

PALM BEACH COUNTY



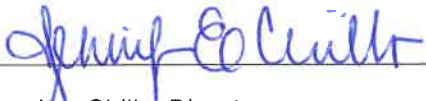
PARKS & RECREATION




# STRATEGIC PLAN

2026 – 2029

**Approving Authority of Strategic Plan 2026-2029**

  
Jennifer Cirillo, Director  
Palm Beach County Parks and Recreation Department

  
Date

This document will be reviewed annually and updated as needed.



Palm Beach County  
Board of County  
Commissioners

PALM BEACH COUNTY



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REVISED MARCH 2026

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"Best in the State"

"Best in the U.S.A."

*We create opportunities for healthy, happy living!*



## Mission

*To provide opportunities for healthy, happy living through award-winning parks, welcoming experiences and environmental stewardship.*



## Core Values

- ◆ A culture of teamwork by developing park and recreation professionals who embrace respect, trust, tolerance, fairness and a positive attitude toward all co-workers
- ◆ Excellent customer service by meeting the needs of our community with healthy, happy living experiences through leadership, training, resource allocation, innovation, fairness and customer focus
- ◆ Demonstrating a high level of integrity and pride through open, honest and respectful communication with customers and co-workers, and providing quality recreational opportunities
- ◆ Fiscally responsible and accountable by providing sound fiscal policies and procedures, measuring and validating performance, and being good stewards of our resources



## Vision

As a nationally recognized park and recreation leader we will connect people and parks by:

- ✓ Engaging all members of our community,
- ✓ Ensuring safe, functional and innovative amenities now and in the future,
- ✓ Continually developing a professional, well-trained staff that is reflective of our community,
- ✓ Being a leader in outdoor recreation and sports tourism,
- ✓ Forming strategic relationships to ensure local access to green and blue spaces,
- ✓ Focus on lowering barriers to participation; providing environmental balance; advancing economic vitality; and championing community health and wellness,
- ✓ Continuously improving service delivery and business practices through the incorporation of new technologies and the creation of enterprising partnerships to deliver services



## Core Services

- Ensure access to beaches and water bodies
- Facilitate health and wellness opportunities
- Provide youth and adult enrichment through recreation programs, services, and facilities
- Promote stewardship of natural, archaeological and cultural sites
- Provide trails, open space and picnic facilities

# EXECUTIVE SUMMARY

The Palm Beach County Parks and Recreation Department’s 2026–2029 Strategic Plan establishes a bold, future-focused roadmap designed to strengthen organizational capacity, modernize facilities, enhance public access and engagement, and elevate the department’s national leadership in parks and recreation. Rooted in our mission **to provide opportunities for healthy, happy living through award-winning parks, welcoming experiences, and environmental stewardship**, the plan aligns closely with the County’s strategic priorities and reflects extensive staff expertise, industry best practices, CAPRA standards, and community needs.

Guided by our core values—teamwork, customer service excellence, integrity, and fiscal responsibility—the plan positions the department to address evolving demographic trends, rising operational demands, aging infrastructure, environmental challenges, and increased expectations for high-quality recreation experiences for residents and visitors.

The Strategic Plan is organized around **ten interconnected strategic priorities**, each with measurable goals and objectives designed to ensure accountability, progress monitoring, and alignment with countywide priorities.

## Strategic Highlights

### 1 **Workforce Recruitment, Development & Organizational Culture**

The department will strengthen its internal capacity by building a modern recruitment pipeline, formalizing employee development

pathways, and cultivating a culture grounded in respect, appreciation, and cross-division collaboration. A department-wide Employee Growth and Development program, expanded recognition efforts, and structured succession planning will prepare the workforce for long-term success.

## **2 Infrastructure, Accessibility & Facility Modernization**

To ensure safe, resilient, and future-ready parks, the department will develop a comprehensive asset management program, implement ADA Transition Plan improvements, expand technology and connectivity, and establish in-house construction capacity. Focused land acquisition and aligned Master Plan implementation will support long-term community growth.

## **3 Public Engagement & Branding**

A unified communication strategy—including website redesign, centralized messaging platforms, volunteer program expansion, and enhanced constituent engagement—will strengthen public trust and elevate awareness of the value parks provide in health, wellness, environmental stewardship, and economic vitality.

## **4 Financial Sustainability, Capital Funding & Revenue Growth**

To support future operations and capital needs, the department will diversify funding sources, launch enterprising initiatives such as Park Tank, strengthen partnerships, and complete a fee study to ensure

reasonable and sustainable pricing. New concessions and a partnership framework will provide clarity, fairness, and transparency.

## **5 Operational Sustainability & Environmental Resilience**

The plan emphasizes stewardship of natural areas, operational readiness during disruptions, sustainable design in capital projects, preservation of non-commercial parklands, and expanded greenways and trails connectivity. These efforts collectively ensure long-term environmental health and community protection.

## **6 Programs & Services for Residents and Visitors**

The department will enhance its programming through data-driven evaluation, standardized planning, upgraded recreation software, improved facility access, and policy updates that reflect current and emerging community needs.

## **7 Emergency Preparedness, Safety & Security**

With public safety as a foundational responsibility, the department will modernize security infrastructure, upgrade emergency protocols, expand

frontline staff certifications, and partner with PBSO and Fire Rescue to ensure coverage, reduce adverse incidents, and improve readiness across all facilities.

## **8 Economic & Tourism Development**

Leveraging parks as tourism and economic drivers, the department will strengthen partnerships with the Tourism Development Council (TDC), standardize event support policies, activate underutilized spaces, and implement advanced data analytics to track visitor impact and drive economic outcomes.



## **9 Performance Measurement & Continuous Improvement**

A comprehensive performance metrics framework aligned with CAPRA standards will guide decision-making, budgeting, and accountability. Technology integration, annual community surveys, business plan updates, and business analytics will support a culture of innovation and transparency.

## **10 CAPRA Culture**

The plan solidifies the department's commitment to ongoing accreditation readiness through internal monitoring systems, embedded CAPRA training, annual audits, national recognition efforts, and a culture of excellence that permeates daily operations.

# Conclusion

The 2026–2029 Strategic Plan outlines a clear and ambitious path to strengthen Palm Beach County's position as a nationally recognized leader in parks and recreation. Through modernized infrastructure, empowered staff, sustainable operations, community-focused engagement, and data-driven accountability, the department will continue to deliver exceptional experiences while preparing for the needs of future generations.

This plan serves not only as a roadmap for the next three years but also as a foundation for long-term resilience, innovation, and excellence.

# STRATEGIC PRIORITIES, GOALS & OBJECTIVES

## Strategic Priority ①

### Workforce Recruitment Development & Organizational Culture

**Goal:** Enhance organizational capacity by implementing forward-looking recruitment and retention strategies that address generational workforce shifts, promote work–life balance, and advance professional development, while cultivating a culture grounded in appreciation, respect, and collaboration.

**Alignment:** Palm Beach County Strategic Priority of Economic Development and Public Safety.



#### Objectives:

#### **A** Integrated Recruitment & Employer Branding Strategy

By September 2029 complete the development and implementation of a coordinated department-wide recruitment strategy, with strategy milestones and supported by HR, that includes the creation and promotion of an Employer Value Proposition (EVP) and recruitment branding campaign highlighting the department’s mission,

vision, values, and career opportunities and **that reduces recruitment cycle time by 20% and increases qualified applicants by 25%.**

#### **B** Employee and Volunteer Development and Retention Program (EVD, IDPs, & Training)

By **September 2029** develop and implement a department-wide Employee Growth and Development

program that provides training for both frontline and leadership staff and integrates Individual Development Plans (IDPs) and **achieves at least 60% staff participation**. Include milestone achievements in the strategies.

### **C** Succession Planning & Leadership Pipeline

By **December 2027** implement a formal succession planning process supported by IDPs, mentorship, and internship growth programs, ensuring that **100% of critical leadership positions have at least one identified and trained potential successor**.

### **D** Integrated Employee Recognition & Communication Program

By December 2027 implement a structured, multi-channel program that recognizes employees and boosts engagement through awards, director highlight videos, facility

passport recognition, digital bulletin boards, sharepoint recognition, podcasts, newsletters, and other non-pay incentives that results in **50% staff engagement in the first year of implementation in at least one recognition activity per quarter**.

### **E** Cross-Division Collaboration

By **March 2027** expand opportunities for cross-division collaboration through field visits, joint training, and committees, with **at least 80% of divisions reporting participation in cross-division initiatives**.



# Strategic Priority 2

## Infrastructure, Accessibility and Facility Modernization

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**Goal:** Continue to enhance and modernize parks and recreation infrastructure to ensure safe, accessible, and resilient facilities that meet evolving community needs, preserve existing assets, and support economic development through innovative technology, strategic partnerships, and destination recreation opportunities.

**Alignment:** Palm Beach County Strategic Priority Infrastructure, Economic Development, Public Safety and Environmental Protection.



### Objectives:

#### **A** Comprehensive Infrastructure Asset Management & Preservation Program

By **December 2026** develop and implement a department-wide asset management system and by **December 2028** complete an aging infrastructure assessment, including a unified process for documenting facility life cycles, prioritizing replacements, and securing funding to preserve and modernize park infrastructure ensuring **100% of facilities and major assets have documented lifecycle data and condition ratings.**

#### **B** ADA Transition Plan Compliance

By **September 2029**, implement the ADA Transition Plan with annual prioritized repairs and upgrades, so that **80% of the annual priorities are complete** and a roadmap for remaining sites is created.

#### **C** Limited Construction Capacity

By **June 2027** establish internal resources for a limited construction function (staff positions, processes, and equipment), that after implementation **reduces reliance on outside departments for minor capital projects by 25%.**

## **D** Technology & Connectivity Improvements

By **September 2027** Expand Wi-Fi, fiber, and network connectivity to **at least 75%** of major facilities, and pilot **at least three new technological innovations** (e.g., digital payroll, smart lighting, reservation systems, security enhancements, automated notifications, and etc.).

## **E** Land Acquisition for Future Parks and Facilities

By **September 2028** develop a land acquisition funding and identification strategy to support future park development, focusing on underserved and growing communities, and **acquire a minimum of fifty acres of land** that is strategically located to support future park development.

## **F** Master Plan Implementation & Alignment

By **September 2027**, identify 2035 Parks and Recreation Master Plan priorities and create an implementation tracker. Implement the prioritized capital projects, policy updates, and program enhancements that align with community needs, sustainability goals, and available funding resources.

Complete **at least 50% of high priority Master Plan recommendations** by **September 2029**.

## **G** Destination Recreation & Economic Development Modernization

In partnership with the TDC and other agencies, identify, plan and deliver **at least three facility modernization projects and/or destination-level recreation facilities** (e.g., sports tourism venues, event spaces, waterfront access) **by December 2029 with interim milestones** that measurably drives economic development—tracking outcomes such as visitor spending, room nights, and local business revenue.



# Strategic Priority 3

## Public Engagement and Branding

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**Goal:** Strengthen public engagement and build on our unified brand identity by expanding awareness, clearly defining services, expanding communication and feedback channels, and promoting the value of parks and recreation in advancing health, safety, environmental stewardship, and community well-being.

**Alignment:** Palm Beach County Strategic Priority Economic Development, Substance Use and Behavioral Disorders, Public Safety and Environmental Protection.



### Objectives:

#### **A** Volunteer & Community Engagement Growth

By **November 2026** strengthen volunteerism by developing new engagement programs and partnerships, **increasing active registered volunteers by 30% and adding at least three direct department volunteer opportunities.**

#### **B** Centralized Communication System

By **September 2027**, implement a centralized communication platform (e.g., Rainout app, text/email alerts,

call center automation) to provide consistent and timely public messaging, **achieving a 20% increase in citizen awareness scores.**

#### **C** Website Redesign & Chatbot Integration

By **March 2027** working with ISS and Public Affairs, redesign the department website to improve navigation and accessibility to include an integrated chatbot to provide 24/7 responses to frequently asked questions, **reducing public information inquiries by 25%.**

## **D** **Constituent Input & Engagement Expansion**

By **December 2027** expand opportunities for public input (town halls, digital surveys, creative engagement events), achieving participation from **at least 5% of households countywide**.

## **E** **Health, Wellness, & Environmental Benefits Campaign**

By **September 2027**, launch a new multimedia campaign communicating the health, wellness, safety, and environmental benefits of parks and recreation, with **a goal of reaching 30% of permanent county residents** through combined digital, print, and in-person channels.

## **F** **Brand Activation & Employee Alignment**

By **June 2026**, implement a department-wide brand activation and training program to ensure consistent understanding and application of brand standards, achieving **90% employee awareness, 100% use of approved templates**, and documented brand compliance across all divisions.



# Strategic Priority 4

## Financial Sustainability, Capital funding and Revenue Growth

**Goal:** Ensure long-term financial sustainability by diversifying revenue streams, strengthening funding strategies, and expanding partnerships to support reasonable access, infrastructure modernization, and innovative capital development.

**Alignment:** Palm Beach County Strategic Priority Infrastructure, Economic Development.



### Objectives:

#### **A** Integrated Revenue, Philanthropy & Innovation Strategy

By **September 2029** with annual milestones, develop a diversified funding plan that grows grants, sponsorships, and naming rights; strengthen the Parks Foundation’s capacity and donor pipeline; and launch the Park Tank program to promote staff-led, fundable projects—collectively securing new operating and capital dollars with clear annual targets and ROI tracking and **ensuring that five alternative funding sources are identified with two new reliable funding streams.**

#### **B** Department-Wide Fee Study

By **March 2027** complete a comprehensive fee and pricing study that includes market comparisons and

access considerations and implement recommendations with a goal of **increasing department revenue 5% in FY 2028.**

#### **C** Concession, Partnership & Commercial Use Policy Framework

By **December 2026** develop and implement a comprehensive policy framework that standardizes concession operations and formalizes nonprofit and commercial use of park assets to ensure consistency, fairness, transparency, and alignment with community and departmental priorities. The framework will include standardized siting criteria, allowable use guidelines, partnership models (including P3s), **publish at least one business opportunity guide for potential partners by April 2027.**

# Strategic Priority 5

## Operational Sustainability and Environmental Resilience

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**Goal:** Advance sustainable operations and environmental resilience by conserving natural resources, strengthening facility and land management, and integrating resilient practices to protect parks and communities for future generations.

**Alignment:** Palm Beach County Strategic Priority Infrastructure, Economic Development and Public Safety.



### Objectives:

#### **A** Natural Resource Stewardship Plans

By **March 2029 with interim milestones**, identify locations requiring management plans and complete, evaluate and update management plans for the designated natural areas, integrating conservation, stewardship, and resiliency practices and ensure that 80% of identified locations have an up-to-date plan.

#### **B** Operational Resilience & Continuity Program

By **September 2026** strengthen the department's ability to maintain safe, reliable operations before, during, and after environmental or human-

caused disruptions by improving proactive preparedness, rapid-response protocols, staff training, and communication procedures that minimize service interruptions and protect park assets. Ensure that staff receive **at least one training course or participate in a tabletop exercise annually**.

#### **C** Greenways & Trails Connectivity Policy

By **June 2027** adopt a countywide greenways and trails connectivity policy which includes **identifying a trail system and at least ten priority missing connections**, aligning them with regional transportation plans by **December 2029**.

## **D** Park Ordinance Revision

By **September 2027**, revise the park ordinance to strengthen protections for land, natural areas, and operations, ensuring alignment with sustainability and resilience priorities.

## **E** Non-Commercial Land Preservation & Zoning Alignment

By **August 2028** Identify and formally designate parcels to be excluded from commercialization; align zoning and land-use classifications **re-designating 100 % of natural lands** as conservation/preserve where appropriate; integrate these areas into the county's long-term preservation strategy and **resolve at least 80% of encroachment issues.**

## **F** Sustainable & Resilient Design Integration

By **December 2029** incorporate consistent sustainability and resilience principles into all capital projects and operations by establishing measurable environmental performance metrics, ensuring new facilities are designed for long-term adaptability, efficiency, and reduced environmental impact. **Launch at least 3 pilot projects** to demonstrate innovation in energy efficiency, water conservation, waste management and climate resilience, and integrate sustainability results into the department's annual performance reporting.



# Strategic Priority 6

## Programs and Services for Residents and Visitors

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**Goal:** Deliver accessible, welcoming, and sustainable programs and services that promote health, wellness, cultural and recreational enrichment, and stewardship, while adapting to community needs through innovation, partnerships, and data-driven evaluation.

**Alignment:** Palm Beach County Strategic Priority Economic Development, Substance Use & Behavioral Disorders, Public Safety, Environmental Protection, Unsheltered Residents.



### Objectives:

#### **A** Program Planning, Evaluation & CAPRA Performance System Guide

By **September 2026** adopt a department-wide program planning policy and staff guide with standardized procedures across all divisions, and implement a unified evaluation system tracking participation, satisfaction, and cost-benefit, with **100% of programming divisions submitting annual CAPRA-aligned performance reporting** to ensure consistent delivery and continuous improvement.

#### **B** Recreation Software Upgrade

By **December 2026** evaluate and select a new recreation management software that improves ease of use for staff and customers, **achieving at least a 25% reduction in staff processing**

**time for registrations, reservations, and account management** within the first year of implementation.

#### **C** Priority of Use Policy Re-Evaluation

By **October 2027 and annually thereafter** re-examine and update the department's priority of use policy to reflect necessary priority access, current demand, and emerging community needs.

#### **D** Program Access & Operating Adjustments

By **December 2027** develop a plan and funding strategy that would adjust operating hours, expand shaded spaces, and implement other accessibility improvements in **at least five** major facilities, based on usage data and evolving community needs.

# Strategic Priority 7

## Emergency Preparedness, Safety and Security

**Goal:** Protect the safety of employees, visitors, and facilities by strengthening emergency preparedness, expanding training and certifications, modernizing security infrastructure, and building organizational readiness to respond to evolving public safety challenges.

**Alignment:** Palm Beach County Strategic Priority Public Safety, Environmental Protection, Unsheltered Residents and Infrastructure.



### Objectives:

#### **A** Security Infrastructure Upgrades

By **December 2029** install or upgrade security lighting, cameras, and secure access card systems at all major facilities, create a safety audit, and CPTED review, make the necessary improvements to **at least 3 facilities annually**.

#### **B** Emergency Protocol Alignment & Staff Procedures

By **September 2028** Update internal emergency protocols (including code yellow procedures) to align with current trends and industry standards, and train staff in the new protocols.

#### **C** Organizational Readiness Building

By **September 2028**, conduct annual emergency preparedness drills and complete readiness assessments at all facilities **achieving 90% compliance** with preparedness benchmarks.

#### **D** Expanded Staff Training & Certification

By **December 2026**, implement a staff training matrix that includes de-escalation, mental health first aid, and crowd management, with **at least 75%** of frontline staff certified **in one or more areas**.

## **E** Law Enforcement and Ocean Rescue Transition

By **January 2026** transition the Park Ranger Program to PBSO and Ocean Rescue program to Fire Rescue. Strengthen partnerships with PBSO and Fire Rescue to ensure security and safety coverage does not lapse.

## **F** Law Enforcement, Ocean Rescue & Security Partnerships

By March 2026, identify coverage gaps and work with PBSO and Fire Rescue to cover these areas/times. By October 2027 secure annual budget support for additional safety and coverage initiatives **to ensure the number of adverse incidents declines by at least 10% annually.**

## **G** Customer and Partner Safety Education

By **January 2027**, develop a plan and schedule for a public safety campaign with safety awareness content for park users. In conjunction with law enforcement, ocean rescue and security partnerships, **reduce the number of adverse incidents by 10%.**



# Strategic Priority 8

## Economic and Tourism Development

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**Goal:** Strengthen Palm Beach County’s economic vitality by leveraging parks and recreation assets as major drivers of tourism and community prosperity balanced with the growing needs of our residents.

**Alignment:** Palm Beach County Strategic Priority Economic Development and Infrastructure.



### Objectives:

#### **A** Tourism, Visitor and Economic Impact Reporting System

By **June 2027**, integrate Placer.ai (or equivalent) to generate data-driven visitor insights (volume, dwell time, origin, repeat rate) and establish a baseline and standardized tracking of tourism/economic impacts, partnerships, and fee waivers, **with quarterly dashboards and annual performance metrics reported to leadership and partners.**

#### **B** Tourism Development Council & Event Support Policy Framework

Adopt integrated policies that standardize evaluation and responses to Sports Commission and Film Commission requests and govern fee waivers and event support, with transparent criteria, documented approvals, and centralized tracking/reporting to ensure consistent, equitable application across all tourism-related events. By **March 2027**

evaluate 95% of requests using the standardized evaluation framework.

#### **C** Tourism Partnerships with TDC & Agencies

By **December 2027** conduct at **least one joint planning meeting** to strengthen partnerships with the Tourist Development Council (TDC) and other tourism agencies by aligning goals through joint master planning efforts and with annual progress reviews.

#### **D** Underutilized Space Activation

By **September 2027**, utilizing primarily capacity and usage data, and secondarily site suitability data, identify at least **three underutilized non-preservation park spaces** that could be used for future amenities or special event areas, consider whether redistributing staff resources to balance use between overutilized and these underutilized sites is warranted.

# Strategic Priority 9

## Performance Measurement and Continuous Improvement

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**Goal:** Advance a culture of accountability and innovation by implementing data-driven performance measurement systems, integrating technology and staff input, and using continuous improvement practices to align operations with the County’s mission and CAPRA standards.

**Alignment:** Palm Beach Mission.

### Objectives:

#### **A** Performance Metrics & CAPRA Integration Framework

By **November 2026**, develop a comprehensive, department-wide performance metrics framework aligned with the County mission and CAPRA standards, and implement systems to collect, track, and report CAPRA-specific measures—with **annual updates published in performance reports** to drive continuous improvement and ensure reaccreditation readiness.

#### **B** Data-Driven Budgeting & Accountability Framework

By **December 2026**, fully integrate performance metrics into budgeting and program development, requiring data-backed justifications for new

initiatives, document evidence informed major decisions to reinforce transparency and institutional accountability ensuring **100% of new initiatives demonstrate data-informed justification.**

#### **C** Community Surveys & Employee Listening Sessions

By **March 2026**, establish a cycle of **annual community surveys and employee listening sessions** during each budget cycle, with results feeding directly into program and budget decisions.

#### **D** Business Plan Accountability

By **FY 2027**, require each revenue generating unit to update or create

a business plan with measurable objectives, tracked through performance dashboards, and reviewed annually. Roll this initiative out to **100% of cost centers by FY 2028.**

## **E** Technology & AI Integration

By **September 2028**, implement **a minimum of two advanced technology solutions** (e.g., AI tools, visualization software,

predictive analytics) to improve efficiency, program evaluation, and decision-making.

## **F** Business Analytics Position

By **December 2026**, establish a dedicated Business Analytics position (or team) to manage performance data, reporting, and continuous improvement initiatives. Insure that data reports are **up to date 100% of the time.**

# Strategic Priority

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## CAPRA Culture

**Goal:** Sustain a culture of excellence and accountability by embedding CAPRA standards into daily operations, staff development, and strategic initiatives, ensuring ongoing accreditation readiness and national recognition of the department's achievements.

**Alignment:** Palm Beach County Strategic Priority Economic Development, Public Safety, Environmental Protection, Unsheltered Residents and Infrastructure.



## Objectives:

### **A Accreditation Readiness System**

By **March 2026**, implement an internal monitoring system that ensures all CAPRA standards are continuously tracked and documented, achieving **100% compliance readiness at all times**.

### **B CAPRA Integration in Onboarding & Training**

By **September 2027**, embed CAPRA principles into staff onboarding, leadership development, and annual training, with at least **90% of employees trained** in CAPRA relevance to their role.

### **C Culture of Excellence Campaign**

By **June 2026**, launch an internal "CAPRA Culture" initiative to promote excellence, accountability, and continuous improvement, with **annual employee surveys showing 80% awareness** of CAPRA standards and their importance.

### **D Gold Medal And National Recognition Strategy**

Before **March 2026**, prepare and submit a compelling 2026 NRPA Gold Medal Award application demonstrating CAPRA-aligned excellence, while elevating the department's national profile through benchmarking, conference presentations, and publications that share best practices and lessons learned.

### **E Annual CAPRA Audits & Leadership Accountability**

By **September 2026** conduct annual internal CAPRA audits to assess compliance, identify gaps, and train staff; require each division to include CAPRA measures and progress in its annual business plan, embedding accreditation standards, continuous improvement, and clear accountability across all functions **to ensure 100% compliance with CAPRA accreditation standards**.



# 2025 Annual Visitation Report from Placer.ai

## Total Visits

January thru December 2025 for 88 parks

**21,873,769**

## Year-to-Year Park Visitation Change

compared to 2024

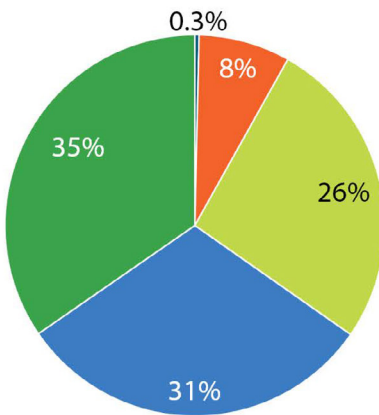
**↑↑↑ 2.26%**

## Visitation Change

compared to 2024

**↑↑↑ 483,714**

## Total Park Visits by Park Category

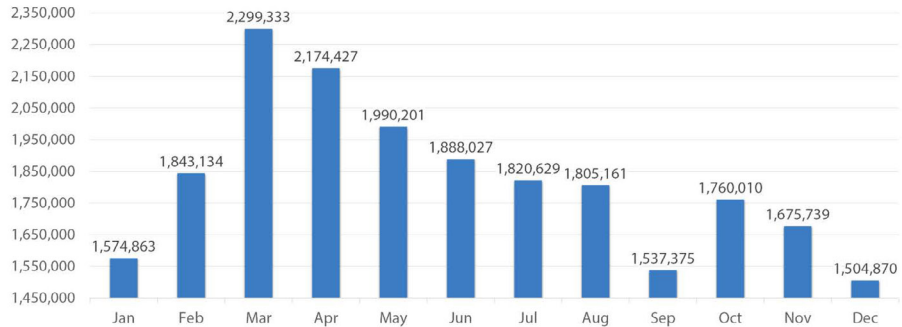


- Neighborhood Parks (78,960)
- Community Parks (1,703,912)
- Beach Parks (5,804,580)
- District Parks (6,717,645)
- Regional Parks (7,568,672)

## Top Special Events in 2025

Event Date	Event Name	Total Visits	Visits by Day
May 17 May 18	Mud Girl Palm Beach 2025 Sunset Cove Amphitheater	20,591 visitors	Sat - 14,535 Sun - 6,056
Feb 22 Feb 23	TurtleFest 2025 Loggerhead Park	19,988 visitors	Sat - 10,940 Sun - 9,048
Jan 18 Jan 19	Strawberry Fest 2025 Sunset Cove Amphitheater	16,012 visitors	Sat - 7,689 Sun - 8,323
Feb 15 Feb 16	Jupiter Seafood Festival 2025 Seabreeze Amphitheater	9,861 visitors	Sat - 6,245 Sun - 3,616

## Total Visits by Month



## Year-over-Year Change & Monthly Average Visits

Category	2025 vs. 2024	Monthly Average Visits
Beaches	↗ 14.77%	95,664
Beach Parks	↗ 6.80%	483,715
Golf Courses	↗ 6.11%	47,882
Recreation Centers	↗ 3.21%	60,388
Regional Parks	↗ 1.54%	630,723
Community Parks	↗ 0.33%	141,993
District Parks	↘ -0.05%	559,804
Neighborhood Parks	↘ -3.53%	6,580
Aquatics	↘ -4.67%	38,021
Special Facilities	↘ -8.36%	28,604

Placer.ai provides the most accurate and reliable visitation insights. The data is dynamic and as real time as possible with continuous accuracy improvements. This can result in small variations (1.5%) in historical visitation as data is improved in real time.

Data received on: January 5, 2026 through January 8, 2026  
Prepared by: Planning, Research, and Development Staff

# 2025 Park by Park



## District Parks

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Aqua Crest Pool	76,690	76,420	0.35%	6,391
Burt Reynolds Park	263,739	224,684	17.38%	21,978
Caloosa Park	410,967	441,849	-6.99%	34,247
Canyon District Park	340,379	370,018	-8.01%	28,365
County Pines at Samuel Friedland Park	202,111	202,290	-0.09%	16,843
Glades Pioneer Park	281,257	266,349	5.60%	23,438
Green Cay Nature Center & Wetlands	328,596	294,553	11.56%	27,383
Jim Barry Light Harbor Park	129,354	138,222	-6.42%	10,780
John Stretch Park	74,328	79,004	-5.92%	6,194
Jupiter Farms Park	187,162	144,909	29.16%	15,597
Lake Ida East Park	109,199	100,971	8.15%	9,100
Lake Ida West Park	588,926	610,796	-3.58%	49,077
Lake Lytal Park	623,832	657,505	-5.12%	51,986
Loggers' Run Park	436,004	371,780	17.27%	36,334
Loxahatchee Groves Park	46,948	43,009	9.16%	3,912
North County Aquatic Complex	154,375	166,148	-7.09%	12,865
Park Ridge Golf Course	101,616	104,402	-2.67%	8,468
Peanut Island Park	372,359	341,209	9.13%	31,030
Phil Foster Park	880,783	796,347	10.60%	73,399
Santaluces Sports Complex	147,150	196,933	-25.28%	12,263
Seminole Palms Park	322,831	339,960	-5.04%	26,903
South Bay R.V. Park	20,991	31,807	-34.01%	1,749
Southwinds Golf Course	51,031	97,453	-47.64%	4,253
Waterway Park	92,147	91,751	0.43%	7,679
West Boynton Park and Recreation Center	474,870	532,484	-10.82%	39,573
<b>Total</b>	<b>6,717,645</b>	<b>6,720,853</b>	<b>-0.05%</b>	<b>559,804</b>

## Neighborhood Parks

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Affron Park	9,070	8,793	3.15%	756
Belvedere Heights Park	3,013	1,197	151.71%	251
Cabana Colony Park	5,025	5,149	-2.41%	419
Caroline Drive Park	2,593	3,529	-26.52%	216
Flamango Lake Park	3,790	2,442	55.20%	316
Golfview Heights Park	1,923	2,514	-23.51%	160
Ixora Park	2,281	2,338	-2.44%	190
Kennedy Estates Park	3,856	3,581	7.68%	321
Kenwood Park	1,134	1,781	-36.33%	95
Lake Belvedere Estates Park	3,016	4,956	-39.14%	251
Lake Worth West Park	4,518	6,137	-26.38%	377
Limestone Creek Park	4,113	6,301	-34.72%	343
Mack Bernard Park	6,167	2,807	119.70%	514
Melear Park	3,496	2,892	20.89%	291
Old Trail Park	6,106	4,646	31.42%	509
Reverend Leon Camel Jr Park	579	256	126.17%	48
San Castle Community Park	10,330	10,913	-5.34%	861
San Castle Neighborhood Park	1,571	1,850	-15.08%	131
Sanders Drive Park	1,383	1,063	30.10%	115
Stacy Street Park	4,107	7,764	-47.10%	342
Watergate Estates Park	889	941	-5.53%	74
<b>Total</b>	<b>78,960</b>	<b>81,850</b>	<b>-3.53%</b>	<b>6,580</b>

## Beach Parks

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Carlin Park	669,133	652,133	2.61%	55,761
Coral Cove Park	194,042	183,695	5.63%	16,170
DuBois Park	607,315	512,003	18.62%	50,610
Gulfstream Park	176,996	193,548	-8.55%	14,750
Juno Beach Park	665,412	629,734	5.67%	55,451
Jupiter Beach Park	695,777	587,740	18.38%	57,981
Loggerhead Park	628,753	593,605	5.92%	52,396
Milani Park	2,870	2,955	-2.88%	239
Ocean Cay Park	252,802	226,729	11.50%	21,067
Ocean Inlet Park	963,351	958,239	0.53%	80,279
Ocean Reef Park	319,680	297,353	7.51%	26,640
Ocean Ridge Hammock Park	63,880	69,937	-8.66%	5,323
R.G. Kreusler Park	293,198	280,311	4.60%	24,433
South Inlet Park	271,371	246,996	9.87%	22,614
<b>Total</b>	<b>5,804,580</b>	<b>5,434,978</b>	<b>6.80%</b>	<b>483,715</b>

## Regional Parks

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Burt Aaronson South County Regional Park	1,886,793	1,904,171	-0.91%	157,233
Dyer Park	506,067	540,520	-6.37%	42,172
John Prince Park	1,840,373	1,756,949	4.75%	153,364
Loxahatchee River Battlefield Park	25,575	26,369	-3.01%	2,131
Morikami Park	406,150	371,134	9.43%	33,846
Okeeheltee Park North	2,176,411	2,130,645	2.15%	181,368
Okeeheltee Park South	263,460	248,625	5.97%	21,955
Riverbend Park	306,500	304,666	0.60%	25,542
West Delray Regional Park	157,343	171,054	-8.02%	13,112
<b>Total</b>	<b>7,568,672</b>	<b>7,454,133</b>	<b>1.54%</b>	<b>630,723</b>

## Community Parks

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
American Homes Park	8,937	7,313	22.21%	745
Bert Winters Park	106,956	134,264	-20.34%	8,913
Buttonwood Park	333,355	288,921	15.38%	27,780
Canal Point Park	25,819	21,722	18.86%	2,152
Dr. Andre Fladell Civic Center	54,610	78,965	-30.84%	4,551
Duncan Padgett Park	40,679	36,754	10.68%	3,390
Governor Lawton Chiles Park	63,443	65,801	-3.58%	5,287
Haverhill Park	193,513	190,397	1.64%	16,126
Juno Park	80,460	100,405	-19.86%	6,705
Karen's Key	249	455	-45.27%	21
Lake Charleston Park	156,394	152,404	2.62%	13,033
Paul Rardin Park	40,087	36,505	9.81%	3,341
Pinewoods Park	76,872	86,533	-11.16%	6,406
Sandalfoot Cove Park	77,781	90,299	-13.86%	6,482
Stub Canal Park	51,538	42,515	21.22%	4,295
Triangle Park	3,535	5,067	-30.23%	295
Veterans Memorial Park	128,140	128,139	0.00%	10,678
West Jupiter Recreation Center	149,624	127,140	17.68%	12,469
Westgate Park & Recreation Center	111,920	104,642	6.96%	9,327
<b>Total</b>	<b>1,703,912</b>	<b>1,698,241</b>	<b>0.33%</b>	<b>141,993</b>

Placer.ai provides the most accurate and reliable visitation insights. The data is dynamic and as real time as possible with continuous accuracy improvements. This can result in small variations (1.5%) in historical visitation as data is improved in real time.

# 2025 Division Highlights



## Beachfront

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Carlin	125,665	106,907	17.55%	10,472
Coral Cove	54,332	49,712	9.29%	4,528
Coral Cove South	19,148	14,625	30.93%	1,596
Gulfstream	76,199	73,193	4.11%	6,350
Juno Beach	170,433	117,246	45.36%	14,203
Jupiter	68,890	41,158	67.38%	5,741
Karen Marcus Ocean Preserve	42,163	38,259	10.20%	3,514
Loggerhead	80,747	82,716	-2.38%	6,729
Milani	2,867	3,389	-15.40%	239
Ocean Cay	69,712	38,651	80.36%	5,809
Ocean Inlet North	17,747	19,105	-7.11%	1,479
Ocean Inlet South	82,355	75,123	9.63%	6,863
Ocean Reef	95,008	100,606	-5.56%	7,917
Ocean Ridge Hammock	68,965	72,846	-5.33%	5,747
R.G. Kreusler	94,372	92,036	2.54%	7,864
South Inlet	79,367	74,667	6.29%	6,614
<b>Total</b>	<b>1,147,970</b>	<b>1,000,239</b>	<b>14.77%</b>	<b>95,664</b>

## Golf Courses

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
John Prince Golf Learning Center	83,423	82,798	0.75%	6,952
Okeehelée Golf Course	145,460	82,798	75.68%	12,122
Osprey Point Golf Course	193,054	174,068	10.91%	16,088
Park Ridge Golf Course	101,616	104,402	-2.67%	8,468
Southwinds Golf Course	51,031	97,453	-47.64%	4,253
<b>Total</b>	<b>574,584</b>	<b>541,519</b>	<b>6.11%</b>	<b>47,882</b>

## Methodology

Placer.ai serves as the sole data source for monthly visitation reporting, providing highly accurate and reliable insights into park usage. The platform's data is updated in near real-time and continuously refined to improve accuracy. These refinements may result in minor adjustments of approximately 1–5% to historical visitation figures as records are recalculated with improved methodologies. On the fifth day of each month, Placer.ai delivers a dataset containing visitation data for the preceding month along with historical records extending back four years. This structure enables both timely performance evaluation and long-term trend analysis.

Placer.ai collects visitation data through the aggregation of anonymized location signals from mobile devices, supplemented by third-party sources such as point-of-interest databases and property boundary information. These location signals are sourced from applications with user-enabled location sharing. Using advanced algorithms, Placer.ai matches the anonymized signals to specific geographic locations and time frames, filters out transient activity (e.g., individuals merely passing by), and calculates visit counts, dwell times, and visitor origin patterns.

Upon receipt, the raw data is reviewed, compiled, and standardized to create the monthly visitation report. A minimum visitation duration threshold of ten minutes is applied to exclude individuals passing through a park without the intention of using its facilities, ensuring the dataset reflects meaningful visitation. Because Placer.ai continually updates the underlying data, figures in any given report may differ slightly from those presented in prior months, always within the expected 1–5% variation range. Each monthly report, therefore, represents the most current and accurate visitation record available at the time of publication, combining both recent and historical data for a comprehensive view of park usage trends. Placer's proprietary algorithms are designed to estimate visitation patterns which include attempts to capture demographic signals from individuals under the age of 18. For legal and privacy reasons, however, visitation data for individuals under the age of 18 is strictly prohibited from collection. The estimation is included in the final visitation count.

## Aquatics

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Aqua Crest Pool	76,690	76,420	0.35%	6,391
Calypto Bay Waterpark	36,713	40,942	-10.33%	3,059
Coconut Cove Waterpark	43,716	43,161	1.29%	3,643
Lake Lytal Family Aquatic Center	102,206	105,115	-2.77%	8,517
North County Aquatic Complex	154,375	166,148	-7.09%	12,865
Pioneer Park Aquatic Center	13,086	11,765	11.23%	1,091
Santalucas Aquatic Complex	29,466	35,043	-15.91%	2,456
<b>Total</b>	<b>456,252</b>	<b>478,594</b>	<b>-4.67%</b>	<b>38,021</b>

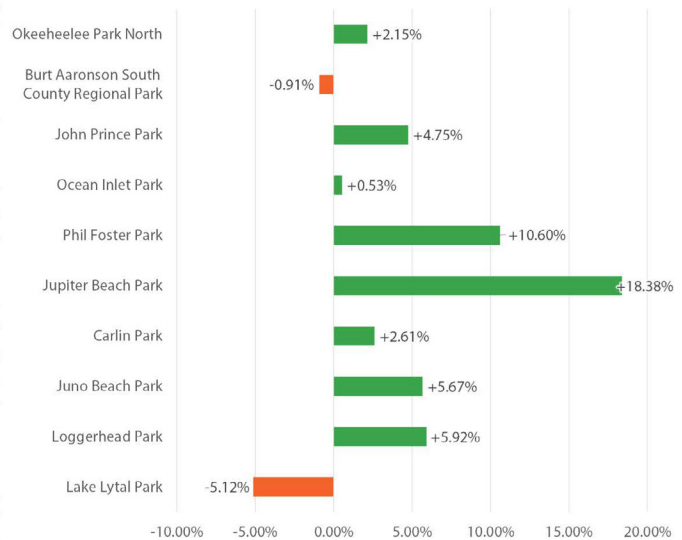
## Special Facilities

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Canyon Amphitheater	15,577	16,583	-6.07%	1,298
Jim Brandon Equestrian Center	36,983	39,130	-5.49%	3,082
Morikami Museum and Japanese Gardens	204,464	194,751	4.99%	17,039
Seabreeze Amphitheater	41,053	35,565	15.43%	3,421
Sunset Cove Amphitheater	45,176	88,543	-48.98%	3,765
<b>Total</b>	<b>343,253</b>	<b>374,572</b>	<b>-8.36%</b>	<b>28,604</b>

## Recreation Centers

Property Name	2025 Total	2024 Total	Year over Year %	Monthly Average
Daggerwing Nature Center	18,449	23,185	-20.43%	1,537
Dr. Andre Fladell Civic Center	54,610	78,965	-30.84%	4,551
Green Cay Nature Center	328,596	294,553	11.56%	27,383
Okeehelée Nature Center	20,716	21,448	-3.41%	1,726
Therapeutic Recreation Complex	11,957	20,198	-40.80%	996
West Boynton Recreation Center	28,781	31,958	-9.94%	2,398
West Jupiter Recreation Center	149,624	127,140	17.68%	12,469
Westgate Recreation Center	111,920	104,642	6.96%	9,327
<b>Total</b>	<b>724,653</b>	<b>702,089</b>	<b>3.21%</b>	<b>60,388</b>

## 2025 Year-over-Year Visit Change for Top 10 Most Visited Parks





Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<b>Workforce Recruitment Development &amp; Organizational Culture</b>	1	Enhance organizational capacity by implementing forward-looking recruitment and retention strategies that address generational workforce shifts, promote work-life balance, and advance professional development, while cultivating a culture grounded in appreciation, respect, and collaboration.	James Davis	Debra Pearman and Stephanie Surrena
<b>Integrated Recruitment &amp; Employer Branding Strategy</b> By <b>September 2029</b> complete the development and implementation of a coordinated department-wide recruitment strategy, with strategy milestones and supported by HR, that includes the creation and promotion of an Employer Value Proposition (EVP) and recruitment branding campaign highlighting the department's mission, vision, values, and career opportunities and <b>that reduces recruitment cycle time by 20% and increases qualified applicants by 25%.</b>			Team	
<b>Employee and Volunteer Development and Retention Program (EVD, IDPs, &amp; Training)</b> By <b>September 2029</b> develop and implement a department-wide Employee Growth and Development program that provides training for both frontline and leadership staff and integrates Individual Development Plans (IDPs) and <b>achieves at least 60% staff participation.</b> Include milestone achievements in the strategies.			Team	
<b>Succession Planning &amp; Leadership Pipeline</b> By <b>December 2027</b> implement a formal succession planning process supported by IDPs, mentorship, and internship growth programs, ensuring that <b>100% of critical leadership positions have at least one identified and trained potential successor.</b>			Team	
<b>Integrated Employee Recognition &amp; Communication Program</b> By <b>December 2027</b> implement a structured, multi-channel program that recognizes employees and boosts engagement through awards, director highlight videos, facility passport recognition, digital bulletin boards, sharepoint recognition, podcasts, newsletters, and other non-pay incentives that results in <b>50% staff engagement in the first year of implementation in at least one recognition activity per quarter.</b>			Team	
<b>Cross-Division Collaboration</b> By <b>March 2027</b> expand opportunities for cross-division collaboration through field visits, joint training, and committees, with at least 80% of divisions reporting participation in cross-division initiatives.			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<b>Infrastructure, Accessibility and Facility Modernization</b>	2	Continue to enhance and modernize parks and recreation infrastructure to ensure safe, accessible, and resilient facilities that meet evolving community needs, preserve existing assets, and support economic development through innovative technology, strategic partnerships, and destination recreation opportunities.	Bob Hamilton	Diego Torres Malaga and Daniel Duenas
<b>Comprehensive Infrastructure Asset Management &amp; Preservation Program</b> By <b>December 2026</b> develop and implement a department-wide asset management system and by <b>December 2028</b> complete an aging infrastructure assessment, including a unified process for documenting facility life cycles, prioritizing replacements, and securing funding to preserve and modernize park infrastructure ensuring <b>100% of facilities and major assets have documented lifecycle data and condition ratings.</b>			Team	
<b>ADA Transition Plan Compliance</b> By <b>September 2029</b> , implement the ADA Transition Plan with annual prioritized repairs and upgrades, so that <b>80% of the annual priorities are complete</b> and a roadmap for remaining sites is created.			Team	
<b>Limited Construction Capacity</b> By <b>June 2027</b> establish internal resources for a limited construction function (staff positions, processes, and equipment), that after implementation <b>reduces reliance on outside departments for minor capital projects by 25%.</b>			Team	
<b>Technology &amp; Connectivity Improvements</b> By <b>September 2027</b> Expand Wi-Fi, fiber, and network connectivity to <b>at least 75% of major facilities</b> , and pilot <b>at least three new technological innovations</b> (e.g., digital payroll, smart lighting, reservation systems, security enhancements, automated notifications, and etc.).			Team	
<b>Land Acquisition for Future Parks and Facilities</b> By <b>September 2028</b> develop a land acquisition funding and identification strategy to support future park development, focusing on underserved and growing communities, and <b>acquire a minimum of fifty acres of land</b> that is strategically located to support future park development.			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Master Plan Implementation &amp; Alignment</b>            By <b>September 2027</b>, identify 2035 Parks and Recreation Master Plan priorities and create an implementation tracker. Implement the prioritized capital projects, policy updates, and program enhancements that align with community needs, sustainability goals, and available funding resources. Complete <b>at least 50% of high priority Master Plan recommendations by September 2029</b>.</p>			Team	
<p><b>Destination Recreation &amp; Economic Development Modernization</b>            In partnership with the TDC and other agencies, identify, plan and deliver <b>at least three facility modernization projects and/or destination-level recreation facilities</b> (e.g., sports tourism venues, event spaces, waterfront access) <b>by December 2029 with interim milestones</b> that measurably drives economic development—tracking outcomes such as visitor spending, room nights, and local business revenue.</p>			Team	
<p><b>Public Engagement and Branding</b></p>	3	<p>Strengthen public engagement and build on our unified brand identity by expanding awareness, clearly defining services, expanding communication and feedback channels, and promoting the value of parks and recreation in advancing health, safety, environmental stewardship, and community well-being.</p>	Chris Korbelaak	Tevin Ali and Daniella Robbins
<p><b>Volunteer &amp; Community Engagement Growth</b>            By <b>November 2026</b> strengthen volunteerism by developing new engagement programs and partnerships, <b>increasing active registered volunteers by 30% and adding at least three direct department volunteer opportunities</b>.</p>			Team	
<p><b>Centralized Communication System</b>            By <b>September 2027</b>, implement a centralized communication platform (e.g., Rainout app, text/email alerts, call center automation) to provide consistent and timely public messaging, <b>achieving a 20% increase in citizen awareness scores</b>.</p>			Team	
<p><b>Website Redesign &amp; Chatbot Integration</b>            By <b>March 2027</b> working with ISS and Public Affairs, redesign the department website to improve navigation and accessibility to include an integrated chatbot to provide 24/7 responses to frequently asked questions, <b>reducing public information inquiries by 25%</b>.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<b>Constituent Input &amp; Engagement Expansion</b> By <b>December 2027</b> expand opportunities for public input (town halls, digital surveys, creative engagement events), achieving participation from <b>at least 5% of households countywide</b> .			Team	
<b>Health, Wellness, &amp; Environmental Benefits Campaign</b> By <b>September 2027</b> , launch a new multimedia campaign communicating the health, wellness, safety, and environmental benefits of parks and recreation, with <b>a goal of reaching 30% of permanent county residents</b> through combined digital, print, and in-person channels.			Team	
<b>Brand Activation &amp; Employee Alignment</b> By <b>June 2026</b> , implement a department-wide brand activation and training program to ensure consistent understanding and application of brand standards, achieving <b>90% employee awareness, 100% use of approved templates</b> , and documented brand compliance across all divisions.			Team	
<b>Financial Sustainability, Capital funding and Revenue Growth</b>	4	Ensure long-term financial sustainability by diversifying revenue streams, strengthening funding strategies, and expanding partnerships to support reasonable access, infrastructure modernization, and innovative capital development.	Rebecca Schnirman	Mike Szakacs and Donald Cambell
<b>Integrated Revenue, Philanthropy &amp; Innovation Strategy</b> By <b>September 2029</b> with annual milestones, develop a diversified funding plan that grows grants, sponsorships, and naming rights; strengthen the Parks Foundation’s capacity and donor pipeline; and launch the Park Tank program to promote staff-led, fundable projects—collectively securing new operating and capital dollars with clear annual targets and ROI tracking and <b>ensuring that five alternative funding sources are identified with two new reliable funding streams</b> .			Team	
<b>Department-Wide Fee Study</b> By <b>March 2027</b> complete a comprehensive fee and pricing study that includes market comparisons and access considerations and implement recommendations with a goal of <b>increasing department revenue 5% in FY 2028</b> .			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Concession, Partnership &amp; Commercial Use Policy Framework</b>            By <b>December 2026</b> develop and implement a comprehensive policy framework that standardizes concession operations and formalizes nonprofit and commercial use of park assets to ensure consistency, fairness, transparency, and alignment with community and departmental priorities. The framework will include standardized siting criteria, allowable use guidelines, partnership models (including P3s), <b>publish at least one business opportunity guide for potential partners by April 2027.</b></p>			Team	
<p><b>Operational Sustainability and Environmental Resilience</b></p>	5	<p>Advance sustainable operations and environmental resilience by conserving natural resources, strengthening facility and land management, and integrating resilient practices to protect parks and communities for future generations.</p>	Tammy Burton	Eric Rein and Angela Kilgore
<p><b>Natural Resource Stewardship Plans</b>            By <b>March 2029 with interim milestones</b>, identify locations requiring management plans and complete, evaluate and update management plans for the designated natural areas, integrating conservation, stewardship, and resiliency practices and ensure that 80% of identified locations have an up-to-date plan.</p>			Team	
<p><b>Operational Resilience &amp; Continuity Program</b>            By <b>September 2026</b> strengthen the department’s ability to maintain safe, reliable operations before, during, and after environmental or human-caused disruptions by improving proactive preparedness, rapid-response protocols, staff training, and communication procedures that minimize service interruptions and protect park assets. Ensure that staff receive <b>at least one training course or participate in a tabletop exercise annually.</b></p>			Team	
<p><b>Greenways &amp; Trails Connectivity Policy</b>            By <b>June 2027</b> adopt a countywide greenways and trails connectivity policy which includes <b>identifying a trail system and at least ten priority missing connections</b>, aligning them with regional transportation plans by <b>December 2029.</b></p>			Team	
<p><b>Park Ordinance Revision</b>            By <b>September 2027</b>, revise the park ordinance to strengthen protections for land, natural areas, and operations, ensuring alignment with sustainability and resilience priorities.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Non-Commercial Land Preservation &amp; Zoning Alignment</b> By <b>August 2028</b> identify and formally designate parcels to be excluded from commercialization; align zoning and land-use classifications <b>re-designating 100% of natural lands</b> as conservation/preserve where appropriate; integrate these areas into the county's long-term preservation strategy and <b>resolve at least 80% of encroachment issues.</b></p>		Team		
<p><b>Sustainable &amp; Resilient Design Integration</b> By <b>December 2029</b> incorporate consistent sustainability and resilience principles into all capital projects and operations by establishing measurable environmental performance metrics, ensuring new facilities are designed for long-term adaptability, efficiency, and reduced environmental impact. <b>Launch at least 3 pilot projects</b> to demonstrate innovation in energy efficiency, water conservation, waste management and climate resilience, and integrate sustainability results into the department's annual performance reporting.</p>		Team		
<p><b>Programs and Services for Residents and Visitors</b></p>	6	<p>Deliver accessible, welcoming, and sustainable programs and services that promote health, wellness, cultural and recreational enrichment, and stewardship, while adapting to community needs through innovation, partnerships, and data-driven evaluation.</p>	Jackie Lambert	Kevin Downes and Kara Dery
<p><b>Program Planning, Evaluation &amp; CAPRA Performance System Guide</b> By <b>September 2026</b> adopt a department-wide program planning policy and staff guide with standardized procedures across all divisions, and implement a unified evaluation system tracking participation, satisfaction, and cost-benefit, with <b>100% of programming divisions submitting annual CAPRA-aligned performance reporting</b> to ensure consistent delivery and continuous improvement.</p>		Team		
<p><b>Recreation Software Upgrade</b> By <b>December 2026</b> evaluate and select a new recreation management software that improves ease of use for staff and customers, <b>achieving at least a 25% reduction in staff processing time for registrations, reservations, and account management</b> within the first year of implementation.</p>		Team		
<p><b>Priority of Use Policy Re-Evaluation</b> By <b>October 2027 and annually thereafter</b> re-examine and update the department's priority of use policy to reflect necessary priority access, current demand, and emerging community needs.</p>		Team		

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Program Access &amp; Operating Adjustments</b> By <b>December 2027</b> develop a plan and funding strategy that would adjust operating hours, expand shaded spaces, and implement other accessibility improvements in <b>at least five</b> major facilities, based on usage data and evolving community needs.</p>			Team	
<p><b>Emergency Preparedness, Safety and Security</b></p>	7	<p>Protect the safety of employees, visitors, and facilities by strengthening emergency preparedness, expanding training and certifications, modernizing security infrastructure, and building organizational readiness to respond to evolving public safety challenges.</p>	George Lacosta	Michael Teets and Cliff Battles
<p><b>Security Infrastructure Upgrades</b> By <b>December 2029</b> install or upgrade security lighting, cameras, and secure access card systems at all major facilities, create a safety audit, and CPTED review, make the necessary improvements to <b>at least 3 facilities annually</b>.</p>			Team	
<p><b>Emergency Protocol Alignment &amp; Staff Procedures</b> By <b>September 2028</b> Update internal emergency protocols (including code yellow procedures) to align with current trends and industry standards, and train staff in the new protocols.</p>			Team	
<p><b>Organizational Readiness Building</b> By <b>September 2028</b>, conduct annual emergency preparedness drills and complete readiness assessments at all facilities <b>achieving 90% compliance</b> with preparedness benchmarks.</p>			Team	
<p><b>Expanded Staff Training &amp; Certification</b> By <b>December 2026</b>, implement a staff training matrix that includes de-escalation, mental health first aid, and crowd management, with <b>at least 75% of</b> frontline staff certified in <b>one or more areas</b>.</p>			Team	
<p><b>Law Enforcement and Ocean Rescue Transition.</b> By <b>January 2026</b> transition the Park Ranger Program to PBSO and Ocean Rescue program to Fire Rescue. Strengthen partnerships with PBSO and Fire Rescue to ensure security and safety coverage does not lapse.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Law Enforcement, Ocean Rescue &amp; Security Partnerships</b>            By <b>March 2026</b>, identify coverage gaps and work with PBSO and Fire Rescue to cover these areas/times. By October 2027 secure annual budget support for additional safety and coverage initiatives <b>to ensure the number of adverse incidents declines by at least 10% annually.</b></p>			Team	
<p><b>Customer and Partner Safety Education</b>            By <b>January 2027</b>, develop a plan and schedule for a public safety campaign with safety awareness content for park users. In conjunction with law enforcement, ocean rescue and security partnerships, <b>reduce the number of adverse incidents by 10%.</b></p>			Team	
<p><b>Economic and Tourism Development</b></p>	8	<p>Strengthen Palm Beach County's economic vitality by leveraging parks and recreation assets as major drivers of tourism and community prosperity balanced with the growing needs of our residents.</p>	Indira Persaud	Kirk Brooks and Andy Hood
<p><b>Tourism, Visitor and Economic Impact Reporting System</b>            By <b>June 2027</b>, integrate Placer.ai (or equivalent) to generate data-driven visitor insights (volume, dwell time, origin, repeat rate) and establish a baseline and standardized tracking of tourism/economic impacts, partnerships, and fee waivers, <b>with quarterly dashboards and annual performance metrics reported to leadership and partners.</b></p>			Team	
<p><b>Tourism Development Council &amp; Event Support Policy Framework</b>            Adopt integrated policies that standardize evaluation and responses to Sports Commission and Film Commission requests and govern fee waivers and event support, with transparent criteria, documented approvals, and centralized tracking/reporting to ensure consistent, equitable application across all tourism-related events. By <b>March 2027</b> evaluate 95% of requests using the standardized evaluation framework.</p>			Team	
<p><b>Tourism Partnerships with TDC &amp; Agencies</b>            By <b>December 2027</b> conduct <b>at least one joint planning meeting</b> to strengthen partnerships with the Tourist Development Council (TDC) and other tourism agencies by aligning goals through joint master planning efforts and with annual progress reviews.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Underutilized Space Activation</b> By <b>September 2027</b>, utilizing primarily capacity and usage data, and secondarily site suitability data, identify at least <b>three underutilized non-preservation park spaces</b> that could be used for future amenities or special event areas, consider whether redistributing staff resources to balance use between overutilized and these underutilized sites is warranted.</p>			Team	
<p><b>Performance Measurement and Continuous Improvement</b></p>	9	<p>Advance a culture of accountability and innovation by implementing data-driven performance measurement systems, integrating technology and staff input, and using continuous improvement practices to align operations with the County's mission and CAPRA standards.</p>	Kathy Bolander	Melissa Turner and Katie Kollmeyer
<p><b>Performance Metrics &amp; CAPRA Integration Framework</b> By <b>November 2026</b>, develop a comprehensive, department-wide performance metrics framework aligned with the County mission and CAPRA standards, and implement systems to collect, track, and report CAPRA-specific measures—with <b>annual updates published in performance reports</b> to drive continuous improvement and ensure reaccreditation readiness.</p>			Team	
<p><b>Data-Driven Budgeting &amp; Accountability Framework</b> By <b>December 2026</b>, fully integrate performance metrics into budgeting and program development, requiring data-backed justifications for new initiatives, document evidence informed major decisions to reinforce transparency and institutional accountability ensuring <b>100% of new initiatives demonstrate data-informed justification</b>.</p>			Team	
<p><b>Community Surveys &amp; Employee Listening Sessions</b> By <b>March 2026</b>, establish a cycle of <b>annual community surveys and employee listening sessions</b> during each budget cycle, with results feeding directly into program and budget decisions.</p>			Team	
<p><b>Business Plan Accountability</b> By <b>FY 2027</b>, require each revenue generating unit to update or create a business plan with measurable objectives, tracked through performance dashboards, and reviewed annually. Roll this initiative out to <b>100% of cost centers by FY 2028</b>.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
<p><b>Technology &amp; AI Integration</b> By <b>September 2028</b>, implement a <b>minimum of two advanced technology solutions</b> (e.g., AI tools, visualization software, predictive analytics) to improve efficiency, program evaluation, and decision-making.</p>			Team	
<p><b>Business Analytics Position</b> By <b>December 2026</b>, establish a dedicated Business Analytics position (or team) to manage performance data, reporting, and continuous improvement initiatives. Insure that data reports are <b>up to date 100% of the time</b>.</p>			Team	
<p><b>CAPRA Culture</b></p>	<p>10</p>	<p>Sustain a culture of excellence and accountability by embedding CAPRA standards into daily operations, staff development, and strategic initiatives, ensuring ongoing accreditation readiness and national recognition of the department's achievements.</p>	<p>Jenny Mahoney</p>	<p>Kamar Williams and Paul Connell</p>
<p><b>Accreditation Readiness System</b> By <b>March 2026</b>, implement an internal monitoring system that ensures all CAPRA standards are continuously tracked and documented, achieving <b>100% compliance readiness at all times</b>.</p>			Team	
<p><b>CAPRA Integration in Onboarding &amp; Training</b> By <b>September 2027</b>, embed CAPRA principles into staff onboarding, leadership development, and annual training, with at least <b>90% of employees trained</b> in CAPRA relevance to their role.</p>			Team	
<p><b>Culture of Excellence Campaign</b> By <b>June 2026</b>, launch an internal "CAPRA Culture" initiative to promote excellence, accountability, and continuous improvement, with <b>annual employee surveys showing 80% awareness</b> of CAPRA standards and their importance.</p>			Team	
<p><b>Gold Medal And National Recognition Strategy</b> Before <b>March 2026</b>, prepare and submit a compelling 2026 NRPA Gold Medal Award application demonstrating CAPRA-aligned excellence, while elevating the department's national profile through benchmarking, conference presentations, and publications that share best practices and lessons learned.</p>			Team	

Strategic Priority	Priority #	Goal	Team Leader	Deputy Leaders
		<p><b>Annual CAPRA Audits &amp; Leadership Accountability</b>            By <b>September 2026</b> conduct annual internal CAPRA audits to assess compliance, identify gaps, and train staff; require each division to include CAPRA measures and progress in its annual business plan, embedding accreditation standards, continuous improvement, and clear accountability across all functions <b>to ensure 100% compliance with CAPRA accreditation standards.</b></p>	Team	

# STRATEGIC PLAN OBJECTIVE TRACKING FORM

Strategic Priority: \_\_\_\_\_ Objective #: \_\_\_\_\_

Objective Title: \_\_\_\_\_

Objective Statement \_\_\_\_\_

## Accountability & Team

Team Lead: \_\_\_\_\_ Division: \_\_\_\_\_

Team Members: \_\_\_\_\_

## Key Strategies & Action Steps

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## Performance Measures / KPIs

• \_\_\_\_\_

• \_\_\_\_\_

# Resources & Support Needed

Staffing      Funding      Equipment      Partnerships      Training

Details: \_\_\_\_\_  
\_\_\_\_\_

# Risks, Barriers & Mitigation

Risk / Barrier: \_\_\_\_\_  
\_\_\_\_\_

Mitigation Strategy: \_\_\_\_\_  
\_\_\_\_\_

# Quarterly Progress Updates

Quarter	Progress Summary
Q1	
Q2	
Q3	
Q4	

# Overall Status

Not Started      In Progress      On Track      At Risk      Completed

Last Updated: \_\_\_\_\_      Next Review Date: \_\_\_\_\_

