CHAPTER ONE : EVIRONMENTAL PROGRAMS & SERVICES ASSESSMENT

1.1 OVERVIEW

1.1.1 INTRODUCTION

As part of the Plan, PROS Consulting INC. performed an Environmental Programs and Service Assessment ("Assessment") of the County's nature centers. The Assessment offers an in-depth perspective of program and service offerings provided by the various nature centers and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consulting team based these findings and comments from a review of information provided by personnel from each of the nature centers including program descriptions, financial data, website content, and discussions with staff. This report addresses the program offerings from an environmental perspective for the entire portfolio of programs offered among the nature centers. Specific findings for each nature center can be found in Appendix A.

1.1.2 FRAMEWORK

The Division's mission is focused around three main areas: Recreation, Preservation, and Education. Broward strives to "Provide a countywide park system with diverse facilities and recreation opportunities, along with natural area conservation and research-based educational outreach, to enhance the well-being of residents, businesses, and visitors."

To help in achieving this mission, the Division owns 22 natural areas in addition to owning and operating four nature centers which provide a comprehensive array of environmental, recreational, and educational programs as well as special events and various rental spaces. Analysis of the four nature centers' services is in Section 1.2.2.

- Anne Kolb Nature Center
- Fern Forest Nature Center
- Long Key Nature Center & Natural Area
- Secret Woods Nature Center
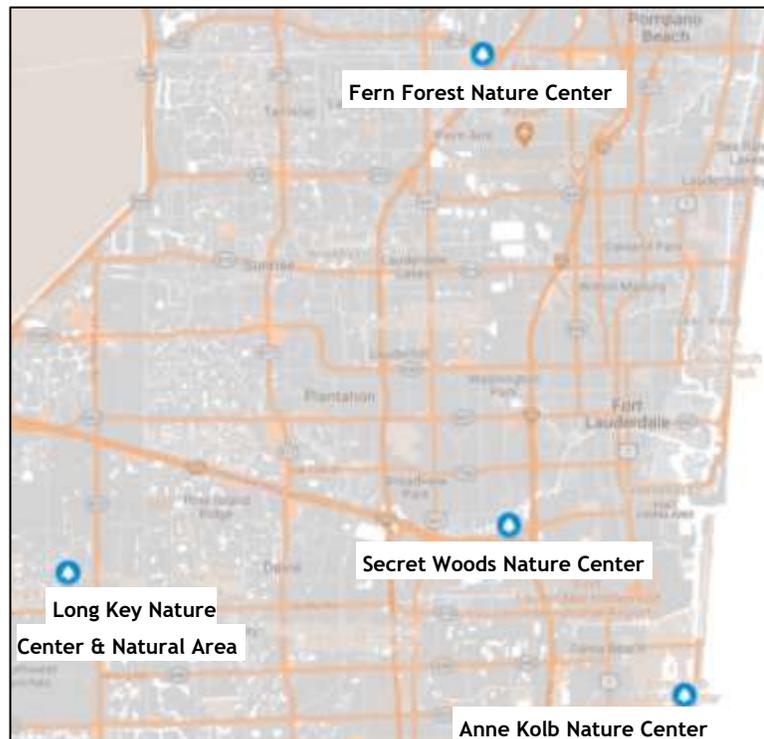
1.2 SERVICES ASSESSMENT

1.2.1 NATURE CENTER OVERVIEW

As noted in the Framework Section 1.1.2, each of the nature centers have ancillary services that support the Core Program Areas. These various services add value to visiting each site and provide additional experiences that can lengthen the time or enhance the overall experience of the visit. Services vary by location as does the overall environment being highlighted to visitors through their participation.

The County has wisely seized the opportunity to not only educate residents, but to educate visitors through their hospitality. The "Sunsational" Service is the County's commitment to create value for all customers. This is at the core of all services and more so, the ancillary services provided at each of the County's nature centers.

Facility staff utilize each center's natural beauty to their advantage in marketing rental space for all types of gatherings. Most popular are the wedding rentals. The combination of scenic destinations and interior gathering space play host to some of the County residents' most special moments. The emphasis placed on accommodating these important life moments memorializes the location to these growing families for their lifetime. It is, for many of them, the reason they bring their children back to learn of the natural environment and of where their family began, growing the future advocates, stewards and life-long visitors.

While there are special moments created at the nature centers and the parks, it is the special care by staff and volunteers that preserve and keep these properties accessible during challenging circumstances. At various times any one of these unique properties or all of them can be impacted by an unexpected event, be it weather-related or people related. Best practice protocols are in place for responses and staff are well-established in pivoting under these circumstances to changing priorities, based on needs.

A three-year period is used to analyze the ancillary services. A Division comparison of all four centers has been conducted for visitation, facility rentals, and inhouse programs. This gives the Division a snapshot side-by-side comparison in areas of similar data tracking.

1.2.2 DIVISION NATURE CENTER COMPARISON

From a Division perspective, the Consulting Team compared a handful of areas where the nature centers are similar in services, which could be utilized as key performance indicators moving forward.

TOTAL VISITATION

The nature centers are tracking total visitation through a traffic count system that records each vehicle that enters the park. The Department uses a multiplier to account for more than one person in vehicles, as an average. The visitation for the nature centers is a tool that can be used in conveying the importance of these unique environments and their preservation for future generations. Overall, the Division's total participation for all four centers has increased 5% over the analysis period. Each nature center contributes to the overall visitation. It is recommended that each center explore new programming and/or ancillary service ideas in efforts to continue increasing future visitation.

Nature Center Total Visitation				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Anne Kolb Total Visitation	232,030	260,637	255,267	10%
Fern Forest Total Visitation	110,431	128,587	126,129	14%
Long Key Total Visitation	69,722	80,397	51,523	-26%
Secret Woods Total Visitation	152,496	162,260	160,688	5%
Total Nature Center Visitiation	564,679	631,881	593,607	5%

Figure 1: Nature Center Total Visitation

NATURE CENTER FACILITY RENTALS

Nature center facility rentals are important to operations. These gatherings are known to bring in revenue and people that may not have visited the facility before. It is difficult to quantify the number of participants in rentals that will return and visit the parks. However, the staff view these as an opportunity to potentially reach non-visitors who are partaking in these gatherings and could become a future user of the park. Rentals have slightly decreased (-7%) for the nature centers during the analysis period. As seen in Figure 3, total revenue for facility rentals has decreased (-8%) over the analysis period. It is worth mentioning that total revenue increased from FY2016/17 to FY2017/18.

Nature Center Facility Rentals				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Anne Kolb Facility Rentals	69	76	78	13%
Fern Forest Facility Rentals	86	90	84	-2%
Long Key Facility Rentals	220	193	168	-24%
Secret Woods Facility Rentals	84	79	99	18%
Total Nature Center Rentals	459	438	429	-7%

Figure 2: Nature Center Facility Rentals

Nature Center Facility Rental Revenue				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Anne Kolb Facility Rental Revenue	$66,900	$58,281	$55,125	-18%
Fern Forest Facility Rental Revenue	$46,450	$48,591	$40,127	-14%
Long Key Facility Rental Revenue	$106,855	$119,088	$105,461	-1%
Secret Woods Facility Rental Revenue	$50,521	$47,104	$49,177	-3%
Total Nature Facility Rental Revenue	$270,726	$273,064	$249,891	-8%

Figure 3: Nature Center Facility Rental Revenue

NATURE CENTER INHOUSE PROGRAMS

The nature centers offer contracted classes, various guided tours, and inhouse programs. This analysis is solely focused on inhouse programs. The program revenues have seen an increase (16%), despite the recent decrease (-8%) in participation. It is known that capital projects and weather events have impacted these numbers at various times over the analysis period. It is also worth noting that participation increased with three of the nature centers as seen in Figure 4.

Nature Center Inhouse Program Participation				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Anne Kolb Inhouse Program Participation	2,842	3,218	3,046	7%
Fern Forest Inhouse Program Participation	2,287	3,111	2,458	7%
Long Key Inhouse Program Participation	540	240	1,131	109%
Secret Woods Inhouse Program Participation	4,414	4,016	2,684	-39%
Total Inhouse Program Participation	10,083	10,585	9,319	-8%

Figure 4: Nature Center Inhouse Program Participation

Nature Center Inhouse Program Revenue				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Anne Kolb Inhouse Program Revenue	$8,088	$16,625	$15,270	89%
Fern Forest Inhouse Program Revenue	$2,195	$2,496	$2,828	29%
Long Key Inhouse Program Revenue	$3,885	$1,941	$2,468	-36%
Secret Woods Inhouse Program Revenue	$13,095	$13,932	$10,948	-16%
Total Inhouse Program Revenue	$27,263	$34,994	$31,514	16%

Figure 5: Nature Center Inhouse Program Revenue

1.2.3 NATURE CENTER'S ANCILLARY SERVICES

The following sections identify the nature centers, their ancillary services, and analyzes these services over a three-year period, individually.

ANNE KOLB NATURE CENTER

This nature center opened in 1996 after several years of planning. Anne Kolb is the largest in the park system with 1,501 acres. This site protects a coastal mangrove wetland and a variety of plants and animals call this preserve home including endangered and threatened species.

The location has several unique features and services including:

- Environmental Boat Tours
- Exhibit Hall & Nature Tours
- Kayak Rentals
- Merchandise
- Rentals (meeting room & wedding rentals)
- Special Events
- Volunteering

BOAT TOURS

The analysis shows that public boat tours have decreased 12% in participation and in revenue generated by 6%. It would be beneficial to look at the quality and consistency of the boat tours and ensure there are customer experience standards in place with periodic quality assurance audits. Trends show a decrease can usually recover when is the tours are refreshed with new interactions and increasing the quality where possible. It should also be noted that group guided tours have increased 24% over the last three years. Identifying what is different between the two and any similarities can assist staff in re-energizing the boat tours as a service.

Anne Kolb Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Boat Tour (Public)				
Total Participation	3,484	3,241	3,061	-12%
Revenue	$ 21,203	$ 20,823	$ 20,005	-6%
Guided Boat Tour (Group)				
Total Participation	1,717	2,243	2,130	24%

Figure 6: Anne Kolb Nature Center Boat Tours

EXHIBIT HALL/NATURE TOURS

The exhibit hall and nature tours provide an opportunity for a better experience. These interactions broaden perspectives and develop a deeper understanding of the environment and the human population's place in it. Exhibit hall for public visits have increased significantly (215%). This increase is largely due to discontinuing the entrance fee to the exhibit hall. The exhibit hall visitation increases interaction to educate the public about the environment at the Anne Kolb Nature Center.

Anne Kolb Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Exhibit Hall (Public)				
Total Participation	7,077	16,686	22,299	215%
Guided Exhibit Hall Tour (Group)				
Total Participation	3,034	3,508	3,041	0%
Guided Nature Tour (Group)				
Total Participation	2,473	2,653	2,341	-5%

Figure 7: Anne Kolb Exhibit Hall & Nature Tours

MARINA PADDLERS & RENTALS

The kayak rentals and programs are popular within the ancillary services. This up close and intimate experience in the mangroves helps visitors feel enveloped by nature, reducing the paddlers' focus to the immediate surroundings. This experience is a powerful way for visitors to leave with a respect for the environment and love for the area being preserved. Marina programs have decreased by 20% during the past three years. However, it is important to note that participation grew over 100% from FY2016/17 to FY2017/18. Additionally, since this is an outdoor activity, weather can play a crucial role and foul weather can make customers apprehensive to venture out. When looking at the passive use through kayak rentals, there has been a 1% increase in participation with a decrease in revenues by 10% during the analysis period.

Anne Kolb Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Marina Paddlers				
Total Participation-Marina Programs	55	125	44	-20%
Rentals				
Total Rentals (Marina Rental Paddlers)	12,956	13,633	13,080	1%
Revenue	$186,110	$179,011	$166,891	-10%

Figure 8: Anne Kolb Marina Paddlers & Rentals

MERCHANDISE

Merchandise sales have been decreasing during the analysis period. Merchandising can contribute to more than the bottom line. Attractive merchandise can help achieve a greater reach with impressions outside of the nature center by exhibiting the special place they enjoyed and enticing others to visit.

Anne Kolb Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Merchandise				
Revenue	$6,616.12	$5,961.90	$2,995.44	-55%

Figure 9: Anne Kolb Merchandise

FACILITY RENTALS

All of the nature centers track their rental types by category. As shown in **Figure 10**, meetings/conferences and weddings are by far the most popular types of rentals at Anne Kolb. Each averaging 32% and 22% (respectively) of the center's total annual rentals over the last three fiscal years.

Additionally, rentals are tracked by fee-based and co-sponsorship rentals (non-fee-based). Co-sponsorship rentals are uses of the spaces by partnering organizations. The organizations are made up from user groups, civic organizations, clubs with specific interests, other municipalities, and other County Divisions.


	Other	Memorial	Birthday Party	Graduation Party	Special Event	Training/ Class	Baby Shower	Wedding	Meeting/ Conference
FY16/17	8%	1%	3%	6%	10%	6%	8%	23%	35%
FY17/18	6%	3%	4%	3%	5%	4%	10%	28%	37%
FY18/19	27%	3%	3%	2%	1%	12%	11%	16%	25%
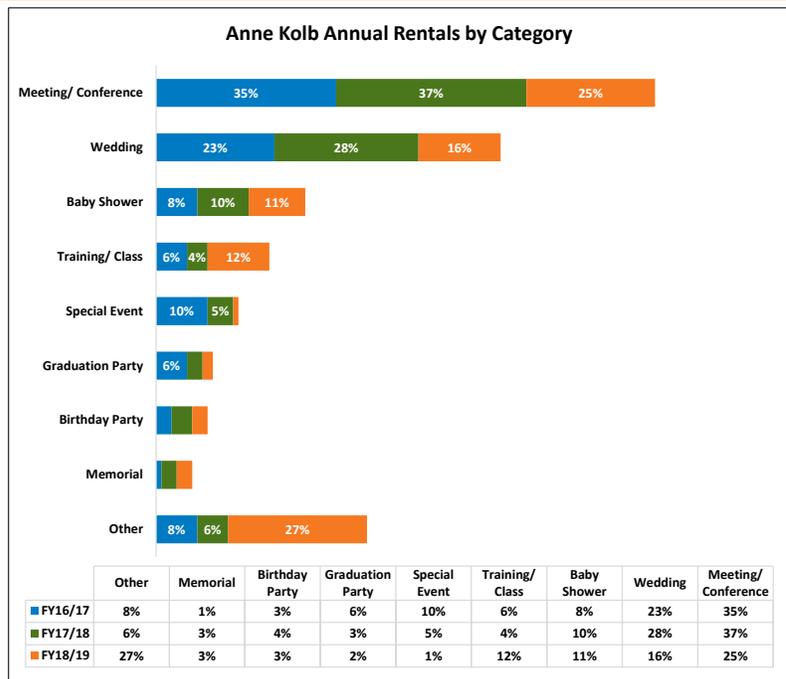
Figure 10: Anne Kolb Annual Facility Rentals by Category

Fee based total rentals have increased (13%) during the analysis period, yet revenue has decreased by 18%. Where non-fee-based rentals as a whole have increased 32%, with co-sponsorship events (non-fee-based) increasing (47%). It is important to ensure that non-fee-based rentals are not occupying peak demand timeslots. By not only receiving the benefit of the space, there could potentially be a negative impact on revenue generation.

Anne Kolb Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Rentals				
Total Rentals-Hall (Fee Based)	69	76	78	13%
Revenue	$66,900	$58,281	$55,125	-18%
Total Rentals-Hall (Non-Fee Based)	72	87	95	32%
Co-Sponsorship Events-Hall (Non-Fee Based)	19	21	28	47%

Figure 11: Anne Kolb Facility Rentals

SPECIAL EVENTS & PROGRAM PARTICIPATION

Special event and program participation have increased 17% and 7% respectively. Even more interesting is the rate at which employee taught programming increased in revenue 89%. Understanding the significant increase from FY2016/17 to FY2017/18 could help identify changes to the programs that could be beneficial outside of Anne Kolb.

Anne Kolb Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Special Event				
Total Participation	2,062	1,571	2,419	17%
Programs				
Total Participation	2,842	3,218	3,046	7%
Revenue	$8,087.50	$16,625.00	$15,270.00	89%

Figure 12: Anne Kolb Special Events & Program Participation

MEETINGS/CLUBS & VOLUNTEERS

Meeting space for community organizations and various clubs in the County are great ways to cross over and gain opportunities with audiences the nature center may have difficulty reaching otherwise. Clubs have the ability to, and in many instances do, contribute to the nature center's overall volunteer efforts. Total participation in meetings and clubs has increased 48%. Volunteer participation has decreased 35% during the analysis period, yet total volunteer hours have increased 5%. Volunteers are tracked on a calendar year and not the fiscal year (October 1 – September 30). It should be noted that "volunteer hours" is a combination of regular volunteers and workday volunteers. The noticeable fluctuation in volunteer hours is a direct cause of large groups coming out for Eco-Action Days, which is rather unpredictable.

Anne Kolb Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Meetings/Clubs				
Total Participation	104	116	154	48%
Volunteer	**2017**	**2018**	**2019**	
Total Participation	447	635	289	-35%
Volunteer Hours	2,775	4,423	2,912	5%

Figure 13: Anne Kolb Meetings/Clubs & Volunteers

TOTAL VISITATION

Total Visitation has increased approximately 10% during the analysis period. Continual increased visitation will help the Division accomplish a large part of the preservation and education in its mission.

Anne Kolb Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Visitation				
Total Visitation	232,030	260,637	255,267	10%

Figure 14: Anne Kolb Total Visitation

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FERN FOREST NATURE CENTER

This nature center opened in 1985 and is designated an Urban Wilderness Area. Fern Forest is 247 acres of preserved environment. With over 10 plant communities and more than 30 varieties of ferns, this property takes you into a lush forest and wetlands. This site protects a unique environment that began decreasing in size in the early 1900s due to developments and the need for dry land to build upon. It is due to the wet nature of Fern Forest that there are elevated boardwalks throughout which also limits the property uses. The location has several of unique features and services including:

- Nature center exhibits
- Nature tours
- Rentals - meeting room and wedding rentals
- Special Events
- Volunteering

NATURE TOURS

Nature tour participation numbers also include the program participation. For this reason, we have included the revenue from employee taught classes in this analysis. Participation has increased 7%. Revenues have decreased 14% over the period, however have increased in the most recent fiscal year.

Fern Forest Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Guided Nature Tour (Group)				
Total Participation	2,287	3,111	2,458	7%
Revenue	$8,920	$7,429	$7,693	-14%

Figure 15: Fern Forest Nature Tours

FACILITY RENTALS

Assessing rental types by category, Fern Forest's Hall and Amphitheater are used primarily for weddings. As seen in **Figure 16**, weddings make up, roughly ¾ of all rentals over the last three fiscal years.

|	Other	Birthday Party	Training/ Class	Baby Shower	Meeting/ Conference	Wedding
FY16/17	8%	1%	3%	1%	9%	78%
FY17/18	7%	3%	3%	4%	8%	75%
FY18/19	4%	3%	4%	6%	15%	68%
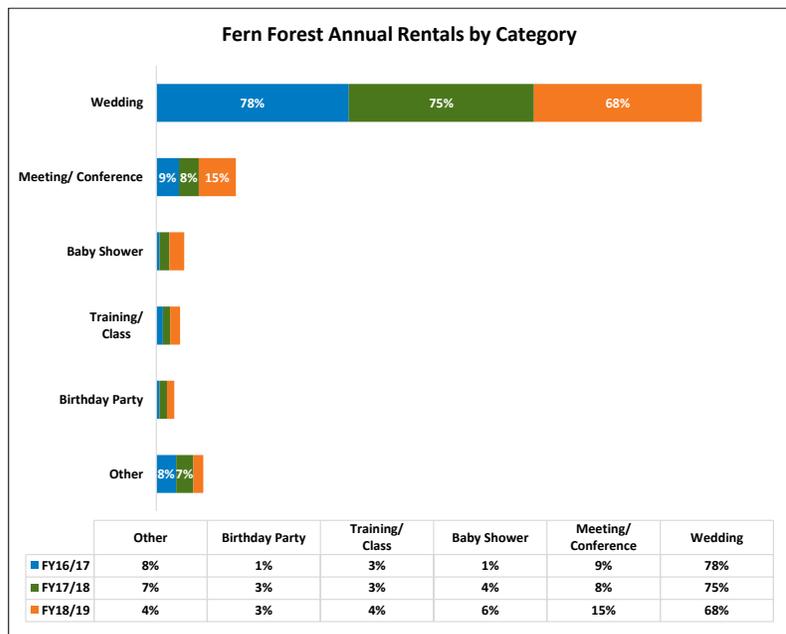
Figure 16: Fern Forest Annual Facility Rentals by Category

Hall rentals and revenues have decreased 2% and 14% respectively. More noticeably, co-sponsorship events (non-fee-based) have decreased 33%.

Fern Forest Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Rentals				
Total Rentals-Hall (Fee Based)	86	90	84	-2%
Revenue	$46,450	$48,591	$40,127	-14%
Co-Sponsorship Events-Hall (Non-Fee Based)	9	4	6	-33%

Figure 17: Fern Forest Facility Rentals

SPECIAL EVENT

Special event participation has increased marginally at 2%.

Fern Forest Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Special Events				
Total Participation	1,372	1,313	1,403	2%

Figure 18: Fern Forest Special Events

VOLUNTEERS

Volunteer participation has decreased by 63% considerably during the analysis period, while the total number of hours have increased 29%. This implies that there are less volunteers working more hours. It is important to monitor volunteer fatigue to ensure a returning volunteer. It is important to note that a local teacher recently retired that used to provide additional school credits for volunteering at Fern Forest, which has impacted the participation numbers.

Fern Forest Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Volunteers				
Total Participation	378	199	141	-63%
Total Hours	2,195	2,496	2,828	29%

Figure 19: Fern Forest Volunteers

TOTAL VISITATION

Total visitation has increased 14% during the analysis period, however it has decreased from FY2017/2018 to FY2018/2019.

Fern Forest Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Visitation				
Total Visitation	110,431	128,587	126,129	14%

Figure 20: Fern Forest Total Visitation

LONG KEY NATURAL AREA & NATURE CENTER

Long Key Natural Area is a one-of-a-kind location. It is home to the Long Key Nature Center and was purchased by the County to preserve the property and the rich heritage it has been known for from past civilizations and more modern day uses. The park opened in 2008 and features nature and equestrian trails, an exhibit hall, and a large rental facility, and exhibit hall on 160 acres. The exhibit hall captures the archaeology, history and ecology of the property educating visitors as to the importance of its preservation. The exhibits are a higher standard than typically exist in nature centers and are more along the quality of a museum in order to tell the full story of the environment and past civilizations that lived there. Long Key is a popular destination for tourists including cruise ship passengers due to its rich history and prior land use. Ancillary services include:

- Exhibit Hall & Nature Tours
- Nature Tours
- Rentals - meeting room and wedding rentals
- Partnerships

NATURE TOURS

Nature tour participation has increased significantly by 109% over the analysis period.   Participation fluctuates annually and increased by nearly 900 participants from FY2017/18 to FY 2018/19.

Long Key Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Guided Nature Tour (Group)				
Total Participation	540	240	1,131	109%

Figure 21: Long Key Nature Tours

PROGRAMS

Programming has not been consistent over the analysis period. This is due in part to staff shortages and other priorities including emergency management and projects. As a result, revenues from programming have decreased 36%.

Long Key Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Programming				
Program Revenue	$3,885	$1,941	$2,468	-36%

Figure 22: Long Key Program Revenue

FACILITY RENTALS

Assessing rental types by category, Long Key's hall and room are used primarily for weddings and meetings/conferences. As seen in **Figure 23**, weddings and meetings/ conferences make up, roughly 2/3 of all rentals over the last three fiscal years.


Long Key Annual Rentals by Category

	Other	Baby Shower	Training/ Class	Memorial	Birthday Party	Church Function	Special Event	Graduation Party	Meeting/ Conference	Wedding
FY16/17	14%	1%	4%	3%	3%	3%	3%	5%	33%	31%
FY17/18	12%	1%	1%	3%	1%	3%	2%	5%	28%	44%
FY18/19	15%	3%	1%	1%	3%	2%	4%	6%	37%	28%
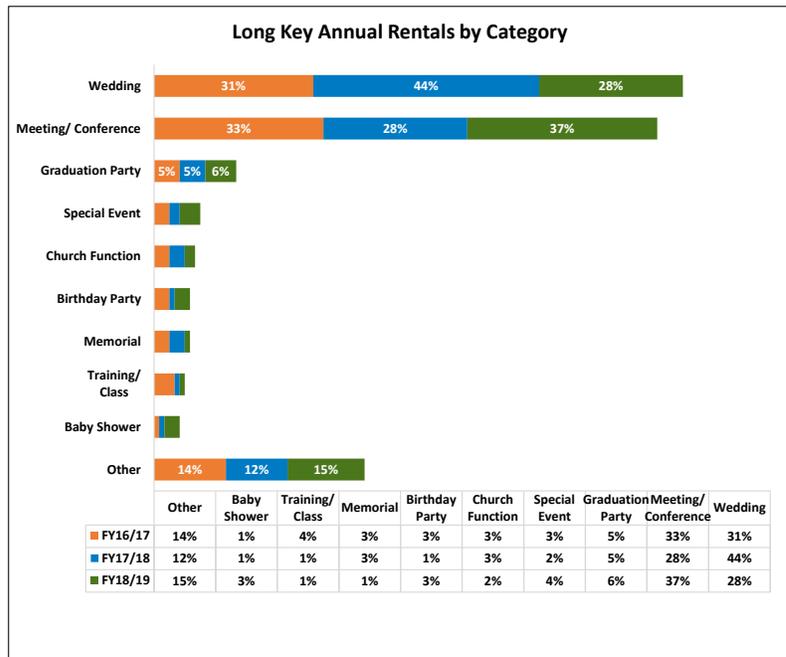
Figure 23: Long Key Annual Facility Rentals by Category

Rentals for Long Key include the classroom and the hall, both which have decreased 26% and 24% respectively over the last three fiscal years. Rentals, like group tours, fluctuate annually. It is the largest source of earned income from Long Key. Revenues have been slightly impacted by the decrease in rentals 1%.

Long Key Nature Center Services				
Services	FY2016/17	FY2017/18	FY2018/19	Percentage Change
Rentals				
Total Rentals-Classroom (Fee Based)	19	15	14	-26%
Total Rentals-Hall (Fee Based)	160	152	122	-24%
Total Revenue	$106,855	$119,088	$105,461	-1%
Co-sponsorship Events-Classroom (Non-Fee Based)	3	5	4	33%
Co-sponsorship Events-Hall (Non-Fee Based)	18	8	10	-44%

Figure 24: Long Key Facility Rentals

LONG KEY PARTNERS

Long Key is a site near and dear to many County residents. The rich history and location make it a magnet for visitors and residents alike. With a wide segment appeal, partners have become part of the Long Key family through their use, help with preservation through volunteers, assisting in programming and donations. The following is a list of partners when the analysis was conducted.

Broward County Parks and Recreation Partners	
Agency Partners	**Other Partners**
Aviation Department	Boy Scouts of America
BC Supervisor of Elections* (incl US Naturalization Ceremonies)	Broward County Butterfly Chapter of the North American Butterfly Association
Broward County Schools*	Broward County Crime Commission
Commissioner Geller's Office	Broward Extension Education
Community Partnership Division	Broward Victims' Rights Coalition
Elderly and Veterans Services Division	Everglades Birding Festival
Environmental Engineering Division	Florida Department of Agriculture and Consumer Services
Environmental Protection and Growth Management Department	University of Florida/Institute of Food and Agricultural Sciences
Family Success Administration	Florida Master Gardeners
Human Resources Division	Florida Master Naturalist Program
Human Services Department	Florida Native Plant Society
Learning and Organizational Development Section	Florida Recreation and Parks Association
NatureScape	Friends of Long Key
Office of Intergovernmental Affairs	Girl Scouts of America
Office of Technology	HandsOn Broward
Office of the County Auditor	Healthy Mothers Healthy Babies
Parks and Recreation Special Populations Section	International Dark Sky Association
Pollution and Prevention Division	Nancy J Cotterman Center
Purchasing Division	P3 Environmental Challenge
Transit Division	Publix Cares Day
	Sierra Club of Broward County
	South Florida Audubon
	Town of Davie
	United States Department of Agriculture
	Florida Fish and Wildlife Conservation Commission
	Urban League

Figure 25: Long Key Partners

TOTAL VISITATION

Total visitation has experienced a recent decrease of 14% during the analysis period, however it has increased from FY2016/2017 to FY2017/2018.

Long Key Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Visitation				
Total Visitation	69,722	80,397	51,523	-26%

Figure 26: Long Key Total Visitation

SECRET WOODS NATURE CENTER

The County's first nature center opened in 1978. Secret Woods is a perfect name for this park bordered to the north by the South Fork New River and the South by SR 84. The visitors experience an urban oasis when walking along the trails through the thick tree canopy and areas of dense undergrowth. This first of its kind, and appropriately labeled, urban wilderness places an emphasis on nature through nature trails, a nature exhibit hall, Pollinator Pathway, and nature-oriented programming. Secret Woods preserves almost 56 acres of mature tree canopy and undergrowth including cabbage palms, fig trees, laurel oaks, and red bay as examples. Ancillary services include:

- Nature center exhibits
- Rentals - meeting room and wedding rentals
- Special events and programming
- Volunteering

FACILITY RENTALS

Secret Woods rents out their hall and butterfly garden for events and gatherings.   Weddings and baby showers are by far the most popular types of rentals at Secret Woods. Each making up 37% and 27% respectively, of the center's total annual rentals.

	Other	Special Event	Bridal Shower	Memorial	Birthday Party	Meeting/ Conference	Baby Shower	Wedding
FY16/17	7%	1%	1%	3%	6%	16%	25%	41%
FY17/18	2%	3%	2%	2%	6%	28%	24%	33%
FY18/19	4%	1%	3%	3%	6%	15%	32%	38%
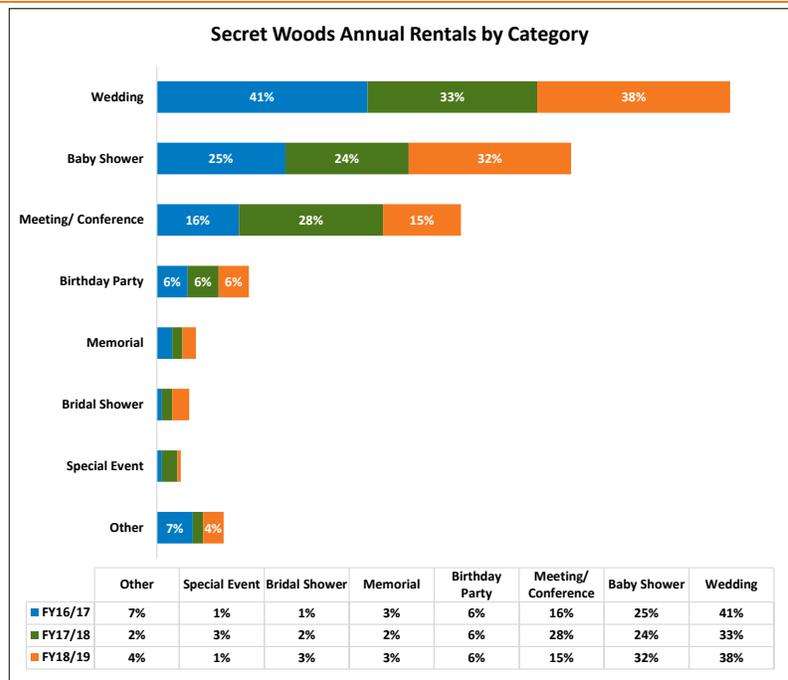
Figure 27: Secret Woods Annual Facility Rentals by Category

In addition to the rental categories, the hall rentals have increased 18% while revenues have decreased 3% during the analysis period. Furthermore, co-sponsorship rentals also decreased 33% over the same time period.

Secret Woods Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Rental				
Total Rentals-Hall (Fee Based)	84	79	99	18%
Revenue	$50,521	$47,104	$49,177	-3%
Co-sponsorship Events-Hall (Non-Fee Based)	15	11	10	-33%

Figure 28: Secret Woods Facility Rentals

SPECIAL EVENTS & PROGRAM PARTICIPATION

Special event participation has increased significantly by 98% over the analysis period. Naturalist Programming has decreased in participation by 39% and revenue by 16%. It is important to understand that renovations and Hurricane Dorian impacted the programming from the last two fiscal years.

Secret Woods Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Special Events				
Total Participation	526	1,004	1,039	98%
Naturalist Programming				
Total Participation	4,414	4,016	2,684	-39%
Revenue	$13,095	$13,932	$10,948	-16%

Figure 29: Secret Woods Special Events & Program Participation

MEETINGS/CLUBS & VOLUNTEERS

Total participation in meetings has decreased 10%. Volunteer participation has decreased 20% over the analysis period. It is worth noting that the weather played a role in the decrease from FY2017/18 to FY2018/19.

Secret Woods Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Meetings (clubs/organizations)				
Total Participation	29	35	26	-10%
Volunteer				
Total Participation	35	36	28	-20%

Figure 30: Secret Woods Meetings/Clubs & Volunteers

TOTAL VISITATION

Total visitation has increased marginally over the analysis period by 5%.

Secret Woods Nature Center Services				
Services	**FY2016/17**	**FY2017/18**	**FY2018/19**	**Percentage Change**
Visitation				
Total Visitation	152,496	162,260	160,688	5%

Figure 31: Secret Woods Total Visitation

1.2.4 CONCLUSION

As the Division, the nature centers, and services continue to evolve it will be crucial to ensure key metrics are being tracked consistently and monitored on an annual basis. Below are some overall observations that were identified during this Analysis:

Total visitation has experienced a slight increase of 5% during the analysis period 5% with Anne Kolb having 255,267 visitors, the highest visitation in the most recent fiscal year. However, visitation numbers have decreased from FY2017/18 to FY2018/19 and may have been impacted by capital projects and weather events, limiting access to the parks.

Facility rentals has decreased 7% overall and revenue has decreased 8%. Overall revenues increased from FY2016/17 to FY 2017/18 before decreasing in FY2018/19. Facility rentals generate the largest collective amount of revenue for the nature centers.

Inhouse Programs have decreased 8% overall in participation, but have coincidingly increased in revenues by 16%. Moving forward, it will be important for nature centers to overcome one constant challenge in order to increase program participation; finding new methods of delivering nature education to younger audiences.

Anne Kolb and Long Key Nature Centers are the two most recent nature centers added to the system, while Secret Woods and Fern Forest were opened decades earlier. Differences in the exhibit halls and size of spaces can be attributed to the changes in the industry focusing on the customer experience and outcomes.

Fern Forest and Secret Woods have elevated boardwalks to allow visitors to reach locations on site that would otherwise be untraversable to most people. While it is the environment dictating the need for elevated boardwalks that take visitors to the interior of these parks, it is the same enticing beauty that limits the use of these parks as well.

The Nature Centers are core to the mission of the County Parks System with preservation and education efforts. It is much greater than just being core to the Division's mission, it is ultimately important to all residents that every effort be made to preserve these sites and educate the visitors on the impacts to the environment from a local and tourism standpoint. Outdoor recreation has evolved into Ecotourism. This is a great way to preserve the environment and local heritage in a sustainable manner by making it relevant to tourists, enhancing the experience and helping to foster a greater understanding of human existence in sensitive environments.

1.3 PROGRAM ASSESSMENT

1.3.1 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing all four program assessment sheets from each of the nature centers:

- Overall, the **program descriptions** effectively communicate the key benefits and goals of each Core Program Area.

- **Age segment distribution** is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.

- **Program lifecycles:** Approximately 13% of the system's current programs are categorized in the Introduction Stage, while 2% of programs fall into the Decline Stage. A complete description of Lifecycle Stages can be found in **Section 1.3.2.**

- The County's **volunteer program** allows residents and organizations to easily get involved and give back to the community through various volunteer opportunities, friends groups, special events, and programs.

- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods when promoting their programs including: printed and online program guides, the County's website, flyers/brochures, email blasts, paid advertisements, on-hold pre-programmed phone messages, online newsletters, in-facility signage, QR codes, and various social media channels as a part of the marketing mix.

  o The Division, as well as each Nature Center, would benefit from identifying marketing Return on Investment (ROI) for all marketing initiatives

  o Opportunity to increase the number of cross-promotions

- Currently, **customer feedback methods** are rather limited. Moving forward, it is highly recommended that each site begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre-program questionnaires and lost customer surveys can be beneficial feedback tools that should be considered moving forward.

- **Pricing strategies** are very consistent when assessing Core Program Areas. Currently, the most frequently used approaches include: market competition rates and the county fee schedule. With the County utilizing a developed fee structure, the implementation of additional pricing strategies is limited.

- **Financial performance measures** such as cost recovery goals are not currently being utilized. Moving forward, it is recommended for staff to begin tracking cost recovery for all Core Program Areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Division's overall quest for greater fiscal sustainability.

1.4 CORE PROGRAM AREAS

To help achieve the mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion of 5% or more of the agency's overall budget.
- The program area is offered 3 to 4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage of the local market at 20% or more.

1.4.1 EXISTING CORE PROGRAM AREAS

In consultation with the Division staff, the planning team utilized the Monthly Activity Reports to identify Core Program Areas within all of the Nature Centers. After discussion, six Core Program Areas were agreed upon. Please note that this is not an all-encompassing list and that not all Core Program Areas are offered at all of the Nature Centers. See **Appendix A** for site specific analysis.

1.4.2 CORE PROGRAM AREAS

Boating		**Description:** A unique boating experience by personal watercraft or tour boat connects patrons to the waters, wildlife, and natural resource value of West Lake's mangrove habitat. **Goals:** To promote preservation of our unique mangrove habitat and an understanding of the flora and fauna of South Florida by offering engaging recreational boating activities and access to the resource for the general public.	• Public Guided Nature Boat Tour • Full Moon Paddle • Kayak Class • Paddling Eco Tour • Stand-Up Paddle Board Class
Contract Classes		**Description:** Utilize outside talent to expand use and appreciation of amenities. **Goals:** To provide services to the community utilizing non-staff instructional resources.	• Line Dancing • Yoga
Meetings/Clubs/ Volunteers		**Description:** A gathering space for volunteers and clubs that support the core mission of education, preservation, recreation, and community support. **Goals:** To support community and nature related meetings and clubs as a way of developing community engagement for the environment and local involvement.	• Friends of Anne Kolb/Volunteers • Florida Trails Association • NABA Broward Chapter • Friends of Long Key
Naturalist/Environmental		**Description:** A variety of passive and active nature programs and activities that focus on the natural history and geological features as well as the unique flora and fauna that inhabit or visit our varied Broward County habitats. Additionally, expose patrons to general science and nature topics that expand our view of the natural world and our impact on it. **Goals:** To provide a variety of programs and activities that educate our visitors on the value of natural areas for the well-being of our planet. To promote a sense of community in support of conservation and environmental education. All while developing an understanding of the importance of wetlands/natural areas on our own health and well-being.	• Guided Exhibit Hall Tour • Lunch and Learn Nature Series • Nature Tots • Themed Hikes • Sea Turtles and Their Babies

Rentals		**Description:** Meeting and event areas located in natural settings, offering unique and one-of-a-kind locations for public use. **Goals:** To generate additional revenue.	• Royal Fern Hall • Amphitheaters • Shelters • Julia Hall and Butterfly Glade
Special Event		**Description:** A variety of events ranging from nature to art programs that appeals to a diverse audience while experiencing native Florida habitats highlighted at each site. **Goals:** To provide special events that include a variety of science and arts focused topics for all ages.	• Plant Sale • Music Club of Hollywood Concerts • Everglades Birding Festival • Themed Nature and Art Events

1.4.3 CORE PROGRAM AREA RECOMMENDATIONS

These existing core program areas are environmentally mission driven and provide a generally well-rounded and diverse array of programs that can serve the community at present. Based upon the observations of the planning team, demographic data, and recreation trends information, the Nature Center staff should evaluate Core Program Areas and individual programs, ideally on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

After reviewing the Statistically-Valid Community Survey, it is apparent that environmental education is important to the community. Out of all program areas, outdoor environmental education programs ranked in the top third in regards to households having a need for various programs. With that being said, it is critical for the Division's Nature Centers to continue their existing program offerings while also actively seeking new program opportunities.

Additional program areas in nature centers should further explore making a key service based on survey findings are adult fitness & wellness programs, exercise classes, and senior programing. Some of these types of programs are already being offered at certain centers but could be expanded upon. Furthermore, in light of the ongoing pandemic, virtual programs are a great alternative that nature centers could offer to the public. Such programs as virtual walks throughout the boardwalks or a virtual introduction to various plants/animal species that can be found at each center. **(See Figure 29)**
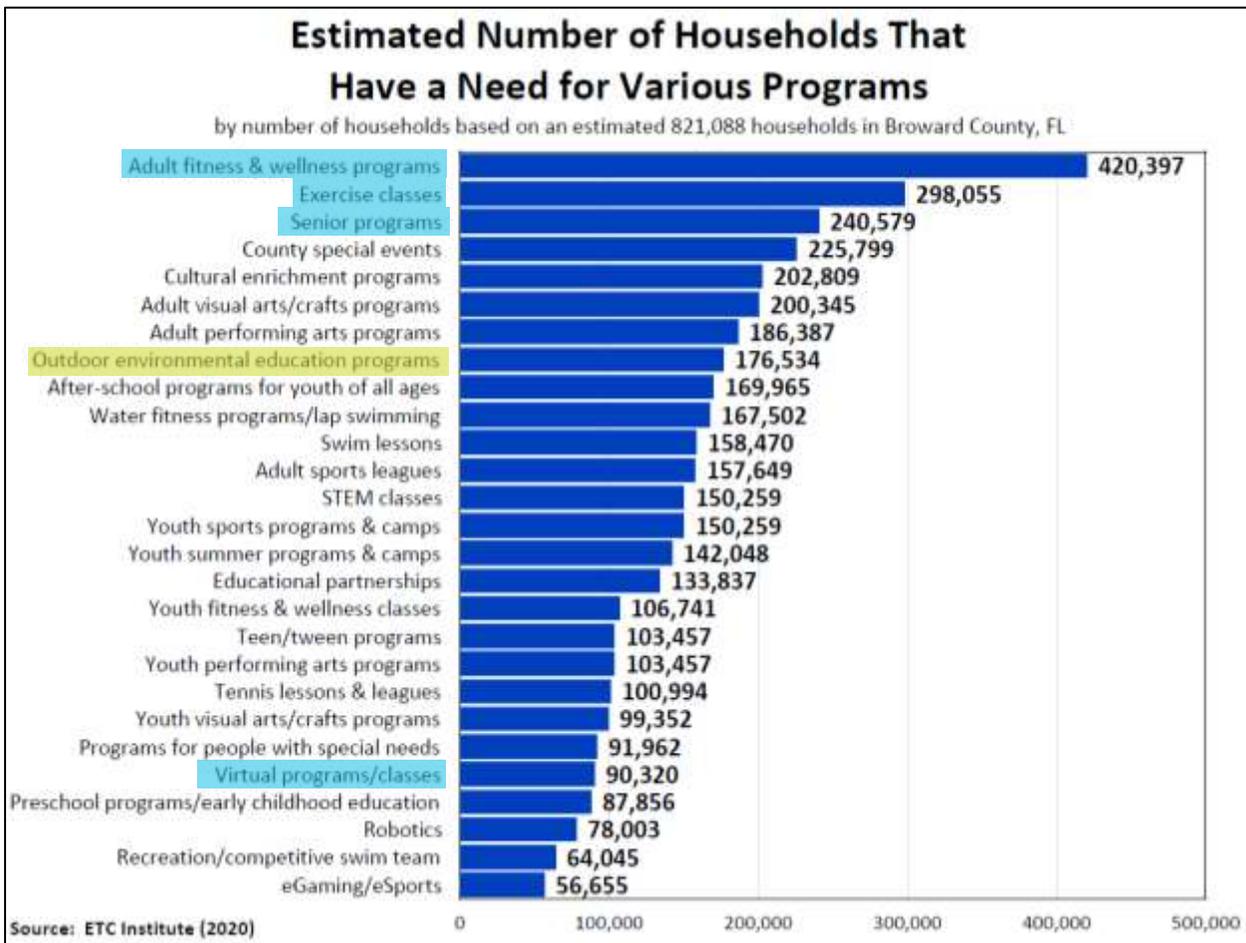

Figure 32: Estimated Number of Households That Have a Need for Various Programs

1.5 PROGRAM STRATEGY ANALYSIS

1.5.1 AGE SEGMENT ANALYSIS

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified. Primary are the main target of programs within a Core Program Area, the age segment that benefits the most. Secondary is an age segment that is not the main focus of services, but are also served as part of the market.

Age Segment Analysis						
Core Program Area	**Preschool (2-5)**	**Youth (6-12)**	**Teens (13-17)**	**Adult (18-49)**	**Senior (50+)**	**All Ages Programs**
Boating	S	P/S	P/S	P	P	P
Contract Classes				P	P	
Meetings/Clubs/ Volunteers		S	P/S	P	P	
Naturalist/Environmental	P/S	P/S	P/S	P/S	P/S	P
Rentals	S	S	S	P	P	
Special Events	P/S	P/S	P/S	P/S	P/S	P

Figure 33: Program Priority by Age Segment

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs in order to gain a more nuanced view of the data. Based on the age demographics of the County, current programs seem to be fairly well-aligned with the community's age profile. With roughly 50% of Broward County's population ranging between 35-74, it is fitting that the Adult and Senior segments are highly catered to.

That being said, the lack of primary programs dedicated to the Preschool segment is noticeable. Moving forward, it is recommended that the Nature Centers consider introducing new programs to address any unmet needs. With approximately 20% of the County's overall population falling between 0-17 years-old, offering an adequate number of Preschool and Youth programs is essential for the Division's success. Also, by getting local youth involved in conservation and preservation at a young age it can lead to increased volunteerism while potentially creating lifetime users and advocates of the system.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. This can be done by conducting pre/post user surveys for all program offerings. It would also be best practice to establish a plan including what age segment to target, how to establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

1.5.2 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by each Nature Center to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members' knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the County's Nature Center programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	13%	59%	50%-60% Total
Take-Off	Rapid participation growth	6%		
Growth	Moderate, but consistent participation growth	40%		
Mature	Slow participation growth	33%	33%	40%
Saturation	Minimal to no participation growth; extreme competition	6%	8%	0-10% Total
Decline	Declining participation	2%		

Figure 34: Program Lifecycle Distribution

The Lifecycle Analysis depicts a rather healthy program distribution. Approximately 59% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50-60% of all programs within these beginning stages because it provides the Nature Centers an avenue to energize its programmatic offerings. Eventually, these programs will begin to move into the Mature stage, so these stages ensure the pipeline for new programs is there. It is key to continue adding new programs in the Introduction stage as those programs are meant to progress through the lifecycle stages.

According to staff, 33% of all program offerings fell into the Mature Stage. This stage anchors a program portfolio and it is recommended to have roughly 40% of programs within the Mature category in order to achieve a stable foundation.

Additionally, 8% of programs are in the Saturation or Decline Stages. It is a natural progression for programs to eventually evolve into saturation and decline. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for the programs.

As programs enter into the Decline stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Nature Centers should modify these programs to begin a new lifecycle with the Introductory stage or add completely new programs based upon community needs and trends.

Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, each Nature Center should include annual performance measures for each Core Program Area to track participation growth, customer retention, and the percentage of new programs as an incentive for innovation and alignment with community trends.

1.5.3 PROGRAM CLASSIFICATION

Conducting a classification of services analysis indicates how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Nature Centers used a classification method based on three indicators: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.

Value Added Services
• **Nature Centers May Provide;** with additional resources, it adds value to community, it supports Core & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

Important Services
• **Nature Centers Should Provide;** if it expands & enhances core services, is broadly supported & used, has conditional public support, there is a economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Essential Services
• **Nature Centers Must Provide;** if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs high to complete subsidy.

Figure 35: Program Classifications

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the various Nature Centers. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories. A full program list organized by core area can be found in **APPENDIX A**.

Anne Kolb Program Classification Distribution		
Essential	**Important**	**Value-Added**
50%	**23%**	**27%**

Figure 36: Program Classification Distribution

As the Division continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below in *Figure 6*.

Cost Recovery Model for Sustainable Services

Figure 37: Cost Recovery Model

Given the broad range of cost recovery goals (i.e., 0% to 40% for Essential Services or 40% to 80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted in the previous Figure. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected / desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

1.5.4 COST OF SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Division policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following provide more detail on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Nature Centers' program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. **Figure 34** illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

Figure 38: Cost of Service Analysis
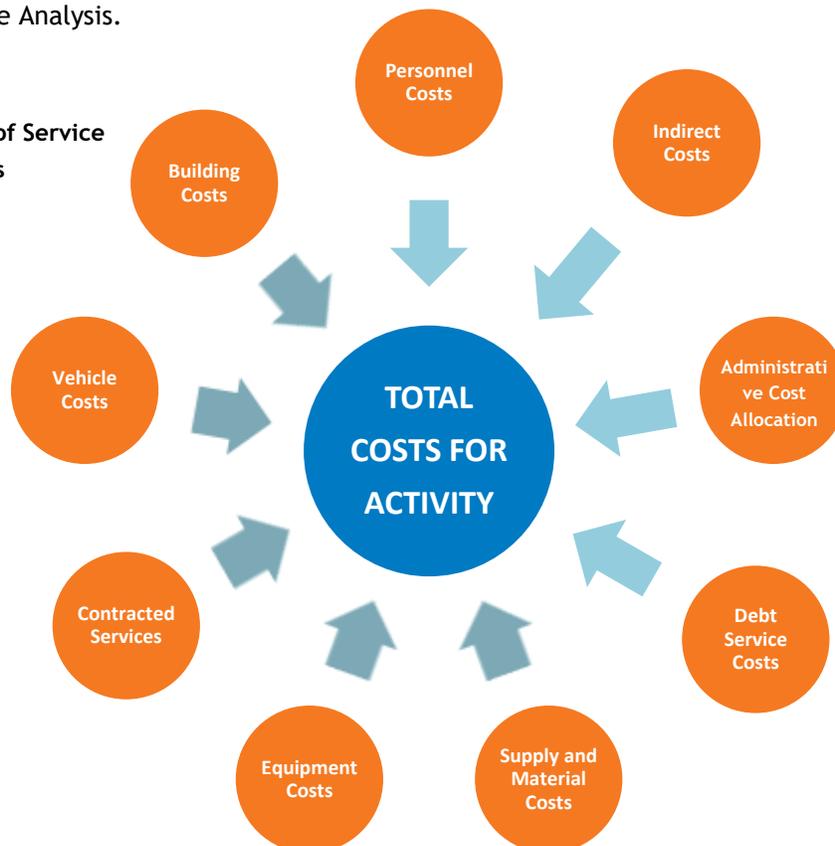
The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units

- Number of service calls
- Number of events
- Required time for offering program/service.

Agencies use Cost of Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Nature Centers between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on an annual basis.

CURRENT COST RECOVERY

With regard to programs, services, and events, methods to measure and track cost recovery are not consistently utilized up to this point. It is best practice to have cost recovery goals at the Core Program Area level, and over time, evolve into implementing cost recovery goals at the individual program level as well. Setting, tracking, and reaching cost recovery goals for every Core Program Area will help each Nature Center justify program expense and make a case for additional offerings in the future.

Cost recovery targets can vary based in the Core Program Area, and even at the program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and perhaps most important, program classification. Programs within each Core Program Area will vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities. The Division should determine the current cost recovery of each Core Program Area to begin establishing goals. With an approved cost recovery goal, annual tracking, and quality assurance cost recovery goals will improve. Use this key performance indicator and update them annually to include current cost recovery goals and the actual cost recovery achieved. Each Core Program Area can be benchmarked against itself on an annual basis.

COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Division; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **Essential Programs**-category is critical to achieving the organizational mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
  - **Importan**t programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
  - **Value-Added** programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

1.5.5 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Nature Centers use various pricing strategies is rather limited due to a fixed county fee schedule given to the sites. For that reason, pricing tactics are concentrated in county fee schedule rates and market competition rates. However, some core areas also use weekday/weekend rates and prime/non-prime time rates.

The core area with the largest variety of pricing strategies is Rentals which utilizes four of the 11 options. Moving forward, the Division should consider utilizing additional pricing strategies such as age segment pricing, family/household status, and cost recovery goals, as they are also valuable strategies when setting prices. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services. The consulting team recommends that all Core Program Areas utilize cost recovery as a major factor in determining pricing and look at underutilized pricing strategies to bolster participation and revenue.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary. It is also important to continue monitoring for yearly competitor pricing and other service providers (i.e., similar providers) as found in **Appendix B**. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

Pricing Strategies											
Core Program Area	Age Segment	Family/ Household Status	Residency	Weekday/ Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay	County Fee Schedule
Boating											X
Contract Classes								X			
Meetings/Clubs/ Volunteers								X			X
Naturalist/Environmental								X			X
Rentals				X	X			X			X
Special Events								X			X

Figure 39: Pricing Strategies

1.5.6 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Nature Center program staff should continue the cycle of evaluating programs on both individual merit as well as the program mix as a whole. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information along with the latest demographic trends and community input should be factors that lead to program decision-making. Community input can help staff focus in on specific program areas to develop new opportunities in which group of citizens to target including the best marketing methods to use.

A simple, easy-to-use tool similar to **Figure 36** below will help compare programs and prioritize resources using multiple data points rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program is in decline, but beloved by a few, is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods using the Figure below.

Figure 40: Mini Business Plan Examples

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis, and other established criteria, the program staff should evaluate programs on an annual basis to determine program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 37**. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing, or non-existent, or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.
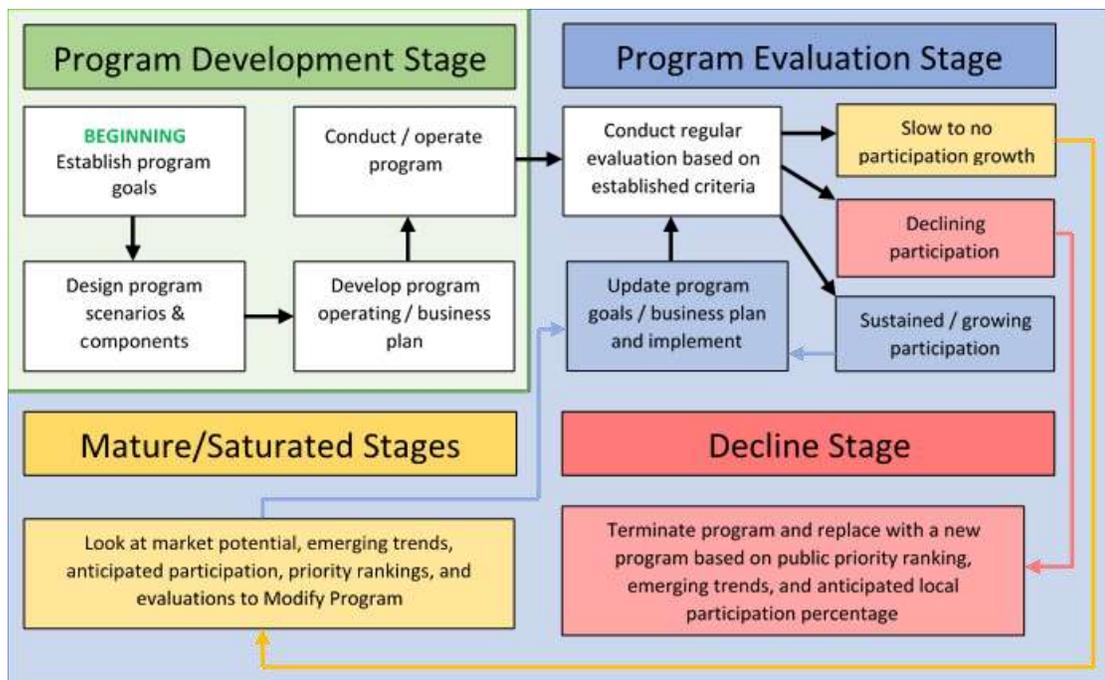

Figure 41: Evaluation Cycle with Program Lifecycle Logic Matrix

1.6 MARKETING, VOLUNTEERS, AND PARTNERSHIPS

1.6.1 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Division follows a marketing plan which currently communicates with residents through printed and online program guides, the County's website, flyers/brochures, email blasts, paid advertisements, on-hold pre-programmed phone messages, online newsletters, in-facility signage, QR codes, and various social media channels (County and site-specific accounts).

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the "right" methods of delivery. The Division has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the Marketing Plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate with supporting plans and directly coordinate with organization priorities. The plan should also provide specific guidance as to how the Division's identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

1.6.2 WEBSITE

The Division's homepage has a scrolling "Quick Links" bar directing users to secondary pages with various information including: Things to Do, Upcoming Events, What's New, Special Populations, and more. This allows visitors to locate and access information by what they want to do, making the webpage activity based. Fees are listed by activity and in a separate dropdown menu. A more user-friendly layout could improve user experience on the website. Consider including ancillary service fees, QR Codes, site tours/videos from YouTube Channel and history of each site on the landing page for each facility. Additionally, directly below the "Quick Links" bar is "Park Locations" which allows users to find all of Broward County's various parks/facilities with ease.
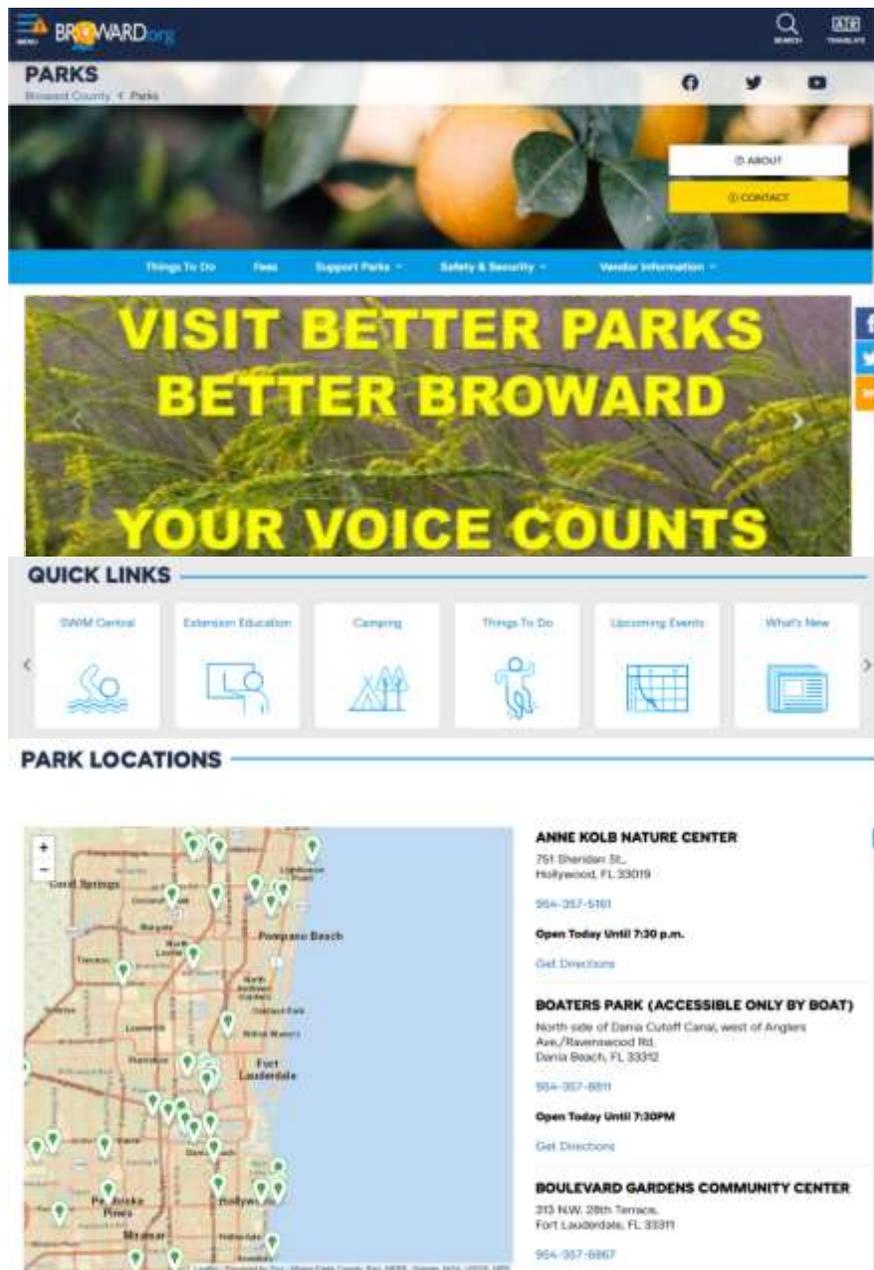
1.6.3 SOCIAL MEDIA

The County's Park Division utilizes Web 2.0 technology through Facebook, Twitter, and YouTube. The Division currently has 8,109 Facebook follower, 4,608 Twitter followers, and 407 subscribers to the YouTube Channel. The key to successful implementation of a social network is to move the participants from awareness to action and create greater user engagement. This could be done by:
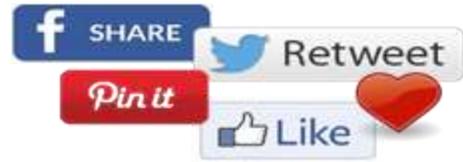
- Allowing controlled 'user generated content' by encouraging users to send in their pictures from the County's special events or programs.
- Introducing Facebook-only promotions to drive greater interest in the parks by following their page.
- Leverage the website to obtain customer feedback for programs, parks, facilities, and customer service.
- Expand opportunities for Crowdsourcing information on an ongoing basis using betterparksbetterbroward.com. Crowdsourcing is used for a call out of all types of resources such as man power, volunteers, and equipment to help accomplish your set goal.
  o Some existing resources include **mindmixer.com** and **peakdemocracy.com** which can be evaluated if the Division has the resources and can utilize it on an on-going basis.
  o Crowdsourcing options could include printing program guides or developing marketing material.
- Provide opportunities for Donations or Crowdfunding through the website. Other crowdfunding organizations that can be used as a call out to complete a project or meet a goal financially.
  o **kickstarter.org** / **indiegogo.com** / **razoo.com** these sites help bring small amounts of money together to create needed capital
- Maximize the website's revenue generating capabilities.
- Conduct annual website strategy workshop with the staff to identify ways and means that the website can support the County's Social Media Trends.

SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country's fastest growing trends. With only 10% of the country using social media in 2008; today, an estimated 79% percent of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the County to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system
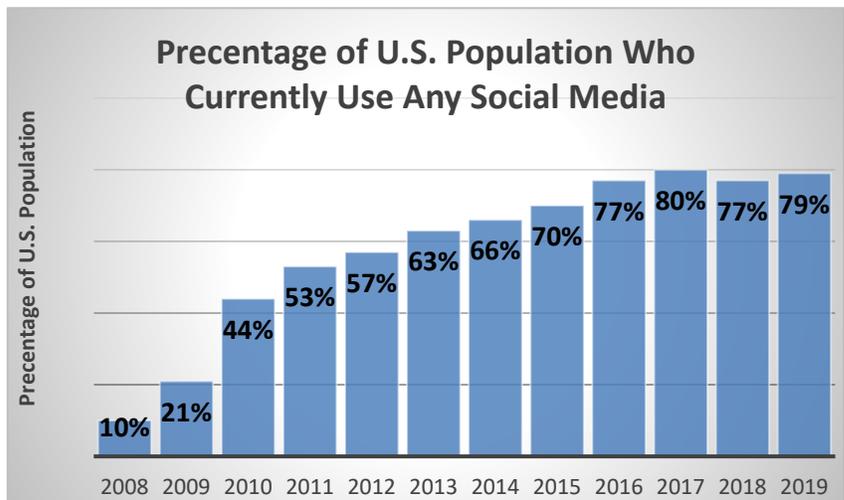
Precentage of U.S. Population Who Currently Use Any Social Media

(Percentage of U.S. Population)

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
10%	21%	44%	53%	57%	63%	66%	70%	77%	80%	77%	79%

Source: https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/

users. Such platforms as Facebook, YouTube, Instagram, Pinterest, Twitter, or LinkedIn are extremely popular with not only today's youth but also young and middle-aged adults.

SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world. As of August 2019, Facebook stands out as the most heavily trafficked social media platform, with an estimated 2.2 billion visitors per month. YouTube is second with 1.9 billion visitors per month.
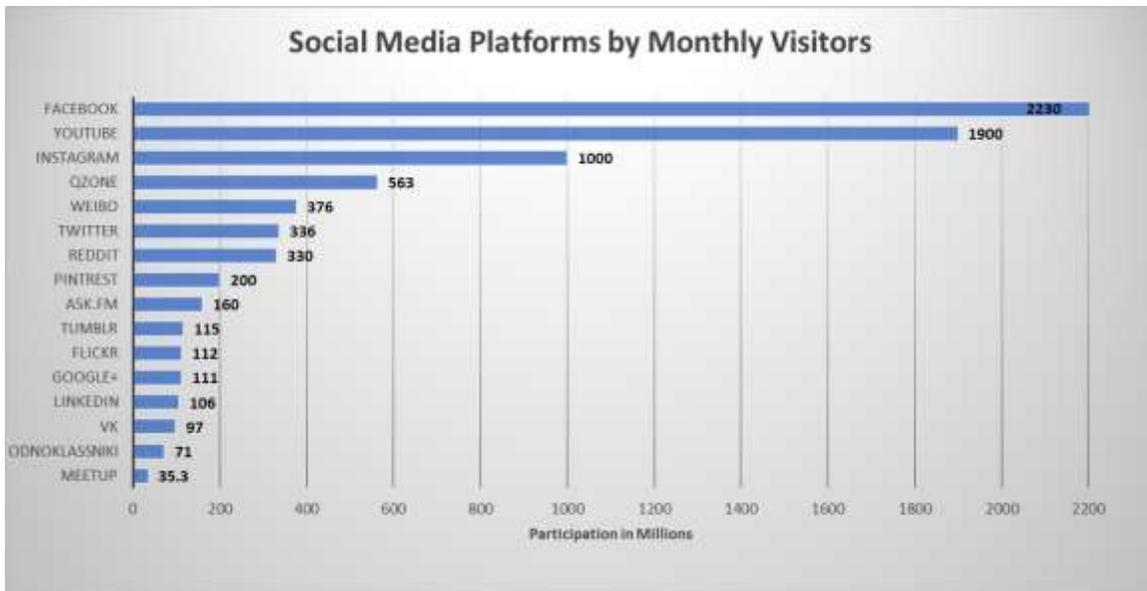
Source: www.dreamgrow.com/top-15-most-popular-social-networking-sites/

MEDIUMS USED TO ACCESS THE INTERNET

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, number of available Wi-Fi locations, and internet penetration in the US. Only 10% of surveyed adults state they do not use the internet in 2019. As of 2018 Statista, the United States has the largest online market in the world with 312 million users.
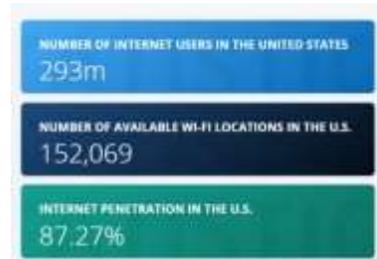
Source: www.statista.com/topics/2237/internet-usage-in-the-united-states/

1.6.4 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Ensure the marketing plan includes the components and strategies identified in this section.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly performance measures for marketing. Performance measures can be tracked through increased use of customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.

1.6.5 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategic areas for the County to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the County and its' offerings. In 2010 the Broward County Parks and Recreation Division launched its revamped volunteer initiative, the VIP Program, short for "Volunteers Improving Parks." The VIP Program's primary mission is to "increase community involvement with Broward County Parks by providing a variety of volunteer opportunities for individuals, corporations, and organizations in order to assist in the beautification, maintenance, and programming of the County's park system."

The Nature Centers in particular benefit greatly from the VIP Program. These various volunteer opportunities can be easily found on the County's website including Eco-Action Volunteer Workdays. Additionally, dedicated Friends Groups have been established at all four of the County's Nature Centers. These Friends Groups assist in several areas including:

- Fundraising activities
- Visitor relations
- Administrative/General office work
- Enhancement/Beautification of the Center
- Recruiting volunteers
- And much more

Management of volunteers includes regularly tracking individual volunteers, their skills, and hours volunteered. Tracking volunteer hours can be used in budget discussions showing how well the Division is able to leverage limited resources. The Division already does a great job of doing this and promoting it on their website. This is a Best Practice that should be continued going forward.

The Track Record for Volunteers at Broward County Parks

As one of Broward County's largest agencies, the Parks and Recreation Division is especially dependent on the contributions of its volunteers. While more than 700 Parks employees may report to work on an average day, that workforce may be supplemented by as many as 200 volunteers, especially on weekends.

Fiscal Year 2017

Volunteers	Volunteer Hours
3,375	35,425

BEST PRACTICES IN VOLUNTEER MANAGEMENT

The Division already has a rather robust volunteer policy in place. The following are best practices in volunteer management, some of which the Division already has implemented and others that they should be aware of going forward.

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Division.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all sections. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other County function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions by including an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by the type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period of time to fulfill a community service requirement.

The Division should continue to encourage employees to volunteer themselves in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

1.6.6 RECREATION PROGRAM PARTNERSHIPS

Each of the Nature Centers currently works with several different types of partners throughout the community. These partnerships range from various local associations, clubs, and corporations. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff are able to leverage resources. Currently, the Division has a database of all existing partner organizations. Moving forward, it is highly recommended that the Division continue this practice as it assists with tracking and managing of partnerships.

In many instances, partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. It is not suggested that the Division's existing partnerships are inequitable; rather, in general many park and recreation agencies' partnerships tend to be inequitable.

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Division for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, nonprofit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

POLICY BEST PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Division should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Division staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

1.6.7 POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Division's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, an association or individual, the Division staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Division.
- As an outcome of the partnership, the Division must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Division for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Division. The management plan can and will be negotiated if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Division Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The Division currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Division, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Division to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the County or Division in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Division in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

1.6.8 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the best practice listed in the previous section, continue developing volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Division encounters. Additionally, begin compiling a list/database of all partner organizations. This will help with managing partnerships and overall assist in having good relationships with partners. Lastly, ensure background checks for all volunteers working with all programs are being conducted thoroughly.

1.7 APPENDIX A: PROGRAM CLASSIFICATION

Program Classifications Essential				
	Programs			
Boating	Full Moon Paddle		**Naturalist/Environmental**	NatureScape
	Kayak Class			Girl Scouts
	Stand-Up Paddle Board Class			Earth Advisors
	Public Guided Nature Boat Tour			Owl Prowl
Meetings/ Clubs	NABA Broward Chapter			United Way (Lunch and Learn, Hike)
	Friends of Long Key			Eagle Scouts
	Park Advisory Board Meeting			Eco-Action Workdays
	Volunteer Meetings			Environmental Education (school groups)
	Friends of Anne Kolb/Volunteers			Guided Nature Walks
Naturalist/Environmental	Earth Day Program			Guided Exhibit Hall Tour
	Eco-Action Workdays			Guided Group Nature Boat Tour
	Free Guided Nature Walks			Guided Group Nature Walk
	Guided Nature Walk			Eco-Action Days/Group Cleanups
	School Environmental Programming			Themed Hikes
	Scout Environmental Programming			Sea Turtles and Their Babies
	Summer Environmental Programming		**Special Events**	Moth Day/Night
	Preschool Play 'N' Learn			BC Crime Commission Conference
	Eco-Sprouts			Teddy Bear Picnic
	Little Seedlings			P3 Challenge
	Kneehigh Naturalist			FOLK Photo Contest/Hike/Reception
	Night Guided Hike (monthly)			Take Your Child to Work Day
	Full Moon Hikes			Annual Employee Meeting
	Daytime Guided Hike (monthly)			Everglades Birding Festival
	Eco-Adventure Series			
	School Field Trips			
	Nordic Pole Walking			
	Fun Friday			
	Special Hikes (VIP Hike, Valentine's Night, Bump in the Night)			
	Public Volunteer Workdays Including Hands-On Broward (Eco-Action Work Days, National Public Lands, Global Youth Service, Family Volunteer)			
	Classroom Programs/Nature Crafts for Kids (Leap Frog Day, Gopher Tortoise Day, Monsters of Nature, Veterans Day)			
	Magical Moth for Kids			
	Nature Friends Playroom			
	Corporate Volunteer Workdays			

Program Classifications Important

	Programs		
Naturalist/Environmental	Astronomy	**Rentals**	Julia Hall
	Funtober: Spiny Orb Weaver Haunts and Things	**Special Events**	Dan Barrow Memorial Blue Grass Jam
	Gopher Tortoise Program		Native Plant Sale
	Guided Night Hike		Nature Lecture Series
	Intro to Birding		Plant Sale
	Nature Tots		Hallo-Green
	Noon O'clock Gopher Tortoise Walk		Themed Nature and Art Events
	Saturday Stroll and Learn	**Meetings/ Clubs**	Florida Trails Association
	Native Plant Sale		Sierra Club
	Family Eco-Action Workdays		Misc. school/public/corporate groups
	Summer LandScape Series		Broward Victim's Rights
	Native Plant Society		
	Nature Tots		
	Pollution Solutions		
	Coastal Connections		

Program Classifications Value-Added

	Programs		
Naturalist/Environmental	National Take a Hike Day Event	**Boating**	Paddling Eco Tour
	National Trails Day Event	**Contract Class**	Yoga
	Nature Detectives		Line Dancing
	Halloween Student Volunteer Workdays and Orientation	**Meetings/ Clubs**	Drum Circle
	Zooming in on Nature Photography Class	**Rental**	Royal Fern Hall
	Shutterbug Photo Hunt		Amphitheater
	Nature Tots		Shelter
	Tot Walk		Julia Rental Hall and Butterfly Glade
	Investigate It	**Special Event**	Ghosts and Goblins Family Fun Night
	Nature's Explorers		Twilight Jammin'
	Night Hikes		Trick-or-Treat Through the Trees
	Plant propagation class		Native Plant Sales
	Lunch and Learn Nature Series		A Creature's Trick or Treat
	Family Nature Series		Themed Events
	Aquarium Behind the Scenes		Music Club of Hollywood Concerts
	Night Hike by the Seashore		

1.8 APPENDIX B: SIMILAR PROVIDER BENCHMARK

Other Service Providers				
Name of Provider	*Location in the City / County*	*Operator (Public/Private/ Not-for-Profit)*	*General Description*	*Price Comparison with your Services*
Sawgrass Nature Center and Wildlife Hospital	Coral Springs, FL	Not for Profit	Nature Center and Wildlife Hospital	Higher
Wakodahatchee Wetlands	Palm Beach County	Public	Natural Area/Wetlands	Same
Green Cay Wetlands	Palm Beach County	Public	Natural Area/Wetlands	Same
Gumbo Limbo	Palm Beach County	Public	Nature Center	Same
Daggerwing Nature Center	Palm Beach County	Public	Nature Center	Same
Sawgrass Recreation Park	1006 North, US-27, Weston, FL 33327	Private	Airboat rides, exhibits, gazebo, pavilion, boat rental, camping	Same
Flamingo Gardens	3750 S. Flamingo Rd, Davie, FL 33330	Not-for-Profit	Wildlife and botanical sanctuary, programs, gazebo, pavilion, gallery, museum	Higher
Greynolds Park	North Miami Beach	Public	Large recreation park with environmental education and after school and summer camp facilities.	Same
Dr. Von D. Mizell-Eula Johnson State Park	Dania Beach	Public	State Park with mangrove habitat along the Intracoastal and Beach providing environmental education, boating, and events.	Same/Higher/Market Conditions
Oleta State Park	Golden Beach (North Miami)	Public	State Park with mangrove habitat along the Intracoastal that provides environmental education, boating and events.	Same/Higher/Market Conditions
Hugh Taylor Birch State Park	Fort Lauderdale	Public	State Park with mangrove habitat along the Intracoastal that provides environmental education, boating and events.	Same/Higher/Market Conditions

pros consulting

1.9 APPENDIX C: INDIVIDUAL NATURE CENTER ANALYSIS

1.9.1 ANNE KOLB PROGRAM ANALYSIS

| Anne Kolb | | Boating | → | Meetings/Clubs | → | Naturalist/Environmental | → | Special Events |

Figure 42:Anne Kolb Core Program Areas

Age Segment Analysis						
Core Program Area	**Tot (2-5)**	**Youth (6-12)**	**Teens (13-17)**	**Adult (18-49)**	**Senior (50+)**	**All Ages Programs**
Boating	S	P/S	P/S	P	P	P
Meetings/Clubs/Volunteers			P/S	P	P	
Naturalist/Environmental						P
Special Events						P

Figure 43: Anne Kolb Age Segment Analysis

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	13%	66%	50%-60% Total
Take-Off	Rapid participation growth	9%		
Growth	Moderate, but consistent participation growth	44%		
Mature	Slow participation growth	30%	30%	40%
Saturation	Minimal to no participation growth; extreme competition	4%	4%	0-10% Total
Decline	Declining participation	0%		

Figure 44: Anne Kolb Program Lifecycle Distribution

1.9.2 FERN FOREST PROGRAM ANALYSIS

| Fern Forest | Meetings/Clubs/ Volunteers | → | Naturalist/ Environmental | → | Rentals | → | Special Events |

Figure 45: Fern Forest Core Program Areas

Age Segment Analysis						
Core Program Area	**Tot (2-5)**	**Youth (6-12)**	**Teens (13-17)**	**Adult (18-49)**	**Senior (50+)**	**All Ages Programs**
Meetings/Clubs/Volunteers			S	P	P	
Naturalist/Environmental	P/S	P/S	P/S	P/S	P/S	P
Rentals	S	S	S	P	P	
Special Events	P/S	P/S	P/S	P/S	P/S	P

Figure 46: Fern Forest Age Segment Analysis

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	22%	50%	50%-60% Total
Take-Off	Rapid participation growth	3%		
Growth	Moderate, but consistent participation growth	25%		
Mature	Slow participation growth	44%	44%	40%
Saturation	Minimal to no participation growth; extreme competition	3%	6%	0-10% Total
Decline	Declining participation	3%		

Figure 47: Fern Forest Program Lifecycle Distribution

1.9.3 LONG KEY PROGRAM ANALYSIS

Long Key	Meetings/Clubs/Volunteers	→	Naturalist/Environmental	→	Special Events

Figure 48: Long Key Core Program Areas

Age Segment Analysis

Core Program Area	Tot (2-5)	Youth (6-12)	Teens (13-17)	Adult (18-49)	Senior (50+)	All Ages Programs
Meetings/Clubs/Volunteers	P/S	P/S	P/S	P/S	P/S	P/S
Naturalist/Environmental		S	S	P	P	
Special Events	P/S	P/S	P/S	P/S	P/S	P/S

Figure 49: Long Key Age Segment Analysis

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	12%	73%	50%-60% Total
Take-Off	Rapid participation growth	6%		
Growth	Moderate, but consistent participation growth	55%		
Mature	Slow participation growth	24%	24%	40%
Saturation	Minimal to no participation growth; extreme competition	3%	3%	0-10% Total
Decline	Declining participation	0%		

Figure 50: Long Key Program Lifecycle Distribution

1.9.4 SECRET WOODS PROGRAM ANALYSIS
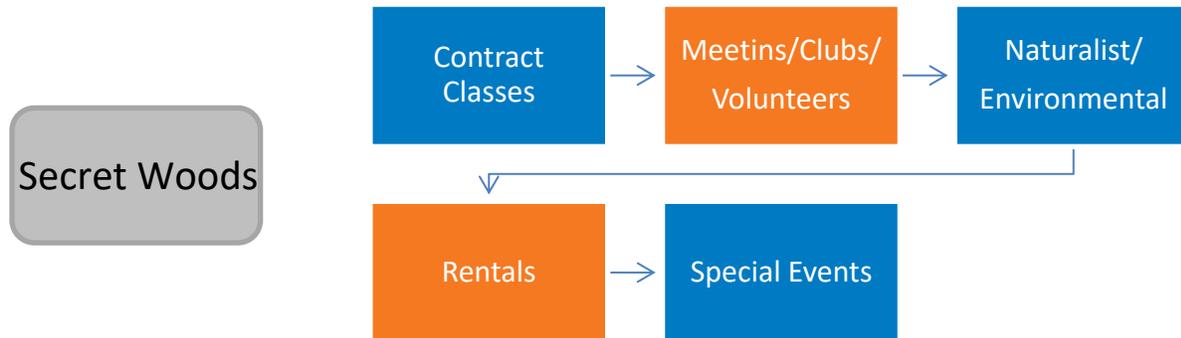
Figure 51: Secret Woods Core Program Areas

Age Segment Analysis						
Core Program Area	**Tot (2-5)**	**Youth (6-12)**	**Teens (13-17)**	**Adult (18-49)**	**Senior (50+)**	**All Ages Programs**
Contract Class				P	P	
Meeting/Club/Volunteers			P	P	P	
Naturalist/Environmental						P
Rentals						P
Special Events						P

Figure 52: Secret Woods Age Segment Analysis

Lifecycle	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	0%	50%	50%-60% Total
Take-Off	Rapid participation growth	10%		
Growth	Moderate, but consistent participation growth	40%		
Mature	Slow participation growth	30%	30%	40%
Saturation	Minimal to no participation growth; extreme competition	15%	20%	0-10% Total
Decline	Declining participation	5%		

Figure 53: Secret Woods Program Lifecycle Distribution