website and resources • Support outreach and funding	• Communication • Coordination • Project management • Stakeholder engagement	1.1, 1.2, 1.4, 1.5, 1.6, 2.4, 2.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4, 5.5
Research Faculty	• Lead research projects • Develop seed transfer zones • Pursue funding • Develop certificate program • Disseminate research	• Research design and implementation • Seed science • Genetics • NSF funding acquisition • Education	1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7
Extension/Teaching Faculty	• Translate research into practice • Develope extension programs • Provide training and technical assistance • Teach courses • Conduct applied research	• Extension • Teaching • Applied research • Stakeholder and community outreach • Grant funding	1.4, 1.5, 1.6, 2.1, 2.3, 2.4, 2.5, 3.4, 3.6, 3.7, 4.1, 4.2, 4.3, 4.4, 4.5
Plant Materials Nursery and Seed Farm Manager	• Manage seed production and demonstration farm • Oversee cultivation, storage and distribution • Manage foundation seed materials • Supervise staff and volunteers	• Plant propagation • Seed technology • Manage farm • Supervise staff	2.2, 3.4, 3.5, 3.6

Farm Manager Support	• Support farm manager with hands-on tasks including:
	  • Production management
	  • Seed harvesting, cleaning and storing
	  • Support purchase order processes
		• Communication
		• Seed production
		• Organizational skills
			2.2, 3.4, 3.5, 3.6

Summary budgets

Goals	Estimated cost
Goal 1: Establish Partnership	$22,000–$68,000
Goal 2: Empower Producers	$43,000–$160,000
Goal 3: Drive Research	$55,000–$168,000
Goal 4: Cultivate Market	$15,000–$55,000
Goal 5: Communication and Evaluation	$10,000–$38,000
Five-year total	**$145,000–$489,000**

Position salaries

Position	Estimated salary/ fringe range
Partnership Coordinator	$60,000–$80,000
Research Faculty: Salary	$80,000–$120,000
Research Faculty: Fringe	$24,000–$36,000
Extension and Teaching Faculty: Salary	$70,000–$100,000
Extension and Teaching Faculty: Fringe	$21,000–$30,000
Plant Materials Nursery and Seed Farm Manager: Salary	$50,000–$70,000
Plant Materials Nursery and Seed Farm Manager: Fringe	$15,000–$21,000
Farm Support Manager: Salary	$45,000–$65,000
Farm Support Manager: Fringe	$13,500–$19,500
Total	**$388,500–$561,500**
Five-year total	**$1,942,500–$2,807,500**

Five-year projection of products and revenue		
Products	**Potential revenue source**	**Estimated revenue**
Florida Native Seed Production Manual (digital and print)	• Sponsors	$2,000–$10,000
Foundation seed material (PSREU)	• Sales to seed producers • Research grants • End users	$25,000–$100,000
Online marketplace platform	• Sponsors	$4,000–$8,000
Research projects and publications	• Grants	$100,000–$2.5 million
Conservation seed banking services	• Grants • Contracts	$1,000–$3,000
Training programs and workshops	• Registration fees • Grants • Sponsors	$10,000–$20,000
Trademark species*	• Royalties	$10,000–$100,000
Annual Extension event	• Plant sales • Donations	$75,000–$200,000
Total		**$227,000–$2,500,441**