



Needs Assessment for the Parks and Recreation Division

DRAFT (for Public Review)

September 2012

ACKNOWLEDGEMENTS

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GreenPlay LLC
W Mack and Associates
Willdan Financial
RRC Associates

For More Information Contact:

GreenPlay LLC, 211 North Public Road, Suite 225, Lafayette, CO 80026
303-439-8369 www.greenplayllc.com Email: info@greenplayllc.com

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I. EXECUTIVE SUMMARY

A. Introduction and Planning Context

This assessment is specifically designed to identify the views, needs, and voice of the public – the external stakeholders. Much internal staff planning has been completed. Now, identification of Key Issues and related potential strategies from this Needs Assessment enables the opportunity to provide the residents of Broward County with quality parks and recreation facilities and services, a connected system of community greenways, and wise stewardship of natural resources that the public has identified as important to them. This can then be integrated into Strategic Action Planning for staff to follow.

A project team comprised of staff from the Broward County Parks and Recreation Division, facilitated by GreenPlay, has guided this project. This team provided input throughout the Needs Assessment process and participated in a Visioning Retreat along with Key Stakeholders. This collaborative effort has created an Assessment that incorporates objective assessment, along with local knowledge and institutional history that only community members can provide.

The **Needs Assessment** has created strong analysis tools for future decision-making using the following compiled and analyzed information and findings:

- Current demographic information
- Local, regional, and national trends
- Community engagement summaries
- Statistically-valid mail/phone and an open web-based survey
- Economic Impact Analysis
- Compilation of Findings in context
- Prioritization of Key Issues for future strategic planning efforts

B. Findings

Community and Stakeholder Engagement

Throughout the process, County staff assisted in strong public outreach. Outreach and engagement efforts included:

- 15 Focus Groups, with a total of 225 staff and stakeholder participants
- A statistically-valid survey with 400 respondents
- An open, web-based survey with 106 respondents
- Individual interviews with key staff
- Findings and Visioning Workshops attended by 66 stakeholders and over 40 staff

Demographics/Trends/Past Planning Analysis

This analysis explored local, state, and national trends with regard to parks and recreation service delivery. Existing County and Regional plans were reviewed to determine commonalities and to provide guidance.

Assessment of Economic Impact

As part of the overall assessment of the County's Park and Recreation System, the evaluation team has prepared an estimate of the system's economic value to the residents and government of the County. Although there are many methodologies of estimating economic value, this study focuses on two that are relatively clear to measure, are straightforward, and fit within the level of effort of the overall project. The first is the revenue to the Park and Recreation Division attributable to sources outside of the County. The second is the economic impact to the County of expenditures by visitors on goods and services within the County. The study focuses on revenues and expenditures from outside of the County, because only those types of revenues represent a net new economic impact to the County.

Based on visitor surveys prepared by the County and by consultants, we estimate that approximately 31 percent of visitors to County Parks, and other recreational facilities, are from outside the County, and that on average a visitor spends approximately \$569 per trip to the County on goods and services. Based on these numbers, we estimate that the County Parks and Recreation Division receives approximately \$2.5 million in revenue annually from outside of the County, and that the total annual economic impact on the County from these visitors totals \$110 million, generating 4,300 jobs.

Visioning Workshops

On July 18th and 19th, Findings Presentations and Visioning Workshops were held. With representation from 66 community stakeholders and over 40 staff, the Visioning Workshops helped further explore several of the Key Issues.

C. Identification of Key Issues and Needs for Future Strategic Analysis

Identification of Key Issues and related potential strategies from this Needs Assessment enables the opportunity to provide the residents of Broward County with quality parks and recreation facilities and services, a connected system of community greenways, and wise stewardship of natural resources into the future.

Overall, the Needs Assessment indicates that the County is doing a very good job in providing coverage from programs, services, and facilities. The majority of residents indicated that their expectations are being met through current operational and capital strategies. From the summary of Findings and the Visioning Workshops, the following Key Issues have been identified as the primary priorities and opportunities for Broward County Parks and Recreation, based on this Needs Assessment.

Key Issues

- ❖ Optimize Marketing and Communications
- ❖ Identified role in continued development and expansion of the Greenways Program
- ❖ Maximize Partnerships for service in Broward County
- ❖ Address safety and perception of safety issues
- ❖ Complete a Pricing, Cost Recovery, and Revenue Policy
- ❖ Develop strategic plan including updated level of service and asset management plan

Key Issues and Potential Strategies are detailed in **Section D**.

D. Summary of the Recommended Key Issues and Strategies

Key Issue 1 – Optimize Marketing and Communications

Strategy 1.1 – Enhanced Web Presence

Strategy 1.2 – Fully Utilize Email and Online Social Dialogue Channels

Strategy 1.3 – Partner with Other Organizations to Cross Market

Strategy 1.4 – Utilize Celebration Tactics in Addition to Marketing Points

Strategy 1.5 – Measure and Evaluate Resources and Impact of Communication Efforts

Strategy 1.6 – Continue with Existing Marketing Channels per the Marketing Plan

Key Issue 2 – Identify Role in Continued Development of the Greenways Program

Strategy 2.1 – Assign a Parks and Recreation Staff Liaison Specifically for Greenways and Trails

Strategy 2.2 – Include a focus on connectivity for Inventory and Level-of-Service Analysis

Strategy 2.3 – Work with Other Relevant County Divisions and Local Governments to Improve County-wide Connectivity and Access through Implementation of a Cohesive Action Plan

Key Issue 3 – Maximize Partnerships for Service in Broward County

Strategy 3.1 – Continue and Enhance the County-wide Parks and Recreation Leadership Meetings

Strategy 3.2 – Support County-wide Studies that Include Alternative Providers

Strategy 3.3 – Promote integration of Broward County Schools (BCS) as a Key Partner

Strategy 3.4 – Create and Implement a Division-Wide Partnership Policy

Key Issue 4 – Address Safety and Perception of Safety Issues

Strategy 4.1 – Adopt a Culture of Collaboration and Positive Action Regarding Public Safety

Strategy 4.2 – In Areas Where Crime May Be an Issue, Conduct a Safety Inventory

Strategy 4.3 – Utilize National and Locally-Suggested Mechanisms to Improve Safety and Perceptions

Key Issue 5 – Complete a Pricing, Cost Recovery, and Revenue Analysis and Policy

Strategy 5.1 – Implement Ongoing Usage of the Services Assessment and Tools

Strategy 5.2 – Implement a Cost Recovery Methodology and Policy

Key Issue 6 – Develop an Integrated Comprehensive Master and Strategic Plan

Strategy 6.1 – Integrate Needs Assessment Results with Level of Service Findings

Strategy 6.2 – Include the Assets and Programs of Alternative Providers as Possible

Strategy 6.3 – Include Recommendations, Goals, Strategies, and an Action Plan

Strategy 6.4 – Update the Needs Assessment and Strategic Master Plan Every Five Years

E. Next Steps

This Needs Assessment has identified strengths to celebrate, along with a variety of Key Issues and Opportunities, and primary strategies for addressing those needs. It is important to recognize that identification of needs from the community is not the only important tool for the Divisional planning context.

Moving forward with the recommended strategies from this assessment and incorporating them into staff work plans will be important. However, from a County administrative standpoint, the most important strategy may be **Strategy 6** – to complete the Divisional Strategic Master Plan. **Appendix A** includes a Sample Strategic Master Plan Table of Contents, outlining the recommended sections for that plan.

This Needs Assessment should fulfill **Section III** for that plan, and inform many of the other sections. Once that plan is complete, the full priorities for action, responsibility, timeline, funding impacts, and performance measurements for the Division can be fully prioritized in full context of the agencies assets, programs, constraints, and operational and maintenance functions.



II. INTRODUCTION AND PLANNING CONTEXT

A. Vision for the Project

The Broward County Parks and Recreation Division hired GreenPlay LLC, a national management consulting firm, in February of 2012 to help conduct an objective, County-wide assessment of the needs and desires for the County’s Parks and Recreation assets, lands, programs, and services.

At the start of the Needs Assessment, GreenPlay Team members met with the Broward County Project Team to determine the Project Vision, Critical Success Factors, and Performance Measures for the Project.

Project Vision
<p>GreenPlay will assist the Broward County Parks and Recreation Division in developing a Needs Assessment for parks, recreation, conservation, and greenways/trails for the future. The project will include comprehensive stakeholder engagement through a series of focus groups, public meetings, stakeholder interviews, a statistically-valid survey, creation of an updated community profile, completion of a Services Assessment, and identification of the economic value of the system. Recommendations will be created related to analysis of key issues and potential strategies, performance measurements, improvements to ongoing customer satisfaction evaluation, and an outline of a strategic plan to meet the needs of the community.</p>

Critical Success Factors	Performance Measures
1. Need to identify Key programs, facilities, and/or services and minimize duplications of service in Broward County.	1. Stakeholder input (e.g., statistically-valid survey, focus groups, and public meetings) and the Services Assessment has been utilized to identify needs and gaps in service.
2. Performance measures are needed to maximize and evaluate effectiveness and efficiency.	2. Appropriate performance measures have been identified for key issue areas.
3. Improvements are needed for existing customer satisfaction survey procedures.	3. Recommendations for improvements for existing customer satisfaction survey procedures were developed.
4. Need to identify the appropriate role for the County in continued development and expansion of the Greenways Program.	4. The County’s role in continued development and expansion of the Greenways Program was outlined.
5. Need to identify the economic value of the parks and recreation system.	5. Analysis and language was developed that identifies and articulates the value that the system brings to the County.
6. Need an outline for a strategic plan to help meet the needs of the community.	6. An outline was included for a strategic plan to help meet the needs of the community.

B. Project Methodology

A project team comprised of key Divisional management staff has guided this project. This team provided input throughout the planning process and participated in the project team meetings throughout the course of the project. This collaborative effort has created a plan that incorporates local knowledge and institutional history that only community members can provide. The following methodologies were used to develop the **Needs Assessment**.

Community and Stakeholder Engagement

A comprehensive “Information Gathering” trip included focus groups, public meetings, and staff interviews. A statistically-valid survey was mailed to 10,000 households in Broward County and made available on the web to gather feedback on citizen satisfaction levels, needs, and willingness to pay for parks and recreation services.

Demographics/Trends/Past Planning Analysis

This analysis explored local, state, and national trends with regard to parks and recreation service delivery. Existing County and regional plans were reviewed to determine commonalities and to provide guidance.

Findings Compilation and Visioning Workshops

A draft “**Findings Presentation**” was presented, summarizing all information gathered to date. Visioning workshops were conducted to further identify suggestions and input on the recommendations and potential strategies coming from this project.

Key Issues, Goals, and Strategies

Based on the findings and analysis, key issues were identified and compiled with Project Team and stakeholder participation and review. Recommended goals and strategies were then developed.

Overall Project Schedule - 2012

- ❖ **Strategic Kick-Off Meetings – March 13th**
- ❖ **Information Gathering – Community Engagement Meetings - April 24-27 and beyond**
- ❖ **Findings and Visioning Meetings – July 18-19th**
- ❖ **Draft Report Presentations – September 19th**
- ❖ **Final Assessment Approvals – October 9th**

C. Review of Related Planning Efforts

Assessment of parks and recreation needs provide a “snapshot in time” of community desires, willingness to pay, and support for programs and services. However, the Needs Assessment is not done in a vacuum, and all identified needs must be put into context with other planning efforts, along with the reality of practical solutions.

This Needs Assessment also takes into consideration integration with various related Broward County plans.

The 2012-2016 Broward County Commission Strategic Plan

This County-wide Commission Strategic Plan includes several areas of Vision, Goals, and Objectives related to the Parks and Recreation Division.

Vision: A community with accessible, vibrant arts and culture, recreation, and learning opportunities.

- **Goal:** Provide diverse artistic, cultural, educational, and historical amenities and programs that contribute to a vibrant, multi-cultural, and economically-viable community.
- **Goal:** In coordination with our community partners, maintain and enhance a premier system of parks and libraries that provide a variety of recreational, cultural, and learning opportunities for our residents and visitors.

Objectives:

1. Achieve a 4.5 out of 5.0 customer satisfaction rating annually
2. Create three new Friends of Parks groups by 9/30/16
3. Increase number of volunteer hours by 10% by 9/30/16
4. Increase percent of operational budget supported by user fees by 4% by 9/30/16
5. Generate \$150,000 of budget from non-General Fund sources through 9/30/16

Along with other broader County vision areas that can be contributed to by the Parks and Recreation Division:

Vision: A Pristine, Healthy Environment

- **Goal:** Promote, protect, and enhance the environment with collaborative partners.
- **Goal:** Encourage and promote community stewardship and appreciation of the environment and the conservation and wise use of our natural resources.
- **Goal:** Become a market for “Signature Event” through public and private partnerships.

Vision: Unlimited economic opportunities

Goal: Increase the economic impact of tourism by selling, promoting, and marketing the Greater Fort Lauderdale/Broward County area as a premier destination for visitors and meetings.

Vision: Fiscally sustainable and transparent government

Goal: Raise awareness of County programs and services and their value to the community.

Goal: Improve operational effectiveness, efficiency, and transparency.

The 2006 Recreation and Open Space Element of the County Comprehensive Plan

This guiding section of the County-wide Comprehensive Plan lists a variety of goals, objectives, and policies that help govern the Parks and Recreation Division.

Goal 9.0. It is the goal of the Broward County Board of County Commissioners to provide safe and adequate recreation sites and facilities, including cultural art facilities, and open space to satisfy the current and future needs of residents and non-residents, including special populations such as pre-school age children, the elderly, and the disabled; to maintain or improve accessibility to recreation sites and facilities; and to encourage public and private involvement in developing a greenways system that supports state and other community greenway efforts.

- Objective 9.1.** Ensure public access to local and regional recreation sites and facilities, including greenways, water bodies, and Broward County's beachfront.
- Objective 9.2.** Coordinate public and private resources to meet recreation demands.
- Objective 9.3.** Ensure that local parks and recreation facilities are adequately provided to meet the local park service demand.
- Objective 9.4.** Ensure that regional parks and recreation facilities are sufficiently provided to meet the regional park service demand of 5,863 acres by 2010 and 6,342 acres by 2015.
- Objective 9.5.** Ensure the provision of open space by public agencies and private enterprise.

This County-wide Comprehensive Plan is due to be updated prior to 2017.

The 2010 Comprehensive Assessment for Parks and Recreation

An internal operational and organizational assessment.

Key Issues and Recommendations:

1. Develop Revenue to support financial sustainability
 - a. Create business and program plans for each park and major attraction
 - b. Review prices and cost recovery goals
 - c. Retain revenues within the Division to promote entrepreneurial practices
 - d. Develop endowment or trust funds through a Foundation
2. Consolidate the organization for efficiency
 - a. Reduce number of districts for effectiveness and to break down silos
3. Conduct a county-wide customer survey
4. Move towards an "outcome based" vs. "effort-based" culture
5. Increase marketing and communications funding and resources
 - a. Increase the budget for marketing to 5-6% of the total budget and track Return on Investment (ROI) for a desired outcome of \$6-7 for every dollar spent
 - b. Create a Marketing and Communications Plan
 - c. Improve marketing for the Hospitality Centers
6. Improve involvement of partnerships and volunteers
 - a. Update policies for partnership, sponsorship, and volunteer management
7. Keep parks open as much as possible to enhance revenues
8. Create consistency in written standards across the Division
9. Create an Assets Management Plan
10. Develop a Strategic Plan for the Division

The Division has moved forward on a number of these recommendations, including the creation of a Marketing and Communications Plan, consolidation of districts, addressing the Programming Plan (through the Services Assessment), the customer survey (through the statistically-valid survey), moving forward on the Business Plan for the Central Broward County Regional Park, and addressing the “outcome-based culture.”

The 2011 Parks and Recreation Operations Section Strategic Plan

- **Operations Goal 1:** Expand and enhance park revenue generating programs and services.
- **Operations Goal 2:** Provide quality park recreation activity programs.
- **Operations Goal 3:** Enhance stewardship efforts in providing a full range of quality, safe, and accessible park lands, natural areas, and facilities.
- **Operations Goal 4:** Enhance professionalism and productivity of human resources.
- **Operations Goal 5:** Provide outstanding SUNSATONAL customer service.

Many other Division and related planning documents, budgets, policies, reports, and procedures were reviewed to be in context with the assessment of needs.



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III. FINDINGS

A. Demographics

The demographic diversity of residents in Broward County presents planning opportunities and challenges. The County represents communities made up of a diverse mix of residents in race, age, and income. This section will provide a demographic profile and influencing trends of the County. A summary of demographics highlights is followed by more detailed demographic analysis.

Broward County boasts a total of 31 municipalities and 11 square miles of unincorporated area within the 1,220 square miles of land area. Broward County, the 18th largest county in the U.S. and the 2nd largest in Florida in terms of population (2009), has an estimated 1.8 million persons (*Source: Broward.org; Quick Fact*).

Demographic Analysis Summary

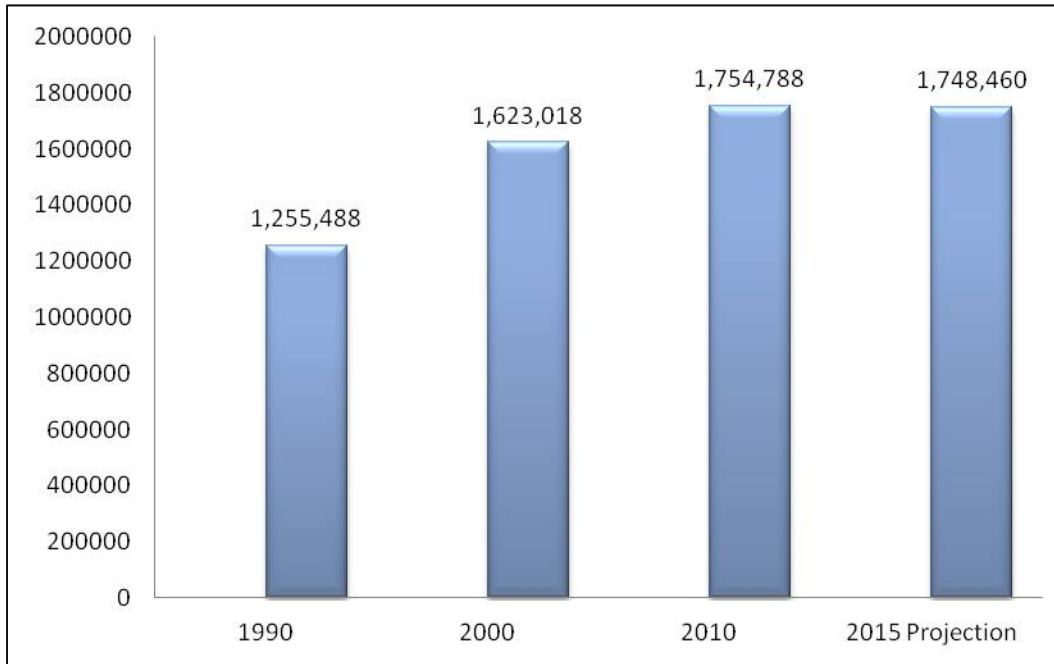
Key demographic trends to reference for future park and recreation planning efforts in Broward County are summarized below.

- Median Household Income for Broward County residents 2006-2010 was \$51,694 (2010 American Community Survey – U.S. Census). The median income forecast for 2016 is \$55,494.
- The median age for the County was 39.6 in 2010, slightly higher than the national average (37.1), and is forecast to be 40.1 in 2016 – again higher than the national median age, forecast at 37.6.
- Broward’s population growth rate from 2000-2010 (7.7%) represented a significant downturn from the growth rates of the 1980s (23.3%) and the 1990s (29.3%). According to the Broward County Planning and Redevelopment Division, this decrease resulted from the housing crisis and economic recession in the latter half of the decade. The growth rate was also slower than the national growth rate of 9.7%, as well as surrounding counties: Miami Dade (10.85%) and Palm Beach County (16.7%).
- The 2010 Census reflects a significant change from 2000 in the racial and ethnic makeup of Broward County. Broward County is now a “minority-majority” county with the Non-Hispanic White population accounting for less than 50% of the total population in the county for the first time. From 2000 to 2010, the Hispanic population has grown by 61.3%.
- Miramar has experienced the most significant population growth (67.8%) since 2000, becoming the 4th largest municipality in Broward County. The three cities in Broward County with the largest population have not changed (Ft. Lauderdale, Pembroke Pines, and Hollywood). Of the 10 largest municipalities, only the population of Sunrise has decreased from 2000 to 2010 (-1.56%).
- As of 2016, projections are that 18% of the population will be under age 15, and 29% will be over age 55.

Population and Demographic Trends

To sufficiently represent current and future demographics, Broward County Demographic reports and demographics provided by Environmental Systems Research Institute, Inc. (ESRI) were both consulted. Demographic information for Broward County population trends was taken from the County Planning and Redevelopment Division, while projected data was obtained from ESRI. As shown in **Figure 1**, the 2010 population for Broward County was 1,754,788 with a projected decrease in 2015.

Figure 1: Broward County Population Trends



Source: Broward County and ESRI

Top Ten Municipalities in Broward County

Based on the research and analysis of the Planning Services Division, the ten largest municipalities in the County were determined (**Table 1**). The top five ranked municipalities by percent of average annual growth from 2000 to 2010 are: Miramar, Pompano Beach, Davie, Deerfield Beach, and Pembroke Pines.

Table 1: Top Ten Largest Municipalities as Ranked by 2010 Population

Rank	Municipality	Population		Annual Growth Rate 2000 to 2010	
		2000 Census	2010 Census	Change	% Change
1	Fort Lauderdale	152,397	165,521	13,124	8.61%
2	Pembroke Pines	137,427	154,750	17,323	12.61%
3	Hollywood	139,357	140,768	1,411	1.01%
4	Miramar	72,739	122,041	49,302	67.78%
5	Coral Springs	117,549	121,096	3,547	3.02%
6	Pompano Beach	78,191	99,845	21,654	27.69%
7	Davie	75,720	91,992	16,272	21.49%
8	Plantation	82,934	84,955	2,021	2.44%
9	Sunrise	85,779	84,439	-1,340	-1.56%
10	Deerfield Beach	64,583	75,018	10,435	16.16%

(Source: Planning Services Division)

Population, Age Ranges, and Family Information

As part of the population trend analysis, it is important to understand the age distribution in Broward County. According to ESRI’s demographic profile, the median age in 2011 for Broward County was 39.7.

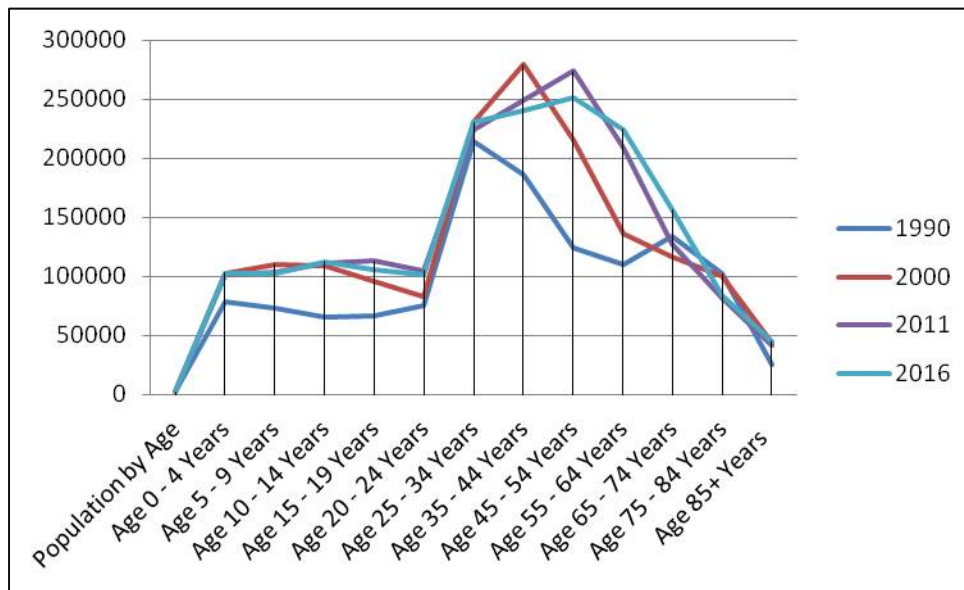
Population Growth Trend by Age Segment

- Much of the population in Broward County currently measures in the 20-34, 35-44, 45-54, and 55-64 age cohorts.
- The under-15 population increased by 48.6% between 1990 and 2000, but since 2000, it has decreased by 9%. Broward County’s Planning and Redevelopment Division attributes this decrease, in part to more families with children leaving the County than moving in during the past decade. Additionally, economic difficulties in the last decade may have caused some families to postpone having children.
- ESRI projects that the 55 and over population will grow by twenty-nine percent (29.1%) from 2011 to 2016. This growth could have a major impact on the demand for additional active and passive senior programs. A contrary trend in the 75 and older cohort should be noted, however. Broward County has traditionally had a large population of 75 and older, representing its significant retirement community. This population decreased by 20,397 from 2000 to 2010. This reflects the reality that other states are successfully competing with Florida for retirees. The “Baby Boomer” generation, born between 1946 and 1964, takes the widest part of the population pyramid. As they age they will contribute to the future growth of the 75-and-older retirement population.

Table 2: Broward County Population Breakdown by Age

Population by Age	1990	2000	2011	2016
Age 0 - 4 Years	78,960	102,250	101,278	102,849
Age 5 - 9 Years	72,878	110,365	103,171	102,956
Age 10 - 14 Years	65,097	108,742	111,424	112,359
Age 15 - 19 Years	66,479	95,758	112,949	105,850
Age 20 - 24 Years	75,666	82,774	104,678	101,261
Age 25 - 34 Years	214,801	230,469	224,295	230,241
Age 35 - 44 Years	186,327	279,159	248,762	240,174
Age 45 - 54 Years	124,081	215,861	273,581	251,413
Age 55 - 64 Years	110,439	136,334	208,745	224,463
Age 65 - 74 Years	133,438	116,857	127,887	156,611
Age 75 - 84 Years	102,281	100,627	82,086	84,469
Age 85+ Years	25,021	43,821	41,402	45,376
Total Population	1,255,488	1,623,018	1,740,258	1,758,022
Median Age	37.7	37.8	39.7	40.1

Figure 2: Population by Age Segment and Median Age



(Source: U.S. Census Bureau, Census 2010 Data.

(ESRI 2010 05 - from comprehensive assessment table) Esri forecasts for 2011 and 2016

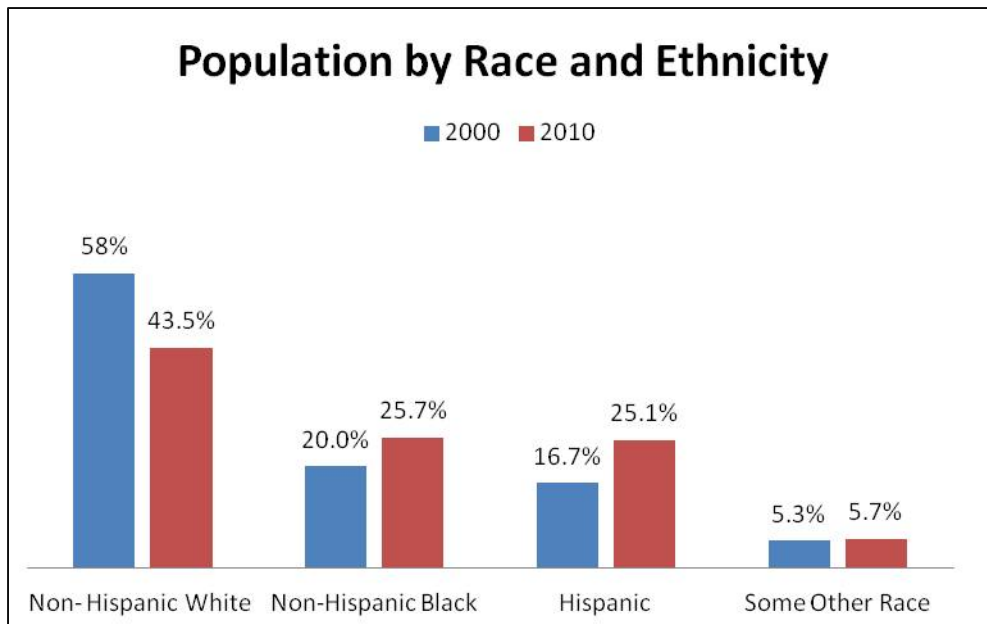
Figure 2 demonstrates a slight aging trend with an estimated 26.4 percent of the populace belonging to the 55+ age category. This aging trend is made evident by the shift in the age segment spectrum to the right (the older categories) over the past decade. In 1990, the largest individual age segment consisted of persons aged 25-34. By 2000, the most populous age segment in the County belonged to persons aged 35-44 years, which boasted nearly 50,000 more people than the next closest age segment. Currently, it is estimated that the 45-54 year age segment has the greatest number of persons. Projections appear to remain relatively constant to the current segmentation composition.

Gender composition continues to be relatively even with an estimated 51.7 percent of the population being female; this trend is projected to remain constant.

Race and Ethnicity

The 2010 Census reflects a significant change from 2000 in the racial and ethnic makeup of Broward County (**Figure 3**). Broward is now a “minority-majority” county with the Non-Hispanic White population accounting for less than 50% of the total population in the county for the first time. The Non-Hispanic white population has decreased from 58% in 2000 to 43.5% in 2010. While the Non-Hispanic Black population remains the largest minority group at 25.7%, the Hispanic population (including persons of Cuban, Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race) has increased 61.3% since 2000 to represent 25.1% of the Broward County population in 2010.

Figure 3: Broward County Population by Race and Ethnicity

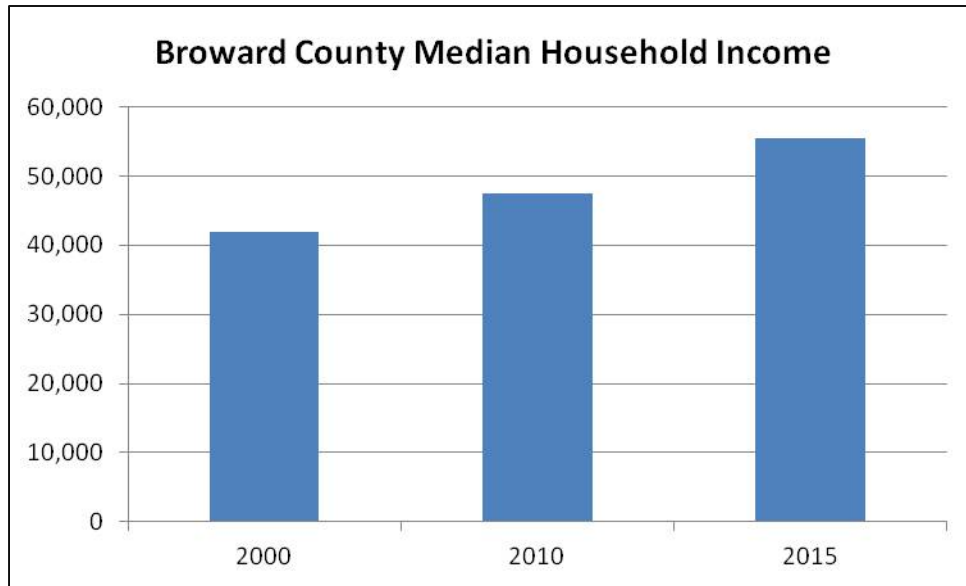


Source: Broward County Planning and Redevelopment Division; 2000, 2010 U.S. Census.

Household Income

The income characteristics for Broward County exhibit above average trends when compared to the state and national averages (**Figure 4**). The County's median household income was \$41,892 in 2000, is estimated at \$54,548 in 2010, and is projected at \$62,184 in 2015. (*Source ESRI 2012*) These numbers compare favorably with the national (estimated 2011 median household income of \$50,227) and state averages (median household income of \$44,409 in 2010). Twenty-six percent (26%) of the population households have an annual income below \$25,000.

Figure 4: Median Household Income



(Source: ESRI 2012, Census 2010 ACS Survey)

Summary of Key Demographics Findings

- The County should pay close attention to the needs of residents age 55+, but should also recognize that 24% is under the age of 15.
- With a lower-income population of 26%, the County needs to be aware of providing access to programs and facilities through mechanism that do not impede based on ability to pay, while also realizing that half of the County's households have an income greater than about \$55,000 per year.
- There needs to be strong attention to cultural differences when planning programming.
- The slowing growth rate should be considered when conducting the inventory and level of service analysis as part of the future strategic planning. It may mean that attention should be focused more on maintenance and filling gaps rather than adding new capital projects for growth.

B. Community Engagement and Information Gathering Strategies

Outreach

One of the key areas of focus for this project was to ensure that it included a broad outreach effort to reach, engage, and involve as many community members, staff, and stakeholders as possible.

Comprehensive engagement and outreach strategies were activated to try and do so.

NEEDS ASSESSMENT OUTREACH PROMOTION		
Promotional Component	Distribution	Potential Reach
Newsletter Item - all forums	Highlights	4,251
Newsletter Item - all forums	Nearby Nature	2,044
Newsletter Item - all forums	Park Avenue	All Park Employees
Newsletter Item - all forums	Sun eNews	5,239
Newsletter Item - all forums	Bridges	Approximately 2,000
Plasma Screen Display - all forums	Governmental Center	Visitors
Plasma Screen Display - all forums	Government Center West	Visitors
Parks Main Webpage - all forums	General public	16,153 views 11,157 visits
Parks Find Your Voice Webpage - all forums	General public	104 views 94 visits
Plasma Screen Display - all forums	Local Cable - Commission Meetings	Viewers/Attendees
PSA/Media Release	Radio	Unknown Pickup
Letter from Dan West - Countywide Recreation Leadership Summit	Commissioners, Advisory Boards, City Mayors/Commissioners, Parks and Recreation Directors in Broward County	Approximately 350
Posters - all public forums	Park gatehouses and offices, libraries, businesses close to parks, city park offices	
E-announcement: Alternative Providers	Parks in Broward County, YMCAs, Boys/Girls Club	
E-announcement: Athletics & Aquatics	Leagues at Brian Piccolo, Central Broward, Sunview, Tradewinds, SWIM Central, park swimming lesson lists, water park lists, Florida Velodrome Friends	
E-announcement: Business & Tourism	CVB, chamber contacts, other agencies	
E-announcement: Conservation & Natural Areas	Nearby Nature subscribers, volunteers, Extension Education, Friends group, nature center e-mail lists	
E-announcement: Public Meeting	Highlights subscribers	
E-announcement: Public Safety	Sent through EOC contacts, contacts at Markham, contacts through Safety Section, contacts through Marine Advisory Board	

Promotional Component	Distribution	Potential Reach
E-announcement: Trails and Greenways	Registered mountain bikers, volunteers, Extension Education, Nearby Nature	
E-announcement: Youth and Schools	Broward County Public Schools, SWIM Central contacts, Children's Services Council, 4-H	
Social Media	Friends (1,050+; potential of 340,000+)	340,000+
Twitter	Followers	26
Sun-Sentinel Showtime ad	General circulation on Fridays	205,053
Sun-Sentinel Online ad		Received 11,149 impressions, 13 click throughs
Flyers	Park gatehouses and offices, animal care offices, libraries	60,000
Community Outreach flyer: Hispanic Unity	Project Outreach	
Community Outreach flyer: Poitier/Williams Senior Center	Project Outreach	
Community Outreach flyer: OIC	Project Outreach	
Community Outreach flyer: Central Broward Regional Park & Stadium	Electronically through Lauderhill, Project Outreach	1,200 electronically through Lauderhill



Focus Group Summaries

Fifteen (15) Focus Groups were held around the County on a variety of topics and groupings, with a total of 225 participants. A summary of each specific focus group's comments have been provided separately as a staff resource document. Most of the Focus Groups were open to invited stakeholders and the public.

Focus Groups included:

- Alternative Providers (those offering similar services in the County)
- Aquatics and Athletics
- Business and Tourism
- Central Broward Regional Park (CBRP) Focus Group
- Children and Family Leadership Association General Public at CBRP
- Hispanic Unity
- Information Technology (staff)
- Opportunities Industrialization Center (OIC) of Broward County
- Sylvia Poitier and Theodora S. Williams Senior Center
- Trails and Conservation
- Urban League
- A Leadership Summit (Leaders of municipalities within the County) including:
 - Wilton Manors Parks and Recreation
 - West Park Parks and Recreation
 - Tamarac Parks and Recreation
 - Coconut Creek Parks and Recreation
 - Sunrise Parks and Recreation
 - South Florida Water Management District
 - Weston Parks and Recreation
 - Pembroke Pines Parks and Recreation
 - Dania Parks and Recreation
 - County Commissioner Ritter and Commissioner LaMarca staff
 - Broward County Parks and Recreation Advisory Board
 - City of Oakland Park
 - City of Margate
 - City of Davie
 - City of Fort Lauderdale
- All Staff Groups (2)

C. Focus Group Summary Findings

Strengths of the Division's Offerings

Strengths of Broward County Parks and Recreation



As the “Wordle,” compiled from the frequency of word usage about the summary of strengths shows, the findings are clear. Broward County community members and key stakeholders love and appreciate the County’s parks and recreation offerings.

The most favored available opportunities include:

- The available and open parks, natural areas, nature centers, environmental education, and preserved/set-aside public lands – especially the places “to get away”
- The diversity of programs, services, and different facilities for all interests and age groups
- The County Extension service, Adult Education, and 4H Programs
- The public beach access
- The general cleanliness of the parks and facilities
- The access to and availability of parks and facilities across the County
- The park shelters and pavilions
- The availability of Wi-Fi in the parks
- Friendly staff and customer service
- Regional sports facilities and special use facilities (velodrome, water parks, etc.)
- Big community events
- The Aquatics programs and availability of water safety classes through Swim Central

It is important to note that most participants are not asking for more of specific programs or facilities, but enhancements to staffing, marketing, security, and/or pricing related to existing offerings.

Top Key Issues from Focus Groups Identified to be Improved

While there are many good things going on, there is always room for improvement. The following areas were commonly mentioned by stakeholders for opportunity for enhancement to meet the needs.

- **Better marketing and advertising of parks and recreational activities and programs**
There is confusion or lack of awareness related to marketing and communications. Many focus group attendees were not very aware of specific park and recreational programs and activities. They were familiar with the usual park services e.g. pavilion and facility rentals; park playground equipment, bike and nature trails, etc. but with regard to actual programming, they had little to no knowledge. There was also confusion related to the County’s offerings versus those offered by local municipalities. The County can improve in this area by refining the messages related to programming, working with the municipalities, tourism board, and developing targeted marketing to get the word out about program availability.



- **Pricing**

Most groups expressed concerns regarding pricing. They typically felt pricing was too high, or that the pricing structure is often confusing. For example, they were charged for pavilion/facility rental **and** for entrance fees. Greater emphasis should be placed on either creating a family card or charging per car rather than per person for entrance into the park. Complete review and standardization of the pricing structure, pass system, and cost recovery expectations could be completed to clarify this issue across the Division.

- **Security and Perception of Safety**

Whether real, imagined, or both, a key issue for improvement reported by members of Focus Groups is to address safety and security. The perception of potentially unsafe conditions is hindering usage and participation at parks and facilities. Primary issues include “smash and grabs” from parking lots, as this issue is heavily reported by the media, and signage in many parks creates fear of this crime even if occurrences are relatively rare.

The County can work more cooperatively with local law enforcement as crimes occur, but several options may be available for reducing their occurrence and media coverage.

- Activation of trouble areas, including staff visibility, programmed activities, and increased patrol frequencies.
- Counter action of the media portrayals through a positive campaign representing safety.
- Provide immediate Public Information assistance if a crime does occur, so that media portrayal takes place in a neutral location (not highlighting the parks and facilities, if possible).
- Increase security in the parks with greater visibility during hours of park operation.
- Enhance the park security options and contracts, including potential revitalization of the Park Ranger Program.
- Better utilize evaluation of the existing tracking program for safety and security incidents so that if there are trends in real problems, they can be addressed. If there are not, perceptions can be countered with factual reporting and awareness campaigns.

In addition, close attention needs to be paid to proper staffing ratios, staff training, and parental education, especially related to aquatics facilities and programs.

- **Need More Family Oriented Activities and Large Group Entertainment Events**

This is the one area where there is a consistent request for more programs. Quite often the municipalities do not have the space for very large community events. Stakeholders often see the role of the County as the provider for County-wide or regional events. Many groups suggested a movie night in the parks, and large group oriented events, such as a Jazz Night at the park, etc.

- **Park Specific Improvements**

Primary improvements desired in parks include:

- More trees to create shade during the hot summer months.
- During major events and holidays, it is hard to get a pavilion or grill.
- Some parking areas are far from pavilions, and users have to walk long distances while carrying items.
- Add more benches throughout the parks.
- Camping should be reassessed for each appropriate area, and enhanced on a site-by-site basis.
- Increase and better maintain restroom facilities and renovate many of the older ones.

There has not been a full County-wide inventory, level of service analysis, and Asset Management Plan conducted in recent years. The County could utilize current technologies to maintain and manage the system using a Composite-Values Methodology for Inventory and Level of Service analysis, which translates directly into priorities for maintenance management. This could be completed during the next phase of the strategic planning process.

- **Facilitation of the Coordination of Regional Trails and Connectivity**

Access to parks and facilities in the County is difficult without a car. There is no regional trail management, and it is suggested that the County should provide some sort of umbrella coordination of trails and connectivity. The municipal stakeholders encourage organization of a regional trails system. This may require staff resources, but it could be a partnered resource.

The inventory and level of service portion of the strategic plan could include a trails assessment, which would indicate gaps in the system, priorities for linkages, capital costs in the short and long-term, and suggested staffing requirements.

- **Transportation and Services for the Elderly and People with Disabilities**

Many stakeholders suggested coordination and timely bus services to all parks. Focus group members suggested more programs for the elderly and better facilities for the disabled, including the blind and those requiring wheelchair access.

- **Determination of role for 4H Program**

The 4H program is an important program to some stakeholders, but it is currently under-utilized and under-funded. A decision needs to be made regarding the future priority of this program. If it is to be continued, staffing and marketing should be increased to enhance availability of time for facilitating and teaching programs and marketing of those programs.

D. Relevant Trends

Influencing Trends

A challenge of parks and recreation departments is to continue understanding and responding to the changing characteristics of those it serves. In this fast-paced society, it is important to stay on top of current trends impacting parks and recreation. The following information highlights relevant local, regional, and national parks and recreational trends from various sources.

Broward County’s demographic profile shows slowed but consistent population growth in the next five years, along with a slight projected age shift. Staff will need to stay current with program development to address diverse trends that reflect to a more varied population. The following trends can help parks and recreation professionals respond to their community’s changing needs.

Aquatics National Trends

According to the National Sporting Goods Association (NSGA), swimming always ranks near the top in terms of sports participation and ranked third in 2011. With the Summer Olympics taking place in London, swimming is expected to surge in participation this year. There is an increasing trend toward indoor leisure and therapeutic pools as well as water parks. Additional amenities such as “spray pads” are becoming increasingly popular as well.

Swimming is a popular recreational activity in Broward County. The community survey indicates that 59% have a high need for swimming. In terms of how well their need was met, 51% indicated that their current needs for swimming are mostly being met.

Athletic Recreation National Trends

Sports Participation

The 2011 NSGA Survey on sports participation found some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, swimming, camping, aerobic exercising, hiking, and bicycle riding. Additionally, the following active, organized, or skill development activities remain popular: running/jogging, weightlifting, basketball, freshwater fishing, and golf. Kayaking saw the biggest jump in participation in 2011 at 26.6 percent. **Table 3** further outlines the top twenty sports ranked by total participation in 2011 and the percent change from 2010.



Table 3: Top Twenty Sports Ranked by Total Participation 2011

Sport	Total	% Change*
Exercise Walking	97.1	-1.3%
Exercising with Equipment	55.5	.3%
Swimming	46	-11.4%
Camping (vacation/overnight)	42.8	-4.3%
Aerobic Exercising	42	8.9%
Hiking	39.1	3.8%
Bicycle Riding	39.1	-1.6%
Running/Jogging	38.7	8.9%
Bowling	34.9	-10.6%
Work-Out At Club	34.5	-4.8%
Weightlifting	29.1	-7.4%
Fishing (Freshwater)	28	-6.4%
Basketball	26.1	-2.9%
Yoga	21.6	6.9%
Golf	20.9	-4.3%
Billiards/Pool	20	-16.9%
Target Shooting	19.6	1.2%
Boating (Motor/Power)	16.7	-17.0%
Hunting with Firearms	16.4	0.6%
Soccer	13.9	0.3%

*Percent Change is from 2010 Source: NSGA 2012

The *Ten-year History of Sports Participation Report*, published by NSGA, shows national trends in team sports and individual sports. Overall participation trends indicate a decrease in general since 2005. Team sports such as, tackle football, softball, and volleyball had an increase in participation through 2005, however by 2010 show a decline. Basketball and soccer made a bit of a comeback in 2011, but baseball has been on a steady decline since 2001. Since the 2010 report, lacrosse has become one of the country's fastest growing team sports. Participation in high school lacrosse has almost doubled this decade. An estimated 1.2 million Americans over age 7 have played lacrosse within the previous year. Individual sports show an increase in backpacking, swimming, boating, camping, and exercising with equipment. **Table 4** illustrates a ten year change in participation for selected activities including both team sports and individual sports.

Table 4: Ten-Year History of Sports Participation (in millions) 2001-2011

	2011	2009	2007	2005	2003	2001
Aerobic Exercising	42.0	33.2	34.8	33.7	28.0	24.3
Archery (Target)	6.3	7.1	6.6	6.8	3.9	4.7
Backpacking	11.6	12.3	13.0	13.3	13.7	14.5
Baseball	12.3	11.5	14.0	14.6	14.6	14.9
Basketball	26.1	24.4	24.1	29.9	27.9	28.1
Bicycle Riding	39.1	38.1	37.4	43.1	36.3	39.0
Billiards/Pool	20.0	28.2	29.5	37.3	30.5	32.7
Boating, Motor/Power	16.7	24.0	31.9	27.5	24.2	22.6
Bowling	34.9	45.0	43.5	45.4	39.4	40.3
Camping (Vacation/Overnight	44.7	49.4	48.6	55.3	55.4	49.9
Dart Throwing	9.3	12.2	12.1	N/A	N/A	16.9
Exercise Walking	97.1	93.4	89.8	86.0	79.5	71.2
Exercising with Equipment	55.5	57.2	52.9	54.2	48.6	43.0
Fishing (Freshwater)	28.0	29.0	30.8	37.5	33.2	39.1
Fishing (Saltwater)	9.7	8.2	10.4	10.0	10.6	11.3
Football (tackle)	9.0	8.9	9.2	9.9	8.7	8.6
Golf	20.9	22.3	22.7	24.7	25.7	26.6
Hiking	39.1	34.0	28.6	29.8	25.0	26.1
Hockey (ice)	3.0	3.1	2.1	2.4	1.8	2.2
Hunting w/Bow & Arrow	5.1	6.2	5.7	6.6	5.0	4.7
Hunting with Firearms	16.4	18.8	19.5	19.6	17.7	19.2
In-Line Roller Skating	6.1	7.9	10.7	13.1	16	19.2
Kayaking	7.1	4.9	5.9	7.6	4.7	3.5
Mountain Biking (off road)	6.0	8.4	9.3	9.2	8.2	6.3
Muzzleloading	3.1	3.8	3.6	4.1	3.1	3.0
Paintball Games	5.3	6.3	7.4	8.0	7.4	5.6
Running/Jogging	38.7	32.2	30.4	29.2	22.9	24.5
Skateboarding	6.6	8.4	10.1	12.0	9.0	9.6
Skiing(alpine)	6.9	7.0	6.4	6.9	6.8	7.7
Skiing (Cross Country)	2.3	1.7	1.7	1.9	1.9	2.3
Snowboarding	5.1	6.2	5.1	6.0	6.3	5.3
Soccer	13.9	13.6	13.8	14.1	11.1	13.9
Softball	10.4	11.8	12.4	14.1	11.8	13.2
Swimming	46.0	50.2	52.3	58.0	47.0	54.8
Target Shooting	19.6	19.8	20.5	21.9	17.0	15.9
Target Shooting – Airgun	5.3	5.2	6.6	6.7	3.8	2.9
Tennis	13.1	10.8	12.3	11.1	9.6	10.9
Volleyball	10.1	10.7	12.0	13.2	10.4	12.0
Water Skiing	4.3	5.2	5.3	6.7	5.5	5.5
Weight Lifting	29.1	34.5	33.2	35.5	25.9	21.2
Workout at Club	34.5	38.3	36.8	34.7	29.5	26.5
Wrestling	3.2	3.0	2.1	N/A	N/A	3.5

Source: NSGA 2012

Youth Sports

Specific offerings for children's exercise are slowly increasing in health and fitness facilities. More youth-specific exercise equipment is offered. Individualized youth sports training opportunities are becoming more popular as well. For youth ages 7 to 11, bowling, bicycle riding, and fishing had the highest number of participants in 2011; however, ice hockey, mountain biking, and tennis saw the highest percentage increase. It is important to note that of the six sports mentioned above, ice hockey is the only team sport. In-line skating experienced the largest percentage decrease in participation, followed by scooter riding and fishing.

The 2012 *Topline Outdoor Recreation Participation Report* (Outdoor Foundation) finds that the outdoor activities with the most frequent participation by Youth/Young Adult, ages 6-24, are running, bicycling, skateboarding, triathlon, and bird watching. The outdoor activities with most participation in this age group are running, bicycling, camping, fishing, and hiking.

Another noteworthy trend is the increase in "pick-up" play in team sports. In recent years, the Sporting Goods Manufacturers Association (SGMA) noticed that participation in team sports has been driven by organized/sanctioned play. However, recently, some team sports have shown that "casual/pick-up" play has exceeded organized/sanctioned play. Those sports were basketball, ice hockey, field hockey, touch football, lacrosse, grass volleyball, and beach volleyball. It is believed that this is the result of athletes and their families feeling the pinch of the economy. Many people are choosing less expensive ways to play sports and stay active.

Baby Boomer/Older Adult Trends – Planning for the Demographic Shift

Baby Boomers—those born between 1946 and 1964, as stated in *Leisure Programming for Baby Boomers*. They are a generation that consists of nearly 76 million Americans. Beginning in 2011, this influential population began its transition out of the workforce. As baby boomers enter retirement, they will be looking for opportunities in fitness, sports, outdoors, arts and cultural events, and other activities that suit their lifestyles. With their varied life experiences, values, and expectations, baby boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults.

In the leisure profession, this generation's devotion to exercise and fitness is an example of their influence on society. When boomers entered elementary school, President John Kennedy initiated the President's Council on Physical Fitness; physical education and recreation became a key component of public education. As boomers matured and moved into the workplace, they took their desire for exercise and fitness with them. Now that the oldest boomers are over 65, park and recreation professionals are faced with new approaches to provide both passive and active programming for older adults. Jeffrey Ziegler, a past president of the Arizona Parks and Recreation Association identified "Boomer Basics" in his article, "*Recreating retirement: how will baby boomers reshape leisure in their 60s?*"

Boomer Basics:

- Boomers are known to work hard, play hard, and spend hard.
- They have always been fixated with all things youthful. Boomers typically respond that they feel 10 years younger than their chronological age.
- Their nostalgic mindset keeps boomers returning to the sights and sounds of their 1960s youth culture.
- Swimming pools have become less of a social setting and more of an extension of boomers' health and wellness program.
- Because boomers in general have a high education level, they'll likely continue to pursue education as adults and into retirement.

The Broward County demographic profile indicates that 26.4% of the current population is 55 years of age and older.

Boomers will look to park and recreation professionals to give them the skills needed to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to their need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests activities such as bingo, bridge, and shuffleboard will likely be avoided because boomers relate these activities to being old.

Boomers will reinvent what being a 65-year-old means. Parks and recreation agencies that do not plan for boomers carrying on in retirement with the same hectic pace they have long lived at will be left behind. Things to consider when planning for the demographic shift include the following:

- Boomer characteristics
- What drives Boomers
- Marketing to Boomers
- Arts and Entertainment
- Passive and Active Fitness Trends
- Outdoor Recreation/Adventure Programs
- Travel Programs



Facilities – National Trends

According to *Recreation Management* magazine’s “2012 State of the Industry Report,” national trends continue to show an increased user-base of recreation facilities. To meet that growing need, a majority of the 2012 State of the Industry Survey respondents (60.1%) reported that they have plans to build new facilities or make additions or renovations to their existing facilities over the next three years. Nearly a quarter (23.9%) of respondents said they have plans to build new facilities, and just over a quarter (25.5%) said they plan to add to their existing facilities. Another 44.3 percent are planning renovations. Camps were the most likely to report construction plans, with 80.2 percent indicating such plans. The 2012 survey asked respondents to identify their primary audience for the first time. Thirty-eight-point-four percent (38.4%) responded that they serve all ages. This reflects a national trend is toward “one-stop” indoor recreation facilities to serve all ages. Large, multi-purpose regional centers help increase cost recovery, promote retention, and encourage cross-use. Agencies across the U.S. are increasing revenue production and cost recovery. Multi-use facilities verses specialized space is a trend, offering programming opportunities as well as free-play opportunities. “One stop” facilities attract young families, teens, and adults of all ages.

According to the Report, parks and recreation respondents reported little change from the 2011 average of \$3,411,000 budgeted for construction. The most commonly found features include locker rooms (59.6% of respondents have locker rooms), classrooms and meeting rooms (58.84%), bleachers and seating (57.5%), outdoor sports courts for basketball, tennis, etc. (55.7%) and concession areas (54.9%).

Fitness and Health National Trends

There have been many changes in fitness programs in the last ten years. What clients wanted in 2000 is not necessarily what they want today. Fitness programs that have increased in popularity since 2000 include outdoor exercise, boot camp, personal training, post-rehabilitation, kids-specific fitness, and sport-specific training. Declining programs since 2000 include dance, health fairs, sports clinics, aerobics, stress-management classes, and weight-management classes (*IDEA Health and Fitness Association*). The American College of Sports Medicine’s (ACSM’s) Health and Fitness Journal conducted a survey to determine trends that would help create a standard for health and fitness programming. **Table 5** shows survey results that focus on trends in the commercial, corporate, clinical, and community health and fitness industry. The Worldwide Survey indicates the following shift in fitness trends between 2009 and 2010.

Table 5: Worldwide Fitness Trends for 2009 and for 2010

2009	2010
1. Educated and experienced fitness professionals	1. Educated and experienced fitness professionals
2. Children and obesity	2. Strength training
3. Personal training	3. Children and obesity
4. Strength training	4. Personal training
5. Core training	5. Core training
6. Special fitness programs for older adults	6. Special fitness programs for older adults
7. Pilates	7. Functional fitness
8. Stability ball	8. Sport specific training
9. Sport-specific training	9. Pilates
10. Balance training	10. Group personal training

Source: American College of Sport Medicine

Health and Obesity Trends

The United Health Foundation ranked Florida 33rd in its 2011 *State Health Rankings*, up three ranks from 2010.

The State's biggest strengths include:

- Low prevalence of binge drinking
- High immunization coverage
- Low levels of air pollution

Some of the challenges the State faces include:

- High rate of uninsured population
- Low high school graduation rate
- High geographic disparity within the state

Economic Effects

Inactivity and obesity in the United States cost the country hundreds of billions of dollars annually. Some local governments are now accepting the role of providing preventative health care through park and recreation services. The following are facts from the International City/County Management Association.

- 89% believe park and recreation departments should take the lead in developing communities conducive to active living.
- Nearly 84% supported recreation programs that encourage active living in their community.
- 45% believe the highest priority is a cohesive system of parks and trails and accessible neighborhood parks.

As obesity in the United States continues to be a topic of interest for legislators and our government, research suggests that activity levels are stagnant among all age groups. The following are statistics that support this concern.

- Only 25% of adults and 27% of youth (grades 9-12) engage in recommended levels of physical activity.
- 59% of American adults are sedentary.
- Children born now have a lower life expectancy than their parents.
- 4.5 - 8 hours daily (30-56 hours per week) – children utilize electronic devices such as video games, television, cell phones, MP3 Players, etc.
- Prevalence of overweight children:
 - ages 2-5 years (12.4%)
 - ages 6-11 years (17%)
 - aged 12-19 years (17.6%)

Healthy Lifestyle Trends

The health care issue is front and center. Park and recreation departments are finding that they are in a position to be a catalyst in creating healthy lifestyles and communities. Steps such as assessments, policy creation, financial analysis, and management process are occurring around the country to create and validate a method for building healthy communities and gaining credibility as a public health provider. The following section details both local trends occurring in Broward County and the surrounding area, as well as trends on a national level.

National Trends

In October, 2010 the Robert Wood Johnson Foundation's Vulnerable Populations Portfolio shared thoughts on how health is impacted by where and how we live, learn, work, and play. The connection that nonmedical factors play in healthy lifestyles and illness prevention are demonstrated below.

Where We Live

Residential instability has adverse health impacts.

- Homeless children are more vulnerable to mental health problems, developmental delays, and depression than children who are stably housed.
- Difficulty keeping up with mortgage payments may be linked to lower levels of psychological well-being and a greater likelihood of seeing a doctor.
- The connection between access to public transportation and health studies found that people who live in counties with high "sprawl indexes" were likely to have a higher body mass index than people living in more compact counties.
- Convenient, affordable, and available eating habits result from inability to move from place to place within the community. PolicyLink and the Food Trust, two nonprofits focused on expanding access to fresh foods in low-income areas, have found that "decreased access to healthy food means that people in low-income communities suffer more from diet-related diseases like obesity and diabetes than those in higher-income neighborhoods with easy access to healthy food, particularly fresh fruits and vegetables."
- Communities without crime are healthier. Researchers from the Baltimore Memory Study found that residents living in the most dangerous neighborhoods were nearly twice as likely to be obese as those living in the least dangerous neighborhoods.

Where We Work

The relationship between work and health is critical to creating productive environments.

- Investing in the right ways to support employees, businesses can help create a workforce that is less stressed and more content. The net result – a happier, healthier workforce which is more productive and yields better results.
- An approach such as "lifestyle leave" to take care of the inevitable personal and family needs that arise is a valuable asset for many parents. Programs that help provide employees with peace of mind also help them to breathe and work easier.
- Business leaders and employees alike should view work as a place of opportunity – a source of support, satisfaction, and motivation, which can offer mutual benefits when implemented correctly.

Where We Learn

Eight times more lives can be saved with education than with medical advances.

- Without graduating from high school, one is likely to earn less money and struggle to make ends meet, work longer hours and maybe even two jobs just to feed a family, and live in a compromised neighborhood without access to healthy food.
- Better educated people have more opportunity to make healthier decisions. They have the money and access necessary to buy and eat healthier foods.
- Data from the National Longitudinal Mortality Study indicates that people with higher education live five to seven years longer than those who do not finish high school.

- In South Carolina, leaders improved the health of citizens by strengthening their education system. A coalition of business and community leaders, politicians, educators, and parents came together to support a one-cent sales tax to fund education improvement.
- Schools are not just centers of teaching and learning, they are places that provide the opportunity to improve the health of all Americans.

Where We Play

Play is a profound biological process that shapes brain function.

- Play prompts us to be continually, joyously, physically active, combating obesity and enhancing overall health and well-being.
- Play can interrupt the damage done by chronic stress, and even gives the immune system some relief.
- Play is a basic need; a biological requirement for normal growth and development. Scientists associated with the National Institute for Play are united in their concern about “play under-nutrition,” noting that the corrosive effects of this form of starvation gradually erode emotional, cognitive, and physiologic well-being – a major aspect of sedentary, obesity, and poor stress management can be readily linked to play starvation.
- Providing places to spend leisure time and recreate are critical to creating healthy communities.

Additional National Healthy Lifestyle Trends:

The population is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles, and habits changing. The number of adults over the age of 65 has increased, lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses.

- According to the article “Outdoor Exercise ‘Healthier than Gym Workouts,’” published in March of this year, researchers found that going for a run outdoors is better than exercising in the gym because it has a positive impact on mental, as well as physical health. Levels of tension, confusion, anger and depression were found to be lowered. This aligns with the trend of adult fitness playgrounds that are popping up all over the world.
- Café Plus Concepts – Mather’s Cafes are opening around the country to attract Boomers and seniors. The concept is more than a café. The “plus” offers leisure activities, trips/tours, educational offerings, social opportunities, and fitness. These concepts can be integrated into community centers or stand-alone facilities.
- Essential services, healthy food options, workplaces, and other destinations are not frequently located within easy walking or bicycling distance from where people live, work, learn, and play. The link between health and the built environment continues to grow as a trend for local governments. They are increasingly incorporating active living and physical activity into daily routines.

General Programming Trends – National Trends

One of the most common concerns in the recreation industry is creating innovative programming to draw participants into facilities and services. Once in, participants recognize the benefits are endless. According to *Recreation Management's*, June 2011 "State of the Industry Report," the most popular programs (offered by more than half of survey respondents) include holiday events and other special events (64.3%), fitness programs (61.1%), educational programs (60.4%), day camps and summer camps (56.3%); mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts (51.4%); and youth sports teams (50.7%). Sports training was not in the top ten; however, golf instruction and tennis lessons are a fast paced trend.

The report also suggested that slightly less than a third (31.9%) of respondents indicated that they are planning to add additional programs at their facilities over the next three years. The most common types of programming they are planning to add include:

- Fitness programs (planned by 26.8% of respondents planning to add programs)
- Educational programs (25%)
- Teen programming (24%)
- Mind-body/balance programs (22.5%)
- Active older adults (20.9%)
- Day camps and summer camps (20.8%)
- Environmental education (20.3%)
- Individual sports activities (18.9%)
- Holiday events and other special events (18.6%)
- Sports tournaments or races (18%)

Multiculturalism

National Trends

Recent articles in parks and recreation have addressed multicultural and diversity issues in the leisure service profession. These articles are positive because as the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds.

Today the marketplace for consumers has dramatically evolved in the United States from a large Anglo demographic, to the reality that both Broward County and the United States has shifted to a large minority consumer base known as "new majority."

The San Jose Group (a consortium of marketing communications companies specializing in reaching Hispanic and non-Hispanic markets of the United States) suggests that the current multicultural population of the United States, or the "new majority," is 107.6 million, which translates to be about 35.1 percent of the country's total population. The United States' multicultural population could essentially be the 12th largest country in the world.

Park and recreation trends in marketing and provision of leisure services continue to emerge and should be taken into consideration in all planning efforts.

Natural Environments and Open Space

Economic & Health Benefits of Parks

There are numerous economic and health benefits of parks, including the following:

- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- Research from the University of Illinois shows that trees, parks, and green spaces have a profound impact on people’s health and mental outlook. US Forest Service research indicates that when the economic benefits produced by trees are assessed, total value can be two to six times the cost for tree planting and care.
- Fifty percent of Americans regard outdoor activities as their main source of exercise. “There’s a direct link between a lack of exposure to nature and higher rates of attention-deficit disorder, obesity, and depression. In essence, parks and recreation agencies can and are becoming the ‘preferred provider’ for offering this preventative healthcare.” – Fran P. Mainella, former director of the National Park Service and Instructor at Clemson University.

The Trust for Public Land has published a report titled: “The Benefits of Parks: Why America Needs More City Parks and Open Space.” The report makes the following observations about the health, economic, environmental, and social benefits of parks and open space:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

According to the 2011 Broward County Community Survey, the following were rated very important to a majority of households:

- Neighborhood and regional parks (83% of respondents rated this a 4 or 5 on a 5 point scale or “very important”)
- Bike paths and walking trails (77%)
- Natural areas and nature centers (73%)

Amenities and specialty parks that are still considered “alternative” but are increasing in popularity include the following:

- Climbing walls
- Cultural art facilities
- Green design techniques and certifications such as Leadership in Energy and Environmental Design (LEED). A recent Building Commissioners Association (BCA) survey indicated that 52 percent of the recreation industry survey respondents indicated they were willing to pay more for green design knowing that it would significantly reduce or eliminate the negative impact of buildings on the environment and occupants.
- Two of the emerging specialty parks include skate parks and adult fitness parks. The Sporting Goods Manufacturers Association estimates there are about 1,000 skateboard parks in the United States.

Researchers have long touted the benefits of outdoor exercise. According to a study published in the *Journal of Environmental Science and Technology* by the University of Essex in the United Kingdom, “as little as five minutes of green exercise improves both mood and self-esteem.” A new trend emerging in parks and recreation aims to enable people to reap these benefits by working out on outdoor fitness equipment.



This trend got started in China as they prepared to host the 2008 Summer Olympics. Their aim was to promote a society that promoted physical fitness. The United States is now catching up on this trend, as park and recreation departments have begun installing “outdoor gyms.” According to John Drew from ExerSkys, “The equipment is designed to use resistance of the body and weight.”

Equipment that can be found in these outdoor gyms is comparable to what would be found in an indoor workout facility, such as leg and chest presses, elliptical trainers, pull down trainers, etc. With no additional equipment such as weights and resistance bands, the gear is fairly easy to install.

Outdoor fitness equipment provides a new opportunity for park and recreation departments to increase the health of their communities, while offering them the opportunity to exercise outdoors. Such equipment can increase the usage of parks, trails, and other outdoor amenities while helping to fight the obesity epidemic and increase the community’s interaction with nature.

Nature Programming

The National Recreation and Park Association (*NRPA*) sent out a survey to member agencies in order to learn more about the programs and facilities that public park and recreation agencies provide to connect children and their families with nature. A summary of the results follow:

- Sixty-eight percent (68%) of public park and recreation agencies offer nature-based programming, and 61% have nature-based facilities.
- The most common programs include nature hikes, nature-oriented arts and crafts, fishing-related events, and nature-based education in cooperation with local schools.
- When asked to describe the elements that directly contribute to their most successful programs, agencies listed staff training as most important followed by program content and number of staff/staff training.
- When asked what resources would be needed most to expand programming, additional staff was most important followed by funding.
- Of the agencies that do not currently offer nature-based programming, 90% indicated that they want to in the future. Additional staff and funding were again the most important resources these agencies would need going forward.
- The most common facilities include nature parks/preserves, self-guided nature trails, outdoor classrooms, and nature centers.
- When asked to describe the elements that directly contribute to their most successful facilities, agencies listed funding as most important followed by presence of wildlife and community support.

Figures from the Association for Interpretative Naturalists, a national group of nature professionals, demonstrate that nature-based programs are on the rise. According to Tim Merriman, the association's Executive Director, the group was founded in 1954 with 40 members. It now boasts 4,800 members, with research indicating that about 20,000 paid interpreters are working nationally, along with an army of more than 500,000 unpaid volunteers staffing nature programs at parks, zoos, and museums. The growth of these programs is thought to come from replacing grandparents as the teacher to these outdoor programs. It is also speculated that a return to natural roots and renewed interest in life's basic elements was spurred as a response to September 11, 2001.

Outdoor Recreation

Local parks and recreation departments are a common place for residents to look when getting outside for leisure activities. It is often the mission of parks departments, as well as private or non-profit companies, to get more people outdoors.

The Outdoor Foundation released the 2010 *Participation in Outdoor Recreation* report. The report highlights growth in nature based outdoor activities and continued decline in outdoor participation by youth. The Foundation states that the trends show the beginning of adjustments in American lifestyles brought about by a challenging economy, shifting demographics, and changing times. Their research brought the following key findings.

Participation in Outdoor Recreation

- **Return to Nature:** Nearly 50% of Americans ages six and older participated in outdoor recreation in 2009. That's a slight increase from 2008 and equates to a total of 137.8 million Americans.
- **Plans for the Future:** While less than a quarter of participants reported getting outside two times a week or more in 2009, 82% said that they plan to spend more time participating in outdoor activities in 2010.
- **The Economy:** 42% of outdoor participants said the economy impacted how often they participated in outdoor activities in 2009.
- **Fitness and Health Benefits:** Outdoor participants rate their fitness level at 6.4 on a 10-point scale versus 4.9 for nonparticipants. In terms of health, outdoor participants rate their health level at 7.5 versus 6.6 for non-participants.
- **Preservation of Land:** The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.

Youth Participation

- **More Indoor Youth:** An overall downward slide in outdoor recreation among 6 to 12 year olds was realized.
- **The Influence of Family:** Most youth are introduced to outdoor activities by parents, friends, family, and relatives.
- **Physical education in schools:** The importance cannot be understated. Among adults ages 18 and older who are current outdoor participants, 83% say that they took PE in school between the ages of 6 and 12. That compares with just 70% of non-outdoor participants.

Recreation and Park Administration National Trends

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening and more "enterprise" activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

Agency Accreditation

Agencies are identifying with a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement. Accreditation has two fundamental purposes – to ensure quality and to ensure improvement. This is achieved by an agency's commitment to 150 standards. There are currently 97 agencies that have received the **Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation. Additional benefits of CAPRA accreditation include:**

- Boosts staff morale
- Encourages collaboration
- Improves program outcomes
- Identifies agency and cost efficiencies
- Builds high level of trust with the public
- Demonstrates promise of quality
- Identifies best management practices

Accreditation

Broward County is an accredited agency. Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement. Accreditation has two fundamental purposes – to ensure quality and to ensure improvement. The National Recreation and Park Association administratively sponsors two distinct accreditation programs.

Funding

According to *Recreation Management's*, "2011 State of the Industry Report," from fiscal 2010 to fiscal 2012, the largest increases in operating budgets are expected among community centers, where State of the Industry survey respondents are expecting a 12.4 percent increase to operating expenditures, and among camps at 11 percent. The lowest increases are found among health clubs, where respondents projected a 0.4 percent increase to operating budgets, and colleges, at 3.1 percent.



YMCAs reported the highest operating expenditures for fiscal 2010 at \$2,008,000, 40.7 percent more than the across-the-board average. They were followed by parks at \$1,614,000, 13.1 percent more. The lowest operating expenditures in 2010 were found among community centers at \$923,000 and camps, at \$991,000.

Trend Analysis Summary

The following are trends reflective of Broward County and these will be important to evaluate for future planning efforts:

- The most common programs offered in county systems are regional sports and conservation facilities; special events; fitness programs; trails; educational programs; day camps and summer camps; and mind-body/balance programs such as yoga, tai chi, Pilates, and martial arts.
- Some of the top ten athletic activities ranked by total participation included: exercise walking, exercising with equipment, camping, swimming, bowling, and working out at athletic clubs.
- There is an increasing trend towards indoor leisure and therapeutic pools. Additional amenities like "spray pads" are becoming increasingly popular as well.
- Fitness programs, educational programs, teen programs, mind body balance, and active adults were listed at the top of the ten programs parks and recreation departments are planning to add within the next three years.

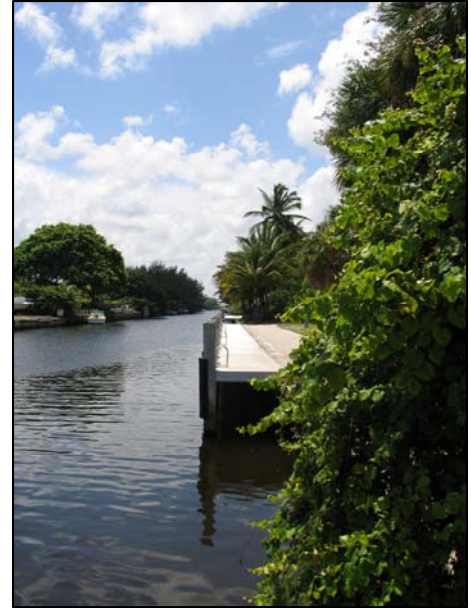
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- National trends in the delivery of parks and recreation systems reflect more partnerships and contractual agreements reaching out to the edges of the community to support specialized services.
- The majority of Americans agree that preserving undeveloped land for outdoor recreation is important. A large percentage of outdoor participants also believe that developing local parks and hiking and walking trails is important and that there should be more outdoor education and activities during the school day.
- Multiculturalism park and recreation trends in marketing and providing leisure services continue to emerge and should be taken into consideration in all planning efforts.
- Park and recreation administration trends include increased partnerships, agency accreditation, and enterprising budgets.

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E. Program Analysis – The Services Assessment

As part of the Needs Assessment process, staff was given the **Public Sector Service Assessment**, a tool to help them identify duplication of service or saturation in the market. The instruction process included hands-on application which results in identifying alternative provision strategies depending on who else is providing services in the target market, and the Broward County's market position for the target service area.



Background on the Public Sector Agency Service Assessment

Based on the **MacMillan Matrix for Competitive Analysis of Programs**¹, the Public Sector Services Assessment Matrix is an extraordinarily valuable tool that is specifically adapted to help public agencies evaluate their services. The MacMillan Matrix realized significant success in the non-profit environment and has led to application in the public sector. The **Public Sector Agency Services Assessment Matrix (Figure 5)** is based on the assumption that duplication of existing comparable services (unnecessary competition) among public and non-profit organizations can fragment limited available resources, leaving all providers too weak to increase the quality and cost-effectiveness of customer services.

Public agencies have not traditionally been thought of as organizations needing to be competitively oriented. Unlike private and commercial enterprises, which compete for customers and whose very survival depends on satisfying paying customers, many public organizations operate in a non-market, or grants economy – one in which services may not be commercially viable. In other words, the marketplace may not supply sufficient and adequate resources.

In the public sector, customers (taxpayers) do not decide how funding is allocated and which service gets adequate, ongoing funding. In fact, Broward County can be considered a "sole-source" (the only place to get a service) in many instances, so there is little to no market saturation. Therefore, there is potential for apathetic service enhancement and improvement. Consequently, public organizations like Broward County have not necessarily had an incentive to question the status quo, to assess whether customer needs were being met, or to examine the cost-effectiveness or quality of available services.

The public sector and market environments have changed. Funders and customers alike are beginning to demand more accountability, and both traditional (taxes and mandatory fees) and alternative funding (grants and contributions) are getting harder to come by, even as need and demand increase. This increasing demand for a smaller pool of resources requires today's public agencies to rethink how they do business, to provide services where appropriate, to avoid duplicating existing comparable services, and to increase collaboration when possible. In addition, organizations are leveraging all available resources where possible.

¹ Alliance for Nonprofit Management

An assessment of **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of the Division's **Service Portfolio**. Additional results indicate whether the service is **“core to the Division’s values and vision,”** and provide recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to Broward County’s purpose. The process includes an analysis of each service’s relevance to Broward County’s values and vision, the Division’s market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- Q: Is the agency the best or most appropriate organization to provide the service?**
- Q: Is market competition good for the citizenry?**
- Q: Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?**
- Q: Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?**

Figure 5: Public Sector Agency Services Assessment Matrix

Services Assessment Matrix © 2009 GreenPlay LLC and GP RED		Financial Capacity Economically Viable		Financial Capacity Not Economically Viable	
		Alternative Coverage High	Alternative Coverage Low	Alternative Coverage High	Alternative Coverage Low
Good Fit	Strong Market Position	Affirm Market Position 1	Advance Market Position 2	Complementary Development 5	“Core Service” 6
	Weak Market Position	Divest 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
Poor Fit	Divest				9

Note: Based on MacMillan Matrix for Nonprofit agencies from the Alliance for Nonprofit Management. Adapted by GreenPlay LLC and GP RED for Public Sector Agencies. April 2009.

The following questions guide the process to determine each service's fit with the agency's values and vision, the agency's strength or weakness in the target market service area, the service's financial sustainability potential, and who else is providing like or similar services in the target market service area. Each question has to be answered for each service.

Fit

Fit is the degree to which a service aligns with the agency's values and vision, reflecting the community's interests. If a service aligns with the agency's values and vision and contributes to the overall enhancement of the community, it is classified as a "good fit." If not, the service is considered a "poor fit."

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values, etc.)?

Financial Capacity

Financial Capacity is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as "highly attractive" unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least 50% from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service's target market?
- Can the user self-direct or operate/maintain the service without agency support?

Market Position

Market Position is the degree to which the organization has a stronger capability and potential to deliver the service than other agencies – a combination of the agency’s effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a “strong market position” unless it has some clear basis for declaring superiority over all providers in that service category and is ranked as affirmative on a substantial majority of the criteria below.

- Does the agency have the adequate resources necessary to effectively operate and maintain the service?
- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers (e.g., "Is there a consistent waiting list for the service")?
- Can the community, individual, environmental, and/or economic benefits realized as a result of the service be clearly defined?
- Does agency staff have superior technical skills needed for quality service delivery?
- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service (Benchmarking performance or impact to community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

Alternative Coverage

Alternative Coverage is the extent to which like or similar services are provided in the service area to meet customer demand and need. If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

Unfair Competition

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services; therefore, boundaries should be developed. It is necessary to reshape how public and private sector agencies work either independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, at times, these blurred lines can result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from resource advantages that the public sector has over the private sector including, but not limited to, immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

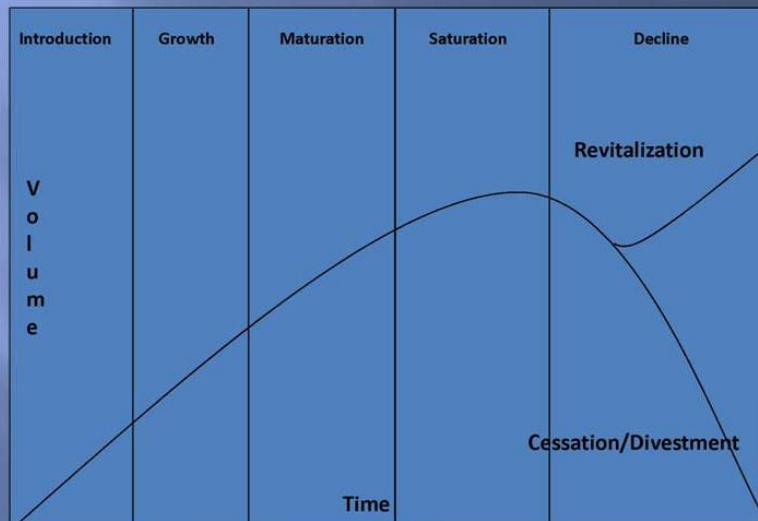
The Service Assessment forces participants to consider this issue in light of specific target markets being served, fees that may be barriers to participation, type of service offered, etc.

The Broward County Services Assessment Process and Results

Forty-five staff participated in training workshops April 26 and 27, 2012 on the Public Sector Services Assessment and then was provided “homework” materials to be completed electronically in order to use and modify them later as conditions change.

- The **Services Menu** (the list of all the services the County offers) is used to populate the Broward County Services Analysis spreadsheet under the heading “Service Type.”
- The **Broward County Services Analysis** spreadsheet answers specific target market questions regarding the County’s services by location. The subheading of “Component and Services Provided” further breaks down or defines each service within the “Catchment” or service area (where the target market is coming from). The “Target Market” is different for each service, and the alternative providers may be different.
- The **Alternative Providers Analysis** spreadsheet outlines the details of “like or similar” services provided by others in the target market (competition for this service). Not every service will have alternative providers, but some will. The goal is to know the market, agency services, the agency’s target market, its service area, and its alternative providers (competitors or possible collaborators/partners), so market research is often necessary.
- A **sample of an Agency Services Analysis** spreadsheet was provided.
- A **sample of an Alternative Provider Service Analysis** spreadsheet was provided.
- **Program/Service Lifecycle** was discussed:
 - The stages of development over time along with the volume of participation/users.
 - Recognizing that at the point of saturation we must do something with the program or service or it will become a “dead horse” which should be eliminated or revitalized.

Program Lifecycle



Services were put through the matrix assessment during facilitated workshops on May 16-18, 2012 to determine provision strategies. It is the County's intention that all services will be evaluated with the assessment matrix annually prior to developing the next fiscal year's budget requests.

Results

Eliminating services that are important to someone or have been offered for some time is challenging. Letting go and making choices based on objective tools must transcend the emotional attachments, because Broward County is a public service provider. While this may be difficult, most agencies are re-thinking their resource and labor-intensive special events and services for which they are no longer the strongest provider in the service's target market. The following services were identified through the process as "collaborate or divest":

- The term "partnership" should be defined as those that have a key strategic aligned mission and are mutually beneficial collaborations to fulfill an important or essential service. Partnerships should be negotiated in writing, reviewed annually and be valued based on true cost of service provision. A sample partnership agreement can be found in **Appendix B**.

- In general, the staff would like to begin charging for services or raise fees to increase service sustainability. Fees should be determined based on direct cost of service provision, cost recovery goals, and market analysis. Fee setting should be flexible and based on market conditions, which often change. Fees create a perception of value and increase customer commitment to participation. Services that generate excess revenue over direct expenses are often a result of demand or market conditions. The excess revenue could be used to fund a scholarship program to ensure that those with ability to pay issues can still participate. It could also be used to provide more services that benefit the community or County as a whole. Because of a shrinking tax base, those services that benefit the community as a whole should get the majority of taxpayer investment to fund the ongoing operations and maintenance of the service. Conversely, those services which only benefit an individual should receive little, if any, taxpayer investment funding, and should be “pay-to-play” services. It is recommended that the County undergo a **Resource Allocation, Cost Recovery Philosophy, Model and Policy** development process. Please see **Appendix C** for information on GreenPlay’s Pyramid Methodology.
- The County currently has an 80/20 contractor split for programs. This is often insufficient to cover all direct costs that the County incurs to provide the space (set up and clean up, lighting, open a facility after hours, or market, etc.) for the service on behalf of the contractor. It is recommended that all contracts be revised to address this issue on a case by case basis, because direct costs may be different for each service and location. The County should not use a “one-size-fits-all” model to service provision or contract negotiations. In addition, several services are in a weak market position due to low attendance and should be considered for divestment.
- Rentals, concession, vending, and merchandise for resale should be in either an advance or affirm market position. A service is considered for advancement because the service is financially viable, and the County is in a strong market position to provide the service with few, if any, alternative providers. A service is considered for affirmation because there may be one strong or several alternative providers in the target market service area. Due to the quality of the services provided by the present contractor, several services resulted in divestment, complementary development, or are being underwritten by taxpayer investments. The contract and quality issues need to be addressed.
- It is recommended that Brian Piccolo park be marketed as a sports park due to the nature of amenities at that site. This may increase usage. The velodrome “partnership” should be reviewed to determine if it should really be a “partnership,” considered for a long term lease to a private or non-profit organization, or divested. In addition, several of the outside sponsored road course athletic services are not charged fees; this should be considered.
- For Neighborhood Parks and Community Centers, many services do not charge a participation fee, although one has a state-of-the-art fitness area. Several have amenities such as computer labs, which may need re-purposing due to high alternative coverage in the target market service area. Most of these centers are located within two miles of each other, so duplication should be avoided where possible.
- Many typical important or essential park amenities/services were determined to be complementary development, because of duplication in the target market’s service area. In this case, careful consideration should be given when repairs or replacement become necessary to determine if re-purposing is a better option. If there were little alternative coverage in the target market’s service area then the service would be considered “core” to provide using taxpayer investments.



F. Economic Impact Analysis

Broward County has an extensive network of parks and recreational facilities. The overall system consists of approximately 57 separate parks that generally have been divided into four separate categories – Local Parks, Regional Parks, Natural Areas, and Nature Centers. In total, these parks cover approximately 6,471 acres, of which approximately 3,513 acres consist of parks dominated by or comprised solely of natural lands under natural resource management by the Environmental Section.

When a local economy sees spending by residents, it is difficult to estimate an economic impact for that expenditure. Arguably, the dollar would have been spent in the local economy in any case, so that sole potential economic benefit is the incremental additional value obtained by the spending versus other spending. Therefore, this chapter will not examine the economic benefit of spending by residents, and will instead focus on spending by visitors.

When a local economy experiences an increase in spending by visitors, residents of that economy benefit by more than just the dollar spent. This is because when the dollar enters the economy it is spent by the first recipient on further goods and services. For example, a restaurant receives a dollar spent on dining. That restaurant in turn increases its spending on food suppliers, staff, cooking equipment, and other things it uses in the course of serving customers. Those suppliers, in turn will increase their spending on their suppliers. The initial spending is typically referred to as the direct effect, and the subsequent spending is referred to as indirect and induced effects. Collectively, they represent the estimated economic impact of spending by visitors on the economy.

Visitor Estimates

Drawing from visitor data collected by Broward County, Willdan estimates that approximately 31 percent of visitors to the County Parks System are from out of the county. **Table 6** details the results of this analysis, which is based on an examination of the reported zip codes of visitors. According to the County, the parks system has a total of approximately 5 million visitors annually. In order to estimate the proportion of this total that are non-resident visitors, Willdan has allocated the percentage calculated in the zip code survey, discounted by 50 percent to reflect that fact that not all are unique visitors (due to likely double counting, as visitors go to more than one facility, and the fact that many visitors are not visiting solely for the park facilities).

Table 6: Origin of Park and Recreation Visitor Households

Origin	Survey Number	%	Total Visitors	Allocation	Adjustment
Broward County	26,691	69%	5,000,000	3,455,951	3,069,939
Outside Broward County	11,925	31%	5,000,000	1,544,049	386,012
US	11,393	30%			
Overseas	532	1%			
Total	38,616				

Source: Willdan Financial

Expenditure Estimates

Willdan has identified two primary economic benefits to the County from these visitors. First, visitors pay admission and contribute revenue directly to the County government through expenditures with the Park and Recreation Division itself. **Table 7** below details the more recent full year of revenue, for the fiscal year 2010-2011. Willdan has allocated this revenue between residents and non-residents according to the survey proportions calculated in **Table 6**. As shown in **Table 7**, the County receives a total of approximately \$2.6 million in annual revenue from non-resident visitors.

Table 7: Park and Recreation Revenues

Category	Regional Parks	Community Parks	Total Revenue	County Residents	Non-County Residents
Entrance Fees					
TOTAL	\$2,391,685	\$0	\$2,391,685	\$1,653,109	\$738,576
Park Activity Fees					
TOTAL	\$528,292	\$20,830	\$549,122	\$379,548	\$169,574
Park Facility Rentals - Bldg/Shelters/Fields					
TOTAL	\$1,583,333	\$62,213	\$1,645,546	\$1,137,385	\$508,161
Camping Fees					
TOTAL	\$1,391,981	\$0	\$1,391,981	\$962,124	\$429,858
Aquatic Fees					
TOTAL	\$1,926,294	\$0	\$1,926,294	\$1,331,435	\$594,858
Food Concession Fees					
TOTAL	\$107,264	\$3,353	\$110,618	\$76,458	\$34,160
Gift Shop					
TOTAL	\$218	\$0	\$218	\$151	\$67
Other					
TOTAL	\$288,574	\$3,667	\$292,241	\$201,994	\$90,247
Public/Private Partnerships					
TOTAL	\$129,871	\$0	\$129,871	\$129,871	\$0
Total Revenue	\$8,347,512	\$90,064	\$8,437,576	\$5,872,075	\$2,565,501

Source: Broward County Park and Recreation Division

In addition, visitors to the County Parks and other facilities spend money on goods and services during their stay, which also provides an economic benefit. Although a visitor survey is outside of the scope of this study, in 2001 the National Oceanic and Atmospheric Administration commissioned a study of visitors to Broward County to calculate their economic benefit.² As shown in **Table 8**, the study calculated average tourist expenditures per trip for visitors to Broward County. Willdan has updated the number to 2012 by applying the Consumer Price Index for the Miami-Fort Lauderdale-Pompano Beach Metropolitan Statistical Area. As shown in **Table 8**, the average tourist expenditures cover a number of categories and are estimated to total \$569 per trip in 2012.

² Leeworth, Victor R. and Peter C. Wiley, Profiles and Economic Contribution: General Visitors to Broward County, Florida 2000-2001. Special Projects Division, Office of Management and Budget, National Ocean Service, National Oceanic and Atmospheric Administration, U.S. Department of Commerce.

Table 8 also calculates the total expenditures per trip for non-resident park visitors. Willdan estimates that non-resident park visitors spend approximately \$220 million annually in the Broward County economy.³

Table 8: General Tourist Expenditures per Trip

Item	Per Trip		Total
	2001	2012	2012
Lodging	\$124	\$167	\$64,583,646
Food and Beverages in a Bar/Restaurant	\$110	\$149	\$57,393,802
Food and Beverages from a Grocery/Conv Store	\$26	\$35	\$13,359,261
Sport Activity Fees	\$19	\$26	\$9,881,480
Admission to Events and Attractions	\$13	\$18	\$6,861,850
Evening Entertainment	\$11	\$15	\$5,659,204
Rental Car/Taxi/Bus Fare	\$40	\$53	\$20,606,374
Shopping	\$70	\$94	\$36,428,196
Other	\$9	\$12	\$4,753,315
Total	\$422	\$569	\$219,527,127
Total Non-Resident Park Visitors		386,012	

Sources: Broward County; Profiles and Economic Contribution: General Visitors to Broward County, Florida, 2000-2001, Special Projects Division, Office of Management and Budget, National Ocean Service, National Oceanic and Atmospheric Administration, U.S. Department of Commerce

Economic Impact Methodology

The economic impact analysis conducted for this report utilizes IMPLAN (Impact Analysis for Planning), an Input-Output (I/O) model developed by the Minnesota IMPLAN Group. Based upon certain inputs and assumptions, and utilizing appropriate local data sets, the IMPLAN model calculates the relationships among industries, consumers, government suppliers, and other economic actors, and synthesizes data from a variety of sources, including the Bureau of Economic Analysis, the Bureau of Labor Statistics, and the Census Bureau. The IMPLAN model divides the US economy into 440 sectors and can be tailored down to individual zip codes depending upon specific project parameters and drawing from data and relationships for that defined area.

For each analytical task, the model is tailored to a particular region or geography. In this case, the model estimates impacts for Broward County only. The IMPLAN model is regularly used all over the country to measure the impacts of development and many other activities that affect employment or expenditures in the economy.

³ To account for the likelihood that many non-resident visitors to the Parks are not in the county solely or primarily for that purpose, we have applied a seventy-five percent discount to the total expenditures to calculate expenditures attributable to the parks and recreation system.

Models such as IMPLAN are particularly useful for measuring the total economic effects of a particular project or program, and yield estimates of the number and types of jobs created, the amount of wages associated with those jobs, and the total economic output or “final sales” generated within particular industries. I/O models like IMPLAN rely upon economic “multipliers” that mathematically represent the relationship between the initial change in one sector of the economy and the corresponding effect of that change on other interdependent industry sectors, as well as the effect of that subsequent change on further sectors. These effects are commonly described as “direct,” “indirect,” and “induced” and are generally defined as follows:

- The “direct” effect is the initial change in economic activity from local payroll and construction expenditures in a specific industry or sector. For this analysis, the direct effects to Broward County are the wages and other expenditures in the County at businesses frequented by the visitors.
- The “indirect” effect results from industry-to-industry transactions required to support the direct activity. This effect is a measure of the change in the output of suppliers linked to the industry being evaluated. In this case, for example, the visitor expenditures will result in an increase in purchases of supplies and labor of the businesses the visitors frequent in Broward County.
- The “induced” effect consists of employee spending in Broward County by employees, created by direct and indirect impacts, spending their earnings on local goods and services, such as food, clothing, real estate, education, health services, etc.

The total economic impact of the project is the sum of the direct, indirect, and induced impacts, offset by any economic loss related to the change in the use of the land. The IMPLAN model is designed to identify the types and magnitudes of impacts within a specified geographic area, and can be tailored by station, county, zip code and other parameters. For this analysis the IMPLAN model has been set up to measure impacts within the economy of Broward County.

Within each type of economic impact, the IMPLAN model estimates several subcategories or components. “Earnings” consists of actual compensation, including benefits, paid to employees. “Value Added,” which is not detailed in this report, is the total revenue generated less the cost of the inputs used to generate that revenue. For example, the Value Added for a retail store would be the total sales of the store after subtracting the cost of labor (Earnings), rent, payments to wholesalers, etc. In rough terms, the “value added” is the profit of a business. “Economic Output” is the sum of Earnings and Value Added.

Several points are important to make as caveats to the IMPLAN estimates. First, the IMPLAN model calculates economic relationships based on 2009 data (the latest available for this purpose); and therefore, the analysis assumes that no fundamental changes have occurred in the economic relationships within the County since then, and that those relationships are a reasonable basis to predict future relationships. Willdan is not aware of any fundamental changes in the Broward County economy that would invalidate the results of analysis based on 2009 economic relationships.

Second, I/O modeling generally assumes that demand for goods and services by industries or households increases in relation to an increase in income, and that an increase in demand results in a proportional increase in local supply and employment. This implies that local suppliers satisfy this initial demand by escalating their output and hiring additional workers rather than shifting their goods or services from one set of consumers to another. This assumption may not hold in areas with tight labor or capital markets since suppliers may find it difficult to obtain these labor or material inputs or other resources necessary to expand production. Considering the scale of the proposed project and the size of the economic study area (Broward County), this is not likely to be a factor.

As shown in **Table 9**, Willdan estimates that non-resident park visitor expenditures generates a total of \$110 million in labor income, 3,500 jobs, and an increase of \$307 million in economic output in the Broward County economy.

Table 9: Economic Impact of Non Resident Expenditures

	Employment	Income	Output
Direct	2,366	63,648,979	175,529,656.2
Indirect	462	20,563,944	56,864,619.5
Induced	644	25,645,958	74,328,318.4
Total	3,472	109,858,881	306,722,594

Sources: IMPLAN, Willdan Financial Services

Cricket Stadium

Willdan notes that the County has constructed a world-class cricket stadium at the Central Broward Regional Park and Stadium. As of this writing, the stadium is hosting the Digicel 2012 West Indies vs. New Zealand Cricket Services, and is estimated to draw 16,000 spectators, many of whom will travel from overseas to attend. Willdan has prepared a rough assessment of the value of this tournament, held annually. Willdan estimates that the tournament will generate approximately \$2.8 million in income in the County and generate 90 jobs, and generate a total additional economic output of \$7.9 million. For this analysis, Willdan used assumptions identical to those in the economic analysis above, and assumed that 10,000 of the 16,000 attendees will come from outside the County.



Table 10: Economic Impact of Cricket Tournament Visitor Expenditures

	Employment	Income	Output
Direct	61	1,648,885	4,547,256
Indirect	12	532,728	1,473,130
Induced	17	664,382	1,925,543
Total	90	2,845,994	7,945,929

Sources: IMPLAN, Willdan Financial Services

As the only cricket facility in the United States certified by the International Cricket Council, it seems likely that significant demand exists for its use, especially from South Asian communities.

Other Benefits/Value

In addition to the economic impacts calculated above, local park systems have a number of other benefits that are more difficult to quantify (and are outside the scope of this study) but are nevertheless significant.

1. Property Value

It is fairly well established that the proximity of parks and open space adds value to property.⁴ The effect has been estimated at from 10 to over 20 percent, and can reach as much as half a mile from the park or amenity in question. An estimate of this effect in Broward County is outside the scope of this study, but such increased value would benefit not only to citizens but also to the County's property tax revenue.

2. Direct Use Value

County residents who use park and recreation facilities gain a benefit through the cost they forgo by not having to use private facilities (which, as a rule, would be more expensive). The funds they save in this way are available to expend on other goods and services in the County.

3. Health Value

The availability of open space and recreation provides a health benefit to the citizens of the County. An exact measurement of this effect is beyond the scope of this study, but has been well established in other areas.⁵

4. Reducing the Cost of Managing Storm Water

Parks and open space in the County serve a vital role in absorbing storm water and filtering it as it penetrates the ground. This reduces the necessity of a storm water collection and treatment system in the County and saves County resources for other purposes. In Seattle, the Trust for Public Land estimated that the City's park system saved the City \$2.3 million annually.⁶

G. Statistically-Valid and Open Web-Based Community Surveying

To add a quantitative element to the information gathering, the Needs Assessment process included a statistically-valid survey. A mail survey was distributed, allowing for hard copy completion and return via mail or completion online. An open, web-based survey was provided to the community as well. Statistically-valid surveying is important, as it is the only tool that reliably garners feedback from those who may be non-users of the system, but still pay taxes and support the system.

GreenPlay contracted with RRC Associates, a reliable research and planning firm that regularly conducts similar survey analyses for parks and recreation agencies. A list of key issues to explore was compiled from the initial Strategic Kick-Off meetings, Information Gathering, and Community and Stakeholder Engagement meetings. RRC then prepared draft surveys for review and approval from the Project Team prior to the survey implementation. Full survey results have been provided as a staff resource document and can be made available upon request.

⁴ "The Proximate Principle: The Impact of Parks, Open Space and Water Features on Residential Property Values and the Property Tax Base," 2nd edition. John L. Crompton, National Recreation and Park Association, 2004.

⁵ The Trust for Public Land estimated that the health benefits of the park system of the City of Seattle contributed \$64 million annually to the City's economy. "The Economic Benefits of Seattle's Park and Recreation System," The Trust for Public Land Center for Park Excellence. March 2011.

⁶ Ibid.

A total of 10,000 surveys were mailed to a random sample of Broward County residents in June 2012 (9,000 to residents in the County and 1,000 to second home-owners), with 9,212 being delivered after subtracting undeliverable mail. The final sample size for this statistically valid survey was 400, resulting in a margin of error of approximately +/- 4.9 percentage points calculated for questions at a 50 percent response. Results from the open link survey generated an additional 106 responses.

Summary of Survey Responses

Location and Length of Residence

- 71% of respondents live west of I-95; 29% east of I-95
- Average number of years lived in the area is 20.9 years
- 78% own their current residence; 22% rent
- 95% say Broward County is the location of their primary residence; 5% are second homeowners

Ethnicity, Race, and Need for ADA-Accessible Facilities

- 26% of respondents were of Hispanic, Latino, or Spanish origin
- 66% identified themselves as White; 27 % Black/African American; 3% Asian/Pacific Islander, and 3% other.
- 10% have household members with a need for ADA-accessible facilities

Note that this demographic spread does not match the actual demographics of the County, but is typical for survey response in a larger community with diverse populations like the County.

Importance of Parks and Recreation

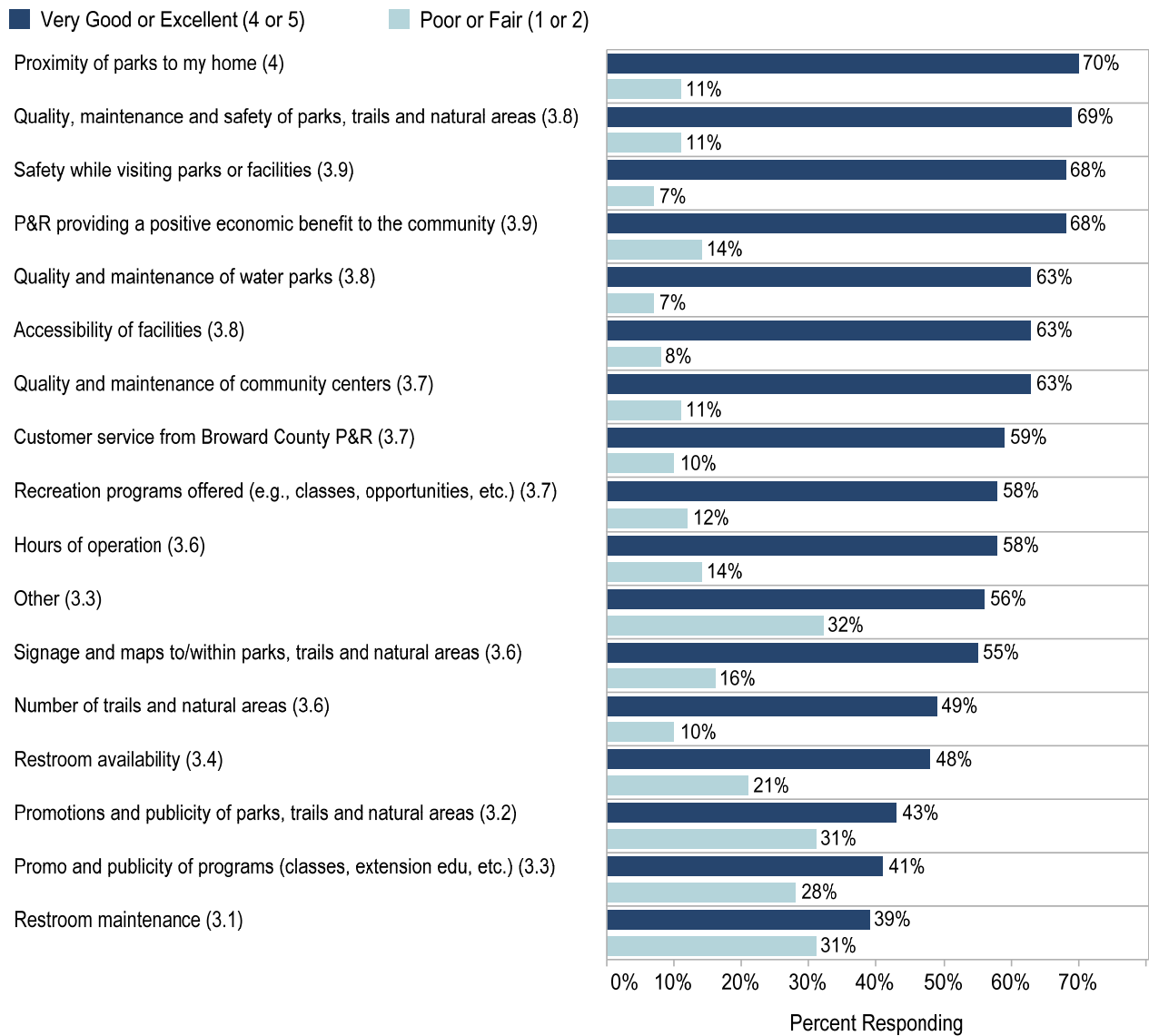
Residents of Broward County indicated that the availability of local parks and recreation opportunities in the County are very important with an average rating of 4.3 on a 5 point scale where 5 equals “extremely important.” The majority of respondents (83%) rated the importance of parks and recreation opportunities at a 4 or 5.

The majority (81%) of respondents report having used Broward County Parks and Recreation Services in the past year. Respondents were also asked about which type of park they visit most often. Broward County Parks (52%) and City Parks (29%) were the top two responses.

Key Satisfaction Areas

Seventy percent (70%) of respondents rated the proximity of parks as the element they are most satisfied with. Quality and Maintenance are also top scoring areas. Contrary to Focus Group responses, 68% feel that safety is excellent while visiting the parks.

Figure 6: Satisfaction with Broward County Parks and Recreation Division Facilities and Services



Parks and Recreation Facilities and Services that Need Improvement

Respondents were asked to identify aspects of Broward County Parks and Recreation facilities or services that need improvement. A number of aspects were cited by a quarter to a third of respondents. Aspects that were most often identified as needing improvement included:

- Restroom maintenance (32%)
- Restroom availability (28%)
- Quality, maintenance/safety of parks/trails and natural areas (27%)
- Promotions and publicity of programs (27%)

When looking at responses by location of household in relation to I-95, there were some marked differences. Residents located west of I-95 were more likely to feel that restroom availability needs improvement (28%) compared to those living east of I-95 (18%).

Importance

The following were rated **very important** to a majority of households:

- Neighborhood and regional parks (83% of respondents rated this a 4 or 5 on a 5 point scale or “very important”)
- Bike paths and walking trails (77%)
- Natural areas and nature centers (73%)
- Water parks (67%)
- Rental pavilions, shelters, or rooms (64%)
- Sports complexes, athletic fields (63%)

The following parks and facilities received the highest proportion of “**not at all important**” ratings:

- Cricket fields (58% rated this a 1 or 2 on a 5 point scale or “not at all important”)
- Velodrome (56%)
- Disc Golf (53%)
- Equestrian/riding stables (42%)
- Target range (41%)

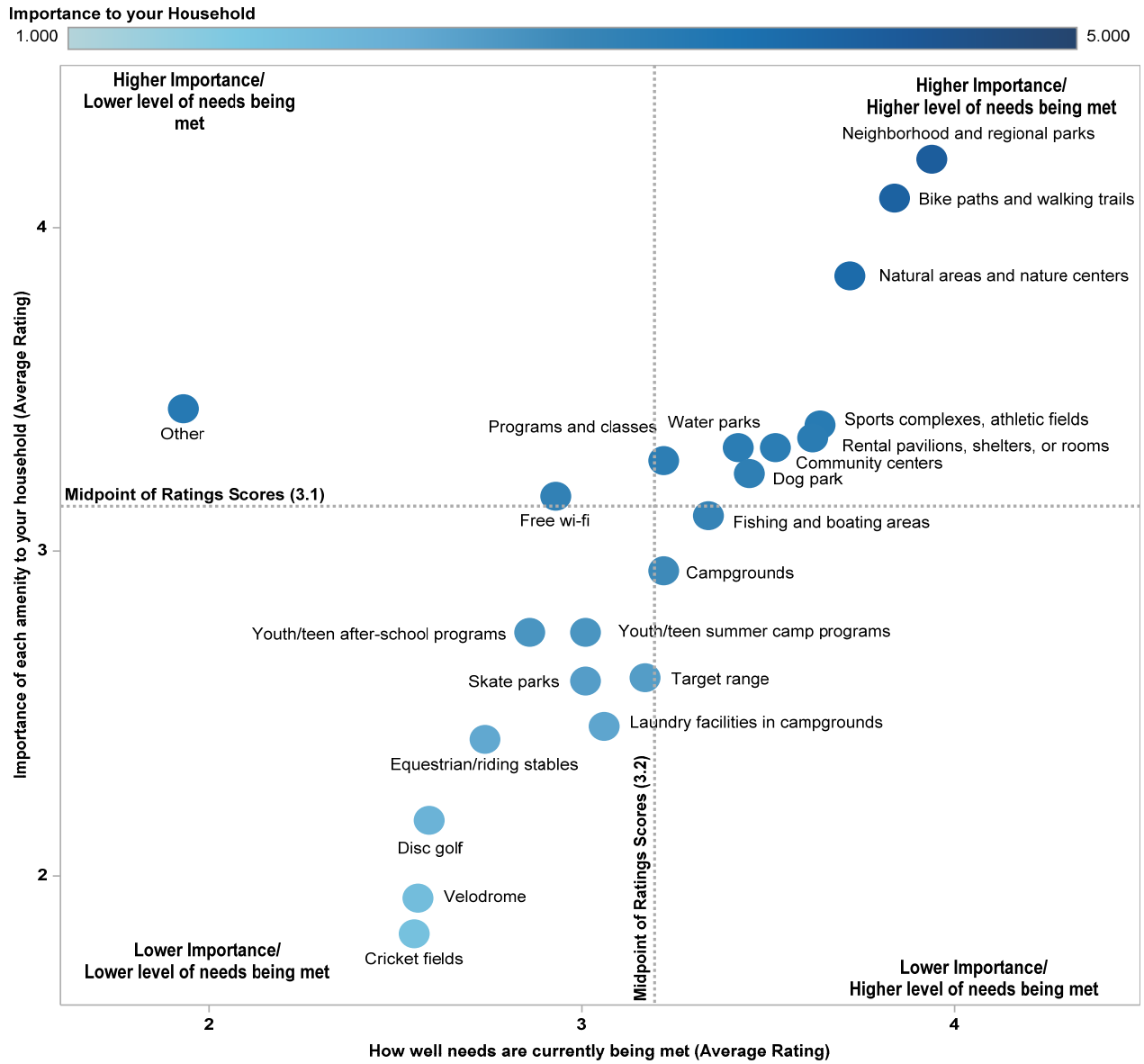
Importance vs. Needs Met

The Division is doing a great job in providing programs, services, and facilities that are important, with less emphasis on those that are not. Many of the top facilities meeting household needs are also considered the most important. Maintaining these important assets is an indispensable function of Broward County Parks and Recreation.

- Neighborhood and regional park
- Bike paths and walking trails
- Natural areas and nature centers
- Sports complexes, athletic fields
- Rental pavilions, shelters, and rooms
- Community centers
- Water parks
- Dog parks
- Programs and classes



Figure 7: Importance vs. Needs Met Matrix



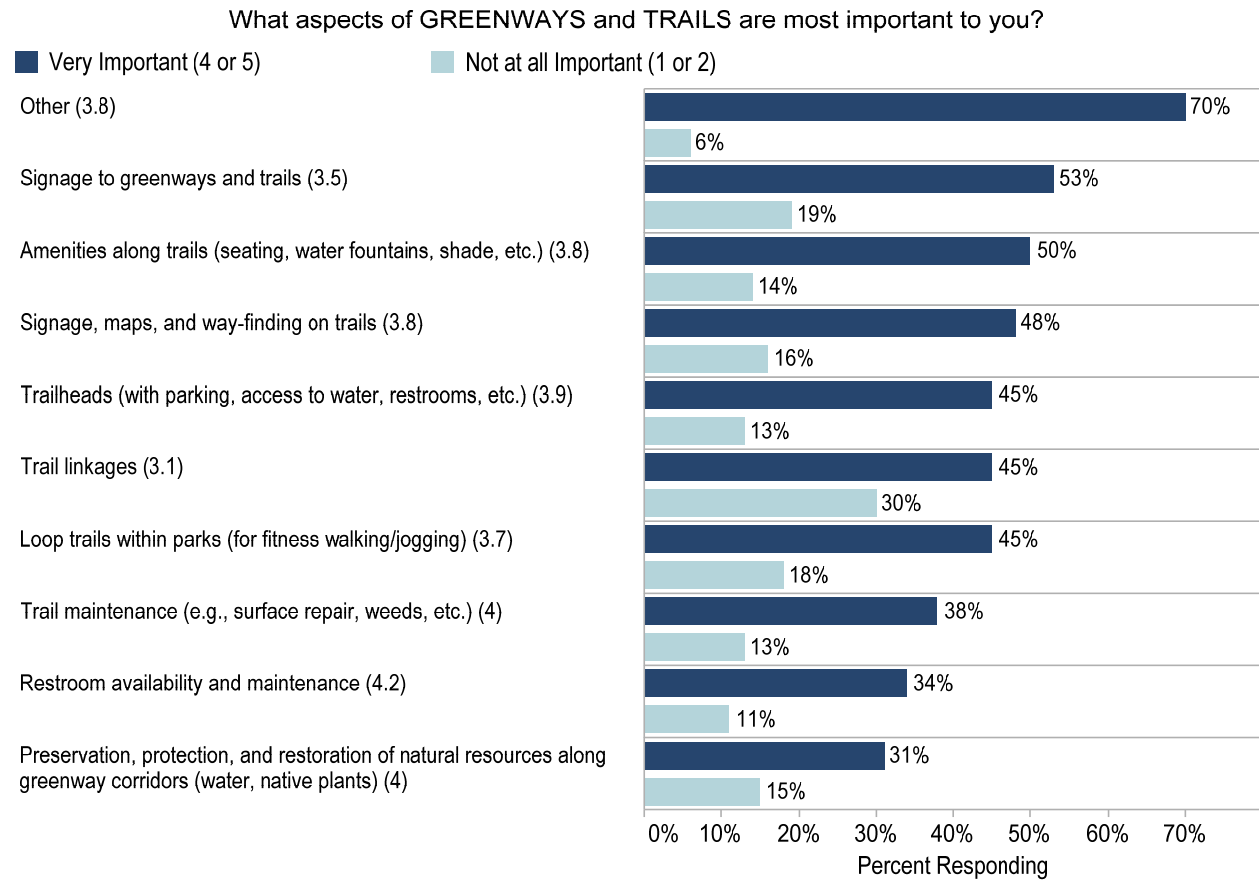
Greenways and Trails

Greenways and Trails are very important to 77% of the respondents. Respondents were asked to identify the aspects of greenways and trails that are most important to them. All aspects were rated as very important (4 or 5) by a third or more of respondents.

The following were rated “Very Important” (4 or 5) by the majority of households:

- Signage to greenways and trails (53%)
- Amenities along trails (seating, water fountains, shade, etc.) (50%)

Figure 8: Aspects of Greenways Most Important



Programs

Broward County provides a broad range of programs. The following programs were identified as being needed by the majority of respondents:

- Special events (e.g., concerts, festivals) (70%)
- Fitness and wellness programs (68%)
- Swimming programs (59%)

Programs with the highest degree of needs being met include:

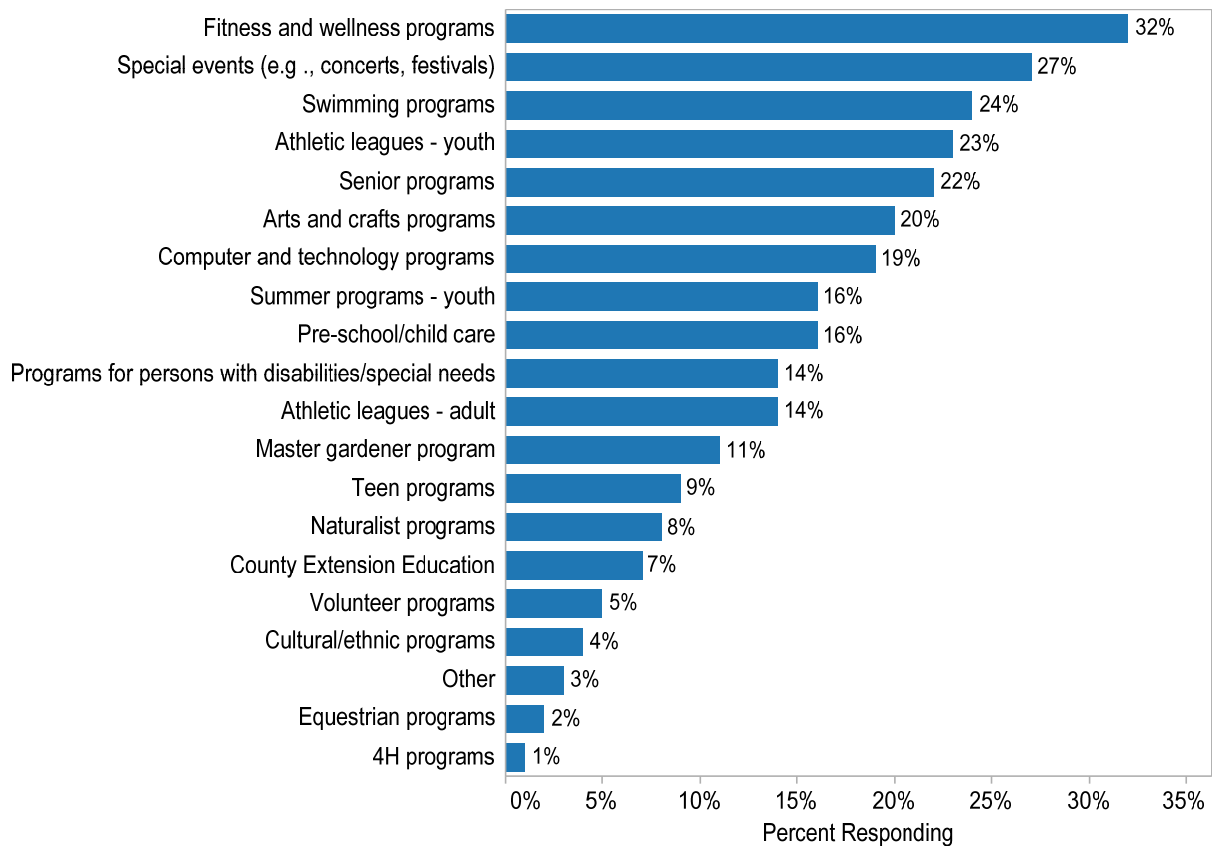
- Athletic leagues – youth (71% rated this a 4 or 5 or “needs 75 to 100% met”)
- 4H Programs (60%)
- Special events (e.g. concerts, festivals) (59%)
- Pre-school/child care (58%)
- Volunteer programs (52%)

For all programs and facilities, the proportion of the community that indicated that their needs were being met was larger than the proportion whose needs were not being met. However, there were several programs in which slightly more than half of respondents indicated that their needs were not being met at all (1 or 2 on a 5 point scale):

- Master gardener program (54%)
- Naturalist program (52%)
- Programs for persons with disabilities/special needs (50%)

Respondents were also asked about top programs to be added or expanded.

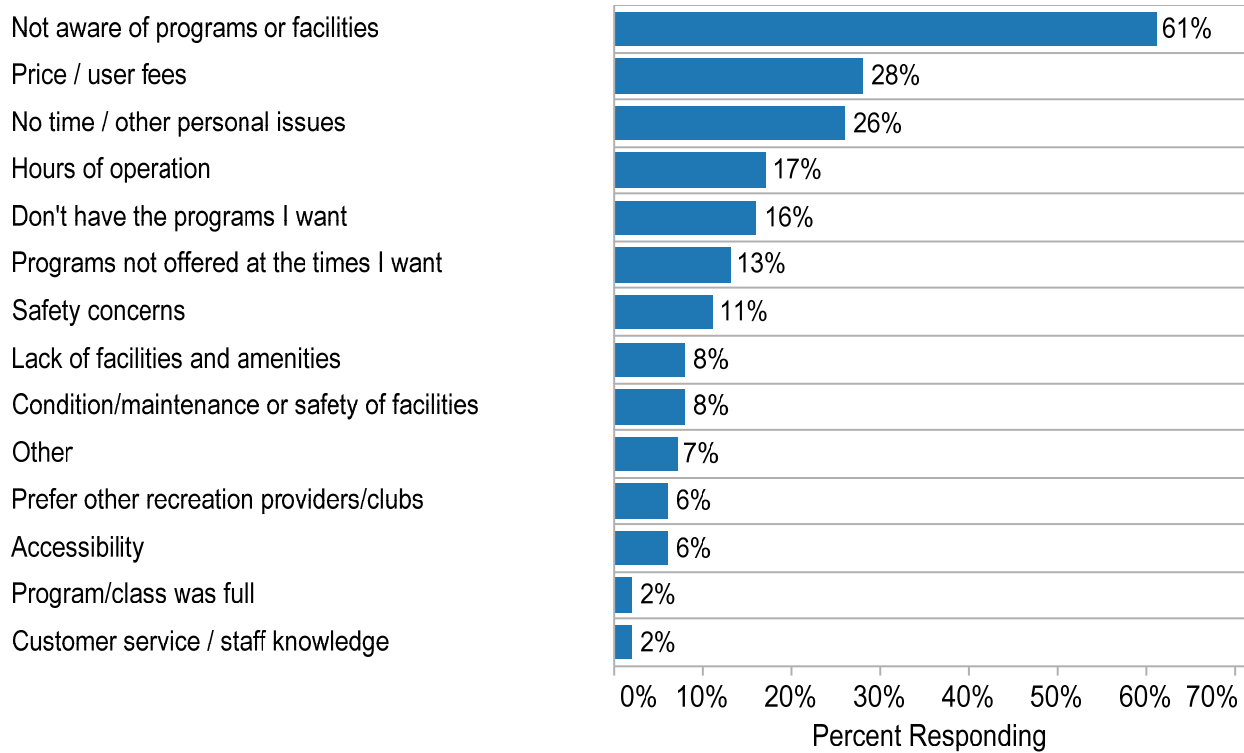
Figure 9: Top Programs to Be Added, Expanded, or Improved.



Reasons for Non-Use

A very significant 61 percent say that the primary reason they do not use the County’s offerings is that they are not aware of them. Twenty-eight percent (28%) say that price is a factor. The desired response from a management standpoint comes in third at 26 percent – that they do not have time or have other personal issues. Ideally, this answer would be the number one reason, so it points to opportunities for the County to work on the first two.

Figure 10: Reasons why you do not utilize County programs and/or services



Respondents were asked how they usually receive information on parks and recreation facilities, services, and programs. The top three answers are:

- Local newspapers/magazines (47%)
- Word of mouth (37%)
- Internet/website (31%)

Respondents were also asked how they may best be reached by Broward County Parks & Recreation. The top three answers are:

- Internet/website (33%)
- County emails (Listserve) (24%)
- Local newspapers/magazines (12%)

H. Ancillary General Findings Affecting Service Delivery

Communications and Marketing

Feedback from stakeholders suggests a lack of awareness in the community regarding parks, trails, and programs, despite a strong presence by the Division on the internet and consistent use of available social and print media outlets. Collaborative promotions (in new channels), increased marketing campaigns, and targeted messages are possible tools for getting the word out consistently and increasing awareness of the County's programs and services, parks, and natural areas and available trail system.

The County has a comprehensive Marketing and Communications Plan and dedicated staff resources working on these tasks; however, there are many factors that make it challenging to reach the community with information. The County is geographically large, with a large population and 31 municipalities. There are dozens of local media outlets, and not all are as responsive as could be desired in terms of releasing submitted information. Paid advertising is costly with so many varied media channels. Fortunately, 57 percent of respondents indicated that their preferred method of communication from the County is by web or email. This provides strong opportunities for improvements as the County moves forward.

Greenways and Trails

Findings indicate that trails and greenways are residents' highest priority for amenities to be added and/or enhanced. For purposes of this plan, the term "greenways" is used to identify connecting regional trail systems, and the word "trails" means in-parcel or loop trails. The Parks and Recreation Division is perceived to be meeting expectations with regard to planning and management of trails within parks. However, the County is currently lacking connections for greenways, and it is not possible to easily utilize greenways and trails for alternative transportation (biking, walking, skateboarding, etc.) from east to west and/or north to south throughout the County. There have been community efforts to connect Broward County to broader regional trail systems, but those connections are not yet fully functional, and there are a lot of areas with no connection. **Appendix D includes a list of the current status of Greenways Planning Projects.**



Some community members and several County staff from other divisions (most notably, the Environmental Protection and Growth Management Department and the Water Management Division, as many of the Greenways are planned along the canal systems) are working toward a common plan for the future of greenways in the County. The Parks and Recreation Division may be well served to formally appoint staff and provide resources that focus on the leadership of goals toward connectivity. The following section outlines current goals identified for the Greenways Program. However, the County has not identified focused staff responsibility and/or funding to meet these goals.

Current Vision for Greenways Program

Broward County's Greenways System will be a fully funded, countywide network of safe, clean, bicycle and equestrian paths, nature trails, and waterways.

Greenways will connect each neighborhood, from the Everglades to the Atlantic Ocean to conservation lands, parks and recreation facilities, cultural and historic sites, schools, and business areas. The system will provide opportunities for recreation, restoration, and enhancement of native vegetation and wildlife habitat, and alternative modes of transportation.

Current Status of the Greenways Planning Process

In the spring of 1999, the Broward County Board of County Commissioners, recognizing the need to improve the quality of life in our urban environment, identified the creation of a county-wide system of greenways and trails as a priority goal. The County's Department of Planning and Environmental Protection was tasked with the responsibility of developing the plan to achieve this goal. A technical advisory committee, with members representing the Florida Department of Transportation, South Florida Water Management District, Florida Turnpike Authority, Broward County Engineering, Broward County Transportation Planning Division, and the Broward County School Board was created to oversee the plan preparation. Over the following two-year period, numerous public meetings were held around the County to seek public input at various stages in the development of the greenways plan. Public support was enthusiastic, and a wide variety of interests participated at the meetings including municipal officials, bicyclists, equestrians, boaters, developers, environmentalists, state and regional governmental representatives, and others.

The County's greenways planning kicked off in the fall of 1999 with an all-day visioning session facilitated by the South Florida Regional Planning Council. Over 100 participants gathered at Anne Kolb Nature Center to draft the vision statement for the plan. Following the completion of the vision statement, planning for the actual greenways corridors was initiated with a request to Broward's municipalities to submit greenways corridor proposals for inclusion in the plan. Approximately 20 municipalities submitted proposals. Several cities had on-going greenways programs and some, most notably the Town of Davie, already contained developed local greenways systems. County staff also began assembling information on canal rights-of-way, wide road rights-of-way, utility easements, waterways, and other potential greenways corridors. This information along with other planning information was utilized to draft a conceptual greenways system plan. In the fall of 2000, the public was invited to attend a meeting at Fern Forest to review the planning information and draft plan and assist in preparing the final conceptual greenways system plan. It was the consensus of meeting participants that the conceptual plan should provide a framework that could link together the planning efforts of individual municipalities.

Based upon the public's input and planning considerations, six priority corridors were selected for more detailed planning. These corridors included Dixie Highway, Cypress Creek, Conservation Levee, New River (State Road 84), Flamingo Road, and Hiatus Road corridors. Detailed right-of-way information was collected on the five corridors and draft plans were prepared. Five public meetings were held in the spring of 2001 at locations around the County to seek public comment on the detailed corridor plans. Following endorsement by the Broward County League of Cities Technical Advisory Committee, the Broward County Commission approved an amendment to the Broward County Comprehensive Plan to incorporate the conceptual greenways system plan.

Greenways Conceptual Master Plan

There are over 370 miles of regional greenways, land trails, and water trails delineated on the current conceptual master plan. The regional network of greenways depicted are essentially the regional backbone which may supplement, augment or serve as a foundation for the local trail networks, such as the trails of Davie, Plantation, Parkland, and Southwest Ranches.

In addition to the six priority corridors selected during the planning process, public input and subsequent planning meetings led to addition of two other Greenways to be included in the priority list. Thus, eight corridors now represent the “Phase One” corridors of the Broward County Greenways System. They include the Dixie Highway, Cypress Creek, Conservation Levee, New River, Flamingo Road, Hiatus Road, Barrier Islands, and Griffin-Orange Greenways. These Phase One corridors were identified as those with the highest priority for development. These corridors effectively form a framework that traverses all parts of the County, and provide a good representation of differing types of trails, from wide paved and unpaved trails through natural and rural areas, to wide sidewalks through urban areas. This approach provides opportunities for all types of Greenway users and interests. Ideas for a Greenways Action Plan have been summarized but not formally adopted, and they do not include formal involvement from the Parks and Recreation Division. They are to:

- Adopt the Broward County Greenways Master Plan
- Continue the Mission of the County's Greenways
- Create a Technical Advisory Committee
- Establish Greenway Funding Sources
- Establish an Implementation Schedule
- Promote Greenway and Trails within Broward County
- Construct Greenway Corridors



Safety and/or the Perception of Safety

Evidence-based research from criminology, social science, the institute of medicine, and public health recognizes the “perception of safety” as a growing barrier to physical activity engagement most specifically in parks and recreation facilities. In Broward County, the Needs Assessment indicates mixed results relative to the perception of safety from residents. In focus groups, many reported that a perception of unsafe conditions may preclude their usage of various facilities. There are many reports of “smash and grab” car break-ins at parking lots, and often the media does not help perception as they tend to use public lands for news conferences when crimes occur, even if they occur on private property.

There is crime in Broward County. Is it higher than national averages? Is it regularly happening in parks? This study does not have the capacity to fully explore that issue, but it is necessary to include focus on the fact that this topic area can and does affect participation and usage. The statistically-valid survey shows that sixty-eight percent (68%) rated safety while using parks as good or very good. The Division can focus on methods for action that help to increase that percentage, addressing ways to minimize opportunities for crime, along with media coverage containing messages that may exacerbate fears.

If people feel unsafe, they are less apt to use an area for physical activity. The concern and stigma of crime is threatening to the use of park and recreation areas, especially in urban environments. Research has shown that the kind of experience park-goers receive is a psychological imperative for relaxation and happiness. It is a resource for physical activity – an important element in the reduction of obesity and sedentary behavior which can accelerate other numerous negative health conditions. Professionals in the provision of parks and recreation need to understand that fear and perceptions of safety have several different meanings to individuals within the community.

Regardless of whether or not perceptions are accurate, they have the power to affect individual actions and motivations, because **“What is perceived as important is important.”** (*Loukaitou-Sideris, Anastasia. Is it Safe to Walk? 1 Neighborhood Safety and Security Considerations and Their Effects on Walking. Journal of Planning Literature 2006 20: 219.*)

Taking a safety inventory of the community can help uncover areas of priority and action.

A Safety Inventory of a specific park or region may include evaluating:

- What are characteristics of the neighborhood and/or park?
- What are their relevant physical activity needs of the population?
- How do the characteristics of the physical setting reflect safety or lack of safety?
- Which groups are most afraid?
- What are they afraid of?
- How do fears constrain walking and physical activity?
- How do age, gender, and socio-demographics affect perception of fear?
- What are lists of perceived fears for each?
- What obstacles are identified that need to be addressed in order to overcome perceptions and create a sense of safety again?
- What indicators define safety?
- How are community and individual perception of safety the same or different?

It is evident from the literature that a collaborative effort is re-evolving to become aware and take action surrounding the issue of safety. Community Based Participatory Research includes identifying community members along with local police departments, city council officials, parks and recreation directors, local businesses, school administrators, urban planners, landscape designers, and youth to be “at the same table” and engaged in the process of addressing safety elements, park design, and crime reduction strategies to create results.

Some specific national initiatives that may help improve public safety and perception of safety in Broward County include:

Crime Prevention Through Environmental Design (CPTED) Principles

- Creating by design, the space for people (volunteers and visitors) to be close to trails, activity areas, restroom facilities, and the parking lot to maintain a feeling of safety.
- Utilizing materials such as stone work and split-rail fencing which provide territoriality and access control along with visibility and presence of space. A sidewalk’s varying material adds to the transition of the utility of the area.
- Drawing people into the area (activation) by creating “a sense of ownership,” a place for specific activities such as a donated rose garden or community garden which encourages regular tending and volunteer participation.
- See <http://www.eprevco.com/policydocuments/Crime%20Prevention%20through%20Environmental%20Design.pdf>

Children Friendly Cities (CFC)

- A Child Friendly City is a local system of good governance committed to fulfilling children's rights.
- Involve the local community and youth of the community in design and planning places to play, access to play, and removing physical barriers to play and be physically active.
- See <http://childfriendlycities.org>

Community Policing Consortium Project (CPCP)

- Including active community adults and older adults who are no longer driving and who may live alone or in an active senior living center and local law enforcement to create community patrols on foot.
- See <http://www.policefoundation.org/docs/foundation.html>

Building Assets Reducing Risks (BARR) Program

- Collaborative efforts between schools and parks and recreation staff including training, programming, and recognition of this “tipping scale” time of transitions in high-risk and academically challenging behaviors which occur during middle school transition to high school.
- See <http://www.search-institute.org/building-assets-reducing-risks>

Identifying the safety needs and perceptions from individuals and a community can help drive Broward County and relevant alternative providers toward solutions. Growing evidence supports the belief this will increase physical activity and the advancement of a healthier community. Addressing the real and perceived fears of community members will identify priorities for action and enable engaged community members to build and maintain collaborations so that the natural resources of parks, trails, and recreation centers are used to their capacity for young and old alike.

Many specific suggestions for improving safety for Broward County Parks and Recreation are included from summaries of the Visioning Workshops located in Appendix E.

Information Technology

Information Technology is not technically a community need, but the provision of these services does affect the effectiveness for meeting those needs, and it was often reported by stakeholders as a key challenge hindering service and efficiency. The County's need for Information Technology is vast, and as the technology grows and changes, the staff often struggle to keep up with the needs, uses, and training of those technologies. The following non-prioritized list includes a summary of IT-related comments from a variety of staff and stakeholder interviews.

Reported Summary Findings related to IT

- Updates in technology must be continually implemented and tested, and sometimes it takes many hours just for small issues.
- A very small IT staff services a larger number of users and technology, including: 500 computers, wi-fi, cameras, car counters, safes, etc.
- Increased resources are needed as new facilities are upgraded in technology. For example, Everglades Holiday Park is now being added to the list of served areas. Now, all concessions that were handled by a vendor are again being serviced by the County, and will revert to the County for IT issues, but there are no additional trained staff members trained in IT to handle this.
- Staff members estimate that they currently need two more analysts and/or desktop support people to meet existing demand for IT services, and there will be a need to fill retiring supervisor positions.
- There was a technology plan, but it is outdated and not detailed enough to address the key issues.
- There should be better coordination between the Parks and Recreation IT staff and the overall County IT staff, but there should still be a larger number of staff to handle Division-specific issues.
- There are antiquated policies and procedures, and software is not fully integrated from registration, to finance, to maintenance.
- As technology is added, routine processes need to be re-examined and changed. For example, Daily Activity Reports are still required to be printed, but staff can go to Rec Trac and pull reports if needed. This type of reporting may be duplicative and inefficient.
- There needs to be an integrated IT Plan including a review of hardware, software integration, and ancillary equipment. Items such as car cameras are big issues, and as new equipment is added, it should be incorporated into the overall plan.
- The Division has consolidated maintenance, but there is a need for technology to have the ability to respond to specific issues.
- The Division is losing employee knowledge of technology. New employees need to be trained before retirees leave.

- New staff members do not often get full training on the software they are expected to use – especially part-time and/or seasonal staff.

County-wide Collaborative Leadership for Parks and Recreation Services

While not necessarily specifically identified as a “community need,” Broward County contains 31 municipalities and many private and non-profit service providers. There is confusion in the minds of community members and taxpayers regarding where, who, why, and how the services of all of these providers are offered.

The County can continue its recent focus on facilitating enhanced collaboration with the cities and towns and alternative providers and businesses to better integrate service provision, economic development, and participation for all providers. Some collaboration options may include:

- Continued, regular, formal meetings between the County and leaders of these other providers to identify areas of collaboration and minimization of duplication of services.
- Integration of the schools system in program and facility provision.
- Focus on regional transportation and trails planning including public transportation, local transportation planning, and active transportation options.

In addition, Broward County has been growing in terms of recruitment of corporate businesses. This can provide opportunities for sponsorships for high visibility, revenue-centered facilities (such as Central Broward Regional Park with the Cricket Stadium). Site specific business plans can help identify potential sponsorship and business partnership opportunities.

Opportunities to partner with local Chambers of Commerce, the Tourism Board, and other business promoting entities are also available to the Parks and Recreation Division. The Fort Lauderdale Airport brings in tourists from all over the world to enjoy the area’s natural draws. However, while many people come for beaches and golf, after a few days they may be looking for other recreational options. The Shipping Port brings in a large number of cruise ships, and there is opportunity for increased partnerships to provide ancillary recreational experiences for passengers. There are possibilities to increase visibility, revenue, and participation through these types of offerings, especially the nature centers, fresh-water activities, and specialty sports.

Miscellaneous Management and Organizational Structure Findings Affecting Service Delivery

- The County has centralized into two districts, and there is a need to combine more resources and efficiencies. However, budgeting, etc. is mostly de-centralized so that supervisors are empowered. It can be confusing as to roles and requirements.
- Purchasing is a challenge in a variety of ways. More action needs to be taken on recommendations from the efficiency study. The purchasing process is slow and onerous. This needs to be a priority for analysis and change, as it is hindering efficiency for the public and economies of service.
- There is a need to continue to make sure decisions are made within a 24-hour turnaround with appropriate autonomy and responsiveness. There is no effective process in place regarding responsiveness, and there is a need for a centralized telephone help center.
- A Division-wide orientation is needed, along with better training in general. Training areas include leadership and skill-set training. A training manager is also needed. This will be an up and coming issue next year. Support should be provided for training.

- There is strong support from Commissioners, but at times, the trust level in staff is not completely identified. A stronger identification of Commissioner desires, involvement, and expectations would be beneficial.
- A foundation that can assist with focused funding should be contracted and established.
- A focus should be on collaborative effort to offer synergy between locals and non-profits to provide services in more efficient, affordable way.
- Strategies should be developed to examine loss of budgets and staff – break the mold.
- The Division should develop collaborative assessment tools to help commissioners and others identify what the public wants.
- Better data analysis methods are needed, i.e.: “Can we do it and pay for it?” (including operations and maintenance).
- Self-sufficiency and more of an enterprise park system should be stressed, but the fact that the Division serves diverse populations should always be considered.
- There could be a scholarship program to help serve lower income populations.
- There is an opportunity to fully analyze the pricing and cost recovery structure (perhaps implement an Annual Car Pass Fee; develop a Sun Pass system, or scholarship?).
- It is necessary to know what the public wants – how do we get them in?
- The County has four or five elite destinations to highlight – this could be enhanced.
- The Division has several beautiful facilities at its disposal, such as Anne Kolb and Westlake, Holiday Park, Everglades, and Long Key. They can be marketed more efficiently, and evaluated for other services that they could provide to both residents and visitors.
- Customer demand can be better utilized to determine what customers who do not use facilities every day desire.
- The Division needs to determine its niche and pull out of other areas.
- The Division cannot be everything to everybody. Strengths of the Division include services and facilities related to natural areas. The Division provides good sports facilities, but it should determine whether or not this is a niche that they should be servicing or turning to other local providers. There are a lot of local agencies and school boards that could pick up these services, but sports tourism analysts think that there are not enough.
- Budgets will continue to be an issue. Conflicts exist with regard to the need to be more enterprise oriented and more efficient, as well as duplication of services. Money is and will be tight. Funding may not be increasing for staff, but the Division could be doing more with less staff. An option would be smaller permanent, dedicated staff, and seasonal employees. Money can then be directed to operations or partnerships, not to dedicated staff.
- The security contract is not at an appropriate level. The Division could include park ambassadors as more than a “ranger.” There is a need to determine what to call them, and it cannot be enforcement.

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III. Key Issues for Strategic Planning

This assessment is designed to specifically identify the views, needs, and voice of the public – the external stakeholders. Much internal staff planning has been completed. Now, identification of Key Issues and related potential strategies from this Needs Assessment enables the opportunity to provide the residents of Broward County with quality parks and recreation facilities and services, a connected system of community greenways, and wise stewardship of natural resources that the public has identified as important to them. This can then be integrated into Strategic Action Planning for staff to follow.

Overall, the Needs Assessment indicates that the County is doing **a very good job** in providing coverage from programs, services, and facilities. The majority of residents' expectations are being met through current operational and capital strategies. From the summary of Findings and the Visioning Workshops, the following Key Issues have been identified as the primary priorities and opportunities for Broward County Parks and Recreation, based on this Needs Assessment.

Key Issues to Address

- ❖ Marketing and Communications
- ❖ Identified role in continued development and expansion of the Greenways Program
- ❖ Maximize partnerships and minimize duplications of service in Broward County
- ❖ Address safety and perception of safety issues
- ❖ Complete a Pricing, Cost Recovery, and Revenue Policy
- ❖ Develop strategic plan including updated level of service and asset management plan

A. Key Issue 1 – Optimize Marketing and Communications

Marketing and communications is always a challenge for a large overlay County system such as this one. There are many types of media channels, hundreds of competing voices, and many ways in which residents can obtain their information. Feedback from stakeholders suggests a lack of awareness in the community regarding parks, trails, and programs, despite a strong presence by the Division on the internet and consistent use of available social and print media outlets. Collaborative promotions (in new channels), increased marketing campaigns, and targeted messages are possible tools for consistently getting the word out and increasing awareness of the County's programs and services, parks, and natural areas and available trail system.

81% of survey respondents report having used Broward County Parks and Recreation Services at least once in the past year. 70% think that the County does a satisfactory or better job of informing them about the offerings.

The County has a comprehensive Marketing and Communications Plan and dedicated staff resources working on these tasks; however, there are many factors that make it challenging to reach the community with information. The County is geographically large, with a sizeable population and 31 municipalities. There are dozens of local media outlets, and not all are as responsive as could be desired in terms of releasing submitted information. Paid advertising is costly with so many varied media channels. Fortunately, 57 percent of respondents indicated that their preferred method of communication from the County is by web or email. This provides strong opportunities for improvements as the County moves forward. The Visioning sessions garnered many ideas for potential strategies (see *Appendix E* for summaries of those sessions), with the priorities indicated here.

Strategy 1.1 – Enhanced Web Presence

The highest amount (33%) of residents would prefer to receive their information from the internet and/or websites. This indicates that a primary focus should be on ensuring that the Parks and Recreation website and all divisional website pages should always be current and fully integrated for ease of use. Enhancements can be made to provide more detail and easy registration for all aspects. Rentals should be fully available to reserve online, and availability should be reflected “in real time.” The future inventory and level of service analysis studies should be component-based and completed using Geographic Information Systems (GIS) so that all components of the Division’s system can be integrated into a point and parcel based “click through” website.

Strategy 1.2 – Fully Utilize Email and Online Social Dialogue Channels

In addition to a great website, 24 percent of respondents indicated that they would like to be notified by email. A strong focus on continued email list maintenance and full development of online social media should be integrated. Possibilities include enhanced use of email and registration lists, Facebook pages, Twitter, www.Meetup.com, Virtual Town Hall systems such as www.MindMixer.com, and/or other options.

Strategy 1.3 – Partner with Other Organizations to Cross Market

Broward County is not the only agency that faces challenges in reaching citizens and potential participants. In addition to its own efforts and strategies, the Division would benefit from formal cross-marketing arrangements with other organizations, including other governmental, HOA, faith-based, schools, non-profits, convention and visitors bureaus, and tourism organizations. This can be integrated with partnership agreements.

Strategy 1.4 – Utilize Celebration Tactics in Addition to Marketing Points

The County provides so many positive aspects and opportunities for residents and visitors. Many of the stakeholders are not aware of all of the benefits provided by the County. In addition to providing releases and advertising related to upcoming offerings, staff should focus on informing the community about all positive aspects of the Division, including the environmental, economic, social, and health benefits.

Strategy 1.5 – Measure and Evaluate Resources and Impact of Communication Efforts

This strategy may require additional staff and advertising resources dedicated to this type of communication channel. In the commercial markets, marketing and communications budgets can be up to 25 percent of a company’s budget. In the public sector for parks and recreation, they are typically less than five percent. Broward County should track what percentage of the budget is made available for marketing and communications, and work to enhance the budget available for staffing and other resources as possible to improve awareness within the County.

Strategy 1.6 – Continue with Existing Marketing Channels per the Marketing Plan

The Division’s Marketing and Communications Plan is comprehensive, and should be continued, followed through by annual staff workplan integration, and updated annually, including results from future Needs Assessments at least once every five years.

Additional strategies, such as a potential direct-mail outreach to all residents at least one time per year, should be analyzed for cost, potential reach, and return on investment.

B. Key Issue 2 – Identify Role in Continued Development of the Greenways Program

This Needs Assessment validates the desire for additional emphasis on a County-wide coordinated Greenways and Trails program and effort. For clarity, this study defines greenways as connecting regional trails, typically connecting various parts of the County. The County does a pretty good job on trails that are within parcels and parks. However, County-wide, there is a need for trails that provide connection and can be used for alternative transportation (walking, biking, skateboarding, etc.). Nationally, trails and greenways are the number one priority in most communities, and Broward County is no exception. Bike paths and trails are the number one identified amenity to be added or improved.

While there have been a variety of efforts and groups working toward improving greenways in the County, along with some preliminary maps and descriptions, there is no formal “trails department” or identified governmental staff resource tasked with bringing these efforts together. There are currently efforts within the Environmental Protection and Growth Management Department, Planning, Transportation, and Water Management Divisions. The Parks and Recreation Division would benefit from having an assigned staff resource to work on these priorities. At this point, it is unclear under which Division the responsibility for Greenways should ultimately lie, but it is clear that the public is supportive of improvements for this focus area, and the Parks and Recreation Division should play a key role.

Strategy 2.1 – Assign a Parks and Recreation Staff Liaison Specifically for Greenways and Trails

While final responsibilities are not yet identified, it is important to focus the duties and task for greenways and trails, and to create a staff advocate for potential partnering, projects, and/or funding procurement. This may be a full-time position, or part of an existing position, but for a County this large, some focused staff resources are recommended.

Strategy 2.2 – Include a focus on connectivity and Greenways in the Upcoming Inventory and Level of Service Analysis

This Needs Assessment did not include an inventory of the greenways and trails, but the community did identify that there are many gaps in connectivity. The upcoming County-Wide inventory and Level of Service analysis should include greenways and trails as key components for analysis, including connectivity, trailhead and gaps analysis, accessibility, and functionality of the system. This should provide a prioritized list of capital improvements and connections for Greenways and Trails over the next 10 years. This should be done in conjunction with other partners and organizations.

Strategy 2.3 – Work with Other Relevant County Divisions and Local Governments to Improve County-Wide Connectivity and Access through Implementation of a Cohesive Action Plan

The Parks and Recreation Division cannot, and should not, be solely responsible for a County-wide greenways and trails system. However, through the use of staff resources and leadership, the Division can create a formal network with other Divisions and agencies, and work to fully identify appropriate leadership and collaboration efforts. The findings from this Needs Assessment concur with focusing resources to enact the identified Action Plan summarized by the Environmental Protection and Growth Management Department and the Water Management Division.

Identified Action Plan for Greenways

The main purpose of this Greenway System planning process has been to create a plan that can begin to be promptly implemented. To this end, the following general actions are recommended:

- Adopt the Broward County Greenways Master Plan
- Continue the Mission of the County's Greenways
- Create a Technical Advisory Committee
- Establish Greenway Funding Sources
- Establish an Implementation Schedule
- Promote Greenway and Trails within Broward County
- Construct Greenway Corridors

C. Key Issue 3 – Maximize Partnerships for Service in Broward County

The Broward County Parks and Recreation Division works as an overlay system. As outlined under Strategy Two, there is a strong need to collaborate with all other alternative providers (municipalities; other governmental agencies; schools; and larger faith-based, for profit, and non-profit organizations) to maximize available resources and minimize duplication of services.

With the new Division leadership in recent years, there has been a stronger focus on partnerships within the community. A specific staff person has been assigned to facilitate the outreach efforts. This Needs Assessment supports and validates that the move toward ongoing formal partnership arrangements, and coordination is highly warranted to improve service provision.

Strategy 3.1 – Continue and Enhance the County-wide Parks and Recreation Leadership Meetings

In recent years, Division leadership has initiated an informal “Director’s Roundtable,” to invite parks and recreation directors from the local municipalities in to talk about topics and challenges that all are facing within the County. This Needs Assessment included a “Leadership Summit” focus group that brought members of this group and related public officials together. Consensus from that meeting indicates that it is highly desirable to continue these types of meetings in a formalized quarterly format. The Division should lead in hosting and organizing these meetings, as the County-wide “umbrella” organization. Support and hosting of the meetings can be shared by participating organizations.

Strategy 3.2 – Support County-wide Studies that Include Alternative Providers

Though the County Parks and Recreation Division should not do all of the planning or fund all of the studies needed for agencies in the County, there is strong support to have the Division take the lead in organizing County-wide planning efforts that include the primary alternative providers. Some key county-wide planning efforts currently suggested are:

- Continuation and support of the “Facilities Survey” that would include all parks, recreation, natural areas. This can be accomplished through a county-wide digital composite values methodology (CVM) inventory and level of service analysis, if the alternative providers participate and provide their datasets.
- Conducting a “field usage study” to help coordinate availability, fee structures, and usage of sports fields for neighborhood practices, regional games, and tournament uses and minimize duplications.
- County-wide studies on environmental practices and issues.
- County-wide Greenways and Trails planning (see *Key Issue 2*).

Strategy 3.3 – Promote integration of Broward County Schools (BCS) as a Key Partner

In most communities in the County, the engagement of BCS is sporadic and dependent upon individual school leadership. There were challenges with this study in terms of engaging “the right people” from BCS to participate as stakeholders. BCS provides many amenities in the County that are also publicly funded, and can help meet the need for additional amenities if they are included as partners and their separate mission (education) is acknowledged. In reality, the public does not care whether amenities are owned by schools or parks agencies; they just know that these amenities are funded by their tax dollars. Key components that can be shared, if managed well, include playgrounds, sports fields, gyms, aquatics facilities, and classroom space. The Division would do well to focus efforts on identifying the key agents within BCS and establishing a culture and protocols for strong and well-managed partnerships for facilities and programs.

Strategy 3.4 – Create and Implement a Division-Wide Partnership Policy

The Division already partners with hundreds of different service providers. Some are more formally identified, and many operate on a “handshake” basis. In order to fully organize and better manage this area for shared services and resources, the Division should create, adopt, utilize, and manage a formal Partnership Database and Policy. This type of policy can help staff understand which partnerships are deemed most beneficial for the Division based on the agency’s mission and goals, and it includes guiding questions to be explored and documented for any partnership. A **Sample Partnership Policy** is included in **Appendix B**.

D. Key Issue 4 – Address Safety and Perception of Safety Issues

In Broward County, the Needs Assessment indicates mixed results relative to the perception of safety from residents. In focus groups, many reported that a perception of unsafe conditions may preclude their usage of various facilities. There are many reports of “smash and grab” car break-ins at parking lots, and often the media does not help perception, as they tend to use public lands for news conferences when crimes occur, even if they occur on private property. **If people feel unsafe, they are less apt to use an area for physical activity.**

There is crime in Broward County. This study does not have the capacity to fully explore the issue, but does show that regardless of the real levels of crime, this topic area can and does affect participation and usage. The statistically-valid survey shows that sixty-eight percent (68%) rated safety while using parks as good or very good. The Division can focus on methods for action that help to increase that percentage, addressing ways to minimize opportunities for crime, along with media coverage that may exacerbate fears.

Regardless of whether or not perceptions are accurate, they have the power to affect individual actions and motivations, because, **“What is perceived as important is important.”**

Acknowledging that crime realistically happens, but not adopting a fear-based mechanism for dealing with it, can go very far in addressing concerns. The Division should continue to promptly identify and address any real crime, but should also train staff to not over-react and minimize gossip related to the event. Safety signage and language used in areas where there is crime should promote awareness and positive activation, not fear. It is critical to involve local public safety officers, increase visibility, and create a culture where public authority figures are seen as helping and positive role models.

Strategy 4.2 – In Areas Where Crime May be an Issue, Conduct a Safety Inventory

A “Safety Inventory” includes a formal review of the area, including addressing such areas as:

- Characteristics of the neighborhood and/or park
- Area population and needs
- Characteristics of the physical setting reflective of safety or lack of safety
- Identification of prevalent fears and causes
- Obstacles that need to be addressed in order to overcome perceptions and create a sense of safety again
- Indicators to define safety in the future
- Action Steps to reduce crime and improve the perception of safety

Strategy 4.3 – Utilize National and Locally-Suggested Mechanisms to Improve Safety and Perceptions

Broward County is not alone in addressing safety and/or perception of safety for parks and recreation. There are many national initiatives that are helping communities across the country manage and address these issues. Section 8.C outlines details and websites for these initiatives, including:

- **Crime Prevention Through Environmental Design (CPTED) Principles**
- **Children Friendly Cities (CFC)**
- **Community Policing Consortium Project (CPCP)**
- **Building Assets Reducing Risks (BARR) Program**



In addition, the Visioning Workshops (see **Appendix E**) provided many specific suggestions for addressing this topic for site-specific and overall improvements related to:

- Increasing activation and awareness
- Creating perception of safety through presence and perception of presence
- Activating patrols, re-implementing the park ranger program, etc.

All of these mechanisms will need to be evaluated on a site-specific basis. Safety can be one element included in the inventory and level of service analysis, and should be a primary discussion topic in meetings with alternative providers and partners. Ongoing positive methods for portrayal of events and perceptions of safety should be part of all marketing and communications, especially for problem areas.

E. Key Issue 5 – Complete a Pricing, Cost Recovery, and Revenue Analysis and Policy

This project identified that there are some discrepancies and confusion about how offerings are priced, the rationale behind pricing, and the implementation of pricing mechanisms from both staff and the public. Many of the services have grown across the County, and as projects and programs have been implemented one-by-one, there is not always consistency as to how new programs or fees are implemented.

This Needs Assessment included conducting a Divisional **Services Assessment** that helped to identify core values and operational strategies for the various offerings. This **Services Assessment** is an intensive review of organizational services including activities, facilities, and parklands that led to the development of the Division's **Service Portfolio**. Staff received resource documents and tools with results that indicate whether the service is “**core to the Division’s values and vision,**” and provides recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. The Division is now in a position to move forward with these results to identify an equitable pricing and cost recovery policy.

Cost Recovery

Examples of cost recovery methods across the country show a wide range of department subsidy levels or tax investment, from 15 percent to 80 percent and higher, depending upon the mission of the organization, construction funding payback, operation funding availability, the community's philosophy regarding subsidy levels and user fees, and structure of agency budgets.

Dr. John Crompton from Texas A&M University, a leading educator and researcher on the benefits and economic impact of leisure services, indicates that the national average for cost recovery for all parks and recreation agencies is 34 percent, indicating an average subsidy of approximately 66 percent from general fund investment.

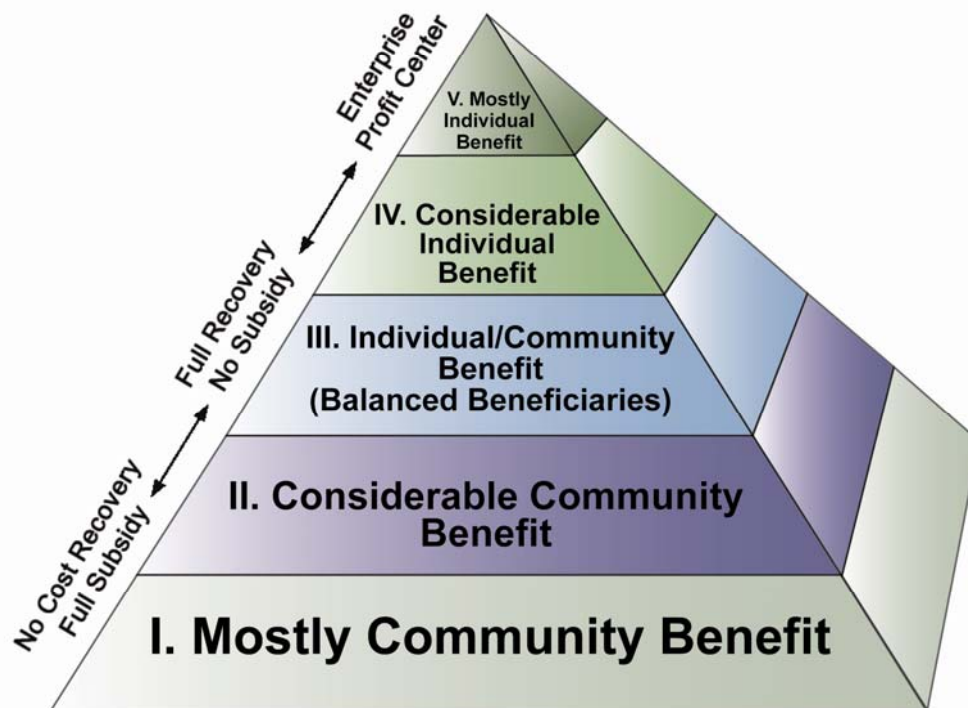
Subsidy Allocation and Cost Recovery Philosophy

A philosophy that guides decisions relative to resource allocation is invaluable for making financial management decisions such as allocating subsidy and determining fair and equitable pricing of services.

Developing and adopting a subsidy and cost recovery philosophy will be important as the Division works to sustain services in both the short and long term. The **Pyramid Methodology** is an effective management tool currently being utilized by agencies across the country as a way to develop and articulate a subsidy and cost recovery philosophy.



The Pyramid Methodology



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The methodology helps articulate the level of benefit that services such as activities, facilities, and lands provide as they relate to the mission of an agency. Its design leads to the logical determination of core services, resource allocation, and subsidy/cost recovery goals, and future fees and charges. Establishing guidelines and a methodology for the determination of these critical operational issues is imperative to sound fiscal responsibility, governmental accountability, and decision-making.

Strategy 5.1 – Implement Ongoing Usage of the Services Assessment and Tools

Staff should utilize the results of the Services Assessment to make operational strategy decisions for each program and services category. This Assessment should be revisited and updated on an annual basis.

Strategy 5.2 – Implement a Cost Recovery Methodology and Policy

The Division should utilize a systematic approach, such as the Pyramid Methodology, to evaluate all pricing, cost recovery expectations, and fee structures, across all offerings. Goals should include: Review of current revenue streams and their sustainability, including fees and fee structures for parks, rentals, natural areas, trails, programs, and indoor recreation facilities.

- Determination of new streamlined pricing structure that is simplified but allows for various uses across the County.
- Shift service subsidy/tax funding to priorities that benefit the community as a whole, and increase cost recovery goals for services that benefit individuals more than the community.
- Determine and define direct and in-direct costs and develop a cost recovery philosophy for the Division through a public participation process to educate the citizens and obtain buy in.
- Integrate an objective and easily utilized “scholarship” program for those residents who have lower incomes. This includes identification of funding for availability, an objective qualifying program, and strong communications of the opportunity to participate or utilize public facilities regardless of ability to pay.

F. Key Issue 6 – Develop an Integrated Comprehensive Master and Strategic Plan

This Needs Assessment only tells part of the story regarding the strategies needed for optimal administration of the Division. We now know what the community says they want and need; however, the Division does not yet have a full inventory of all facilities and lands available, nor organizational strategies related to management practices, capital funding, assets management, or maintenance. Many of the strategies recommended from this Needs Assessment will provide additional information that can be analyzed in the overall context of marketing, funding, staffing levels, operations, and maintenance. The Master and Strategic Plan should take the next step to bring all of the analysis together with general goals, strategies, and desired outcomes that take into account not only needs, but also the available assets and programs from the Division and other providers within the County.



Strategy 6.1 – Integrate Needs Assessment Results with Levels of Service Findings

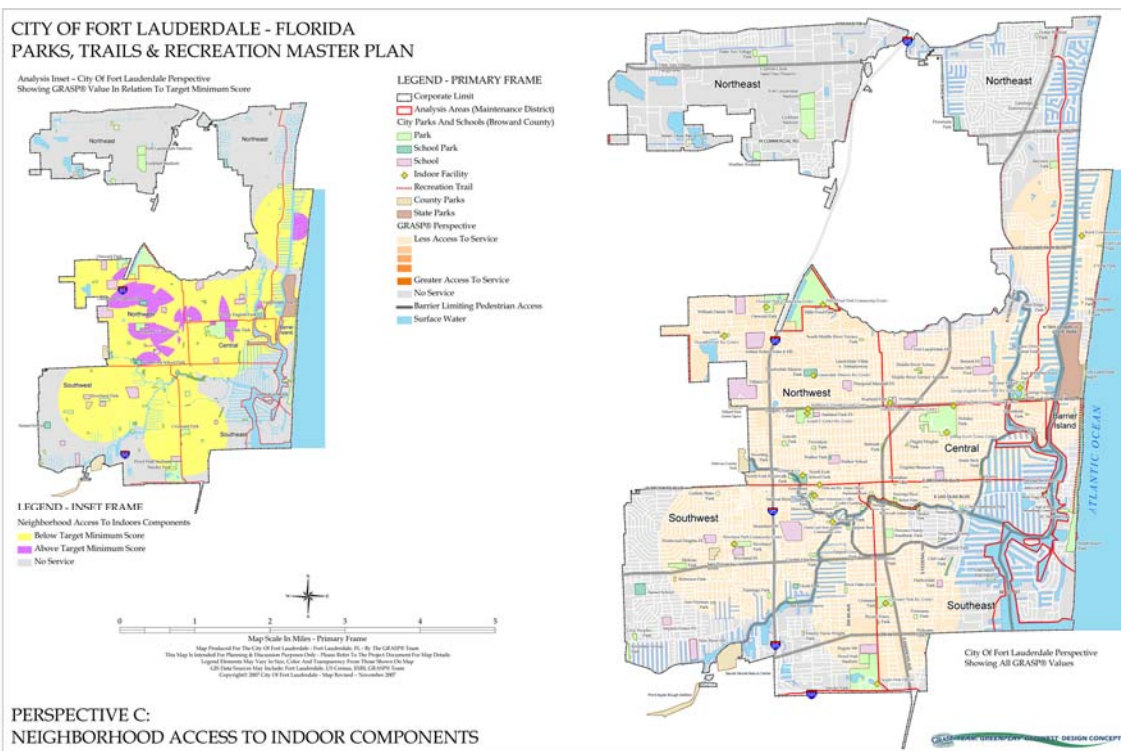
The Division should conduct a detailed Composite-Values Method (CVM) digital inventory and level of service (LOS) analysis. This CVM should look not only at the number and location of all of the parcels and facilities, but also the components within those parcels. Components can include sport fields, playgrounds, trailheads, natural areas, cultural aspects, and other types of amenities.

Composite-Values Methodology for Level of Service Analysis

Analyses of parks, open space, trails, and recreation systems determine how the current systems effectively serve the community. Historically, traditional level of service (LOS) analysis in master plans described the **capacity** (x per 1,000 population) of the various components and facilities that make up the system to meet the needs of the public. Recent advances in digital technology in the field using Geographic Information Systems (GIS) have built upon previous practices to create an improved approach using a “**Composite Values Methodology**” (CVM) for analysis. CVM builds on traditional capacity analysis, but is unique in its ability to track the **quantity** (or capacity), **location**, and **functionality** of various components of an entire system.

Strategy 6.2 – Include the Assets and Programs of Alternative Providers as Possible

As the County is an overlay system, it would be beneficial to include analysis of inventories of the various municipalities and other alternative providers, when possible. It may be possible to partner with these agencies to complete the Master and Strategic Plan, and provide cost-efficient ways to obtain a detailed County-wide plan.



Strategy 6.3 – Include Recommendations, Goals, Strategies, and an Action Plan

The Strategic Master Plan should include the results of this Needs Assessment along with the Inventory and Level of Service Analysis to identify contextual goals, strategies, and an Action Plan that includes timelines, costs, and responsibilities.

Strategy 6.4 – Update the Needs Assessment and Strategic Master Plan Every Five Years

Needs change, as does the availability and funding for capital assets and programs. A Strategic Master Plan can create viable recommendations for operations and maintenance for up to five years and capital recommendations for up to ten years. It can also align with a longer term vision for services. The Division would benefit from an allocation of resources to update this plan every five years to stay current so that the plan can accurately inform other work plans and capital improvement plans.

G. Next Steps

This Needs Assessment has identified strengths to celebrate, along with a variety of Key Issues and Opportunities, and primary strategies for addressing those needs. It is important to recognize that identification of needs from the community is not the only important tool for the Divisional planning context.

This Needs Assessment should fulfill **Section III** for that plan and inform many of the other sections.

Once that plan is complete, full priorities for action, responsibility, timeline, funding impacts, and performance measurements for the Division can be fully prioritized in complete context of the agency's assets, programs, constraints, and operational and maintenance functions.

Moving forward with the recommended strategies from this assessment and incorporating them into staff work plans will be important. However, from an administrative standpoint, the most important strategy for the County may be **Strategy 6** – to complete the Divisional Strategic Master Plan. **Appendix A** includes a Sample Strategic Master Plan Table of Contents, outlining the recommended sections for that plan.

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Appendix A: Sample Strategic Master Plan Table of Contents

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 - B. Priorities
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Sample

Partnership Policy and Proposal Format

Created By:



www.greenplayllc.com
211 N. Public Road, Suite 225
Lafayette, CO 80026
Phone: 303-439-8369
Fax: 303-664-5313
Email: info@greenplayllc.com
www.greenplayllc.com
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Sample Parks and Recreation Department Partnership Policy And Proposal Format

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Part Two

The “**Proposed Partnership Outline Format**”

Part One

I. Sample Parks and Recreation Department Partnership Policy

A. Purpose

This policy is designed to guide the process for XX Parks and Recreation Department in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction, and operation of possibly partnered recreational facilities and/or programs that may occur on City property.

The XX Parks and Recreation Department would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the City to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the City, and particularly beneficial for the citizens of the community.

This policy document is designed to:

- Provide essential background information.
- Provide parameters for gathering information regarding the needs and contributions of potential partners.
- Identify how the partnerships will benefit the Sample Parks and Recreation Department and the community.

Part Two: The “Proposed Partnership Outline Format,” provides a format that is intended to help guide Proposing Partners in creating a proposal for review by Sample Parks and Recreation Department staff.

B. Background and Assumptions

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community's benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

Note on Privatization:

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization, or transferring existing City functions to a non-City entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The City is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current City functions, please call or outline your ideas in a letter for the City's consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- There must be support for the concept and process of partnering from the very highest organizational level – i.e.: the Board or Trustees, a council, and/or department head.
- The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.
- It is very important to have a Partnership Policy in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- A partnership policy and process should set development priorities and incorporate multiple points for go/no-go decisions.
- The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

C. Partnership Definition

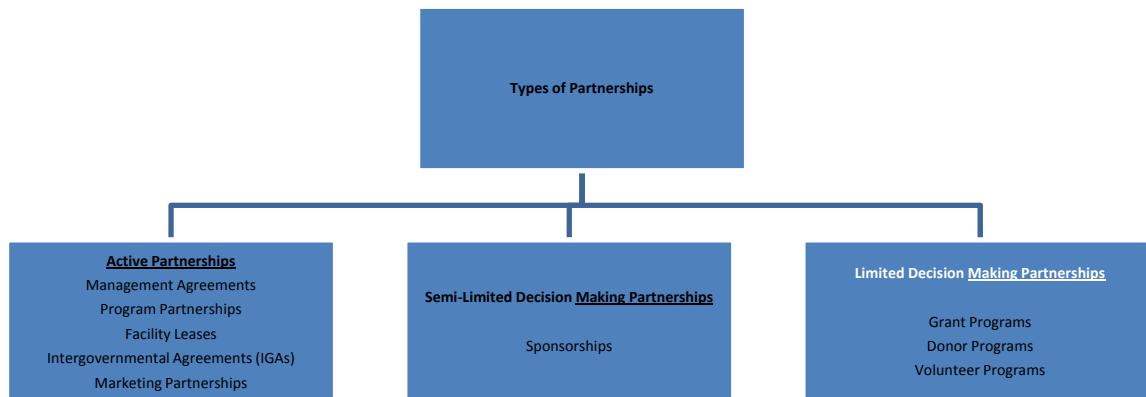
For purposes of this document and policy, a Proposed Partnership is defined as:

"An identified idea or concept involving Sample Parks and Recreation Department and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the City and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for XX Parks and Recreation Department partnerships is enhancing public offerings to meet the mission and goals of the City. The XX Parks and Recreation Department is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy:



D. Possible Types of Active Partnerships

The XX Parks and Recreation Department is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

Examples of Public/Private Partnerships

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on City land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and is in need of a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the City to operate for additional public users.
- A biking club wants to fund the building of a race course through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the City in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the City.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

Examples of Public/Non-Profit Partnerships

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the City to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the City to lease its land.

Examples of Public/Public Partnerships

- Two governmental entities contribute financially to the development and construction of a recreational facility to serve residents of both entities. One entity, through an IGA, is responsible for the operation of the facility, while the other entity contributes operating subsidy through a formula based on population or some other appropriate factor.
- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build a gym adjacent to City facilities to share for their training during the day. The gyms would be open for the City to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the City manages and maintains the wall to provide public use during non-school hours.
- A university needs meeting rooms. They fund a multi-use building on City land that can be used for City community programs at night.

E. Sponsorships

The XX Parks and Recreation Department is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see the ***Sample Parks and Recreation Department Sponsorship Policy*** for more information.

F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, the City is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

G. Benefits of Partnerships with Sample Parks and Recreation Department

The City expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

Benefits for the City and the Community:

- Merging of resources to create a higher level of service and facility availability for community members.
- Making alternative funding sources available for public community amenities.
- Tapping into the dynamic and entrepreneurial traits of private industry.
- Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
- Meeting the needs of specific groups of users through the availability of land for development and community use.

Benefits for the Partners:

- Land and/or facility availability at a subsidized level for specific facility and/or program needs.
- Sharing of the risk with an established stable governmental entity.
- Becoming part of a larger network of support for management and promotion of facilities and programs.
- Availability of professional City recreation and planning experts to maximize the facilities and programs that may result.
- Availability of City staff facilitation to help streamline the planning and operational efforts.

II. The Partnering Process

The steps for creation of a partnership with the XX Parks and Recreation Department are as follows:

- A. XX Parks and Recreation Department will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the City. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- B. The proposing partner takes the first step to propose partnering with the City. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the City asks for a **Preliminary Proposal** according to a specific format as outlined in **Part Two - Proposed Partnership Outline Format**.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the City Mission and Goals, and the Selection Criteria, a City staff member or appointed representative will be assigned to work with potential partners.
- D. The City representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review, and support issues. The City representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved City departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the City to seek a **Request for Proposal (RFP)** from competing/collaborating organizations.

Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the City has not already undergone a public process for solicitation of that particular type of partnership, the City will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs, or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a **Formal Proposal** from the partners for their desired development project will need to be presented for the City's official development review processes and approvals. The project may require approval by the Legal, Planning, Fire and Safety, Finance, and/or other City Departments, Parks and Recreation Advisory Board, Planning Board, The Board of Trustees, and/or the City Supervisor's Office, depending on project complexity and applicable City Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the City for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.

- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to ensure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the City's staff, while some projects may proceed most efficiently if the City contributes staff resources to the partnership.
- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If City staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific **Partnership Agreements** appropriate to the project will be drafted jointly. There is no specifically prescribed format for **Partnership Agreements**, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
- Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the City for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The City is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation and what types of measures will be used, and should detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

III. The Partnership Evaluation Process

A. Mission Statements and Goals

All partnerships with Sample Parks and Recreation Department should be in accord with the City's and the Parks and Recreation Department's Mission and Goals to indicate how a proposed partnership for that Department would be preliminarily evaluated.

SAMPLE MISSION STATEMENT

The XX Parks and Recreation Department will provide a variety of parks, recreation facilities, and program experiences equitably throughout the community. Programs will be developed and maintained to the highest quality, ensuring a safe environment with exceptional service while developing a lifetime customer. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private, ensuring a high quality of life for citizens of XX.

(Sample) GOALS –

- Promote physical and mental health and fitness
- Nourish the development of children and youth
- Help to build strong communities and neighborhoods
- Promote environmental stewardship
- Provide beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserve cultural and historic features within the City's parks and recreation systems
- Provide a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

B. Other Considerations

1. Costs for the Proposal Approval Process

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by City ordinances.

Successful Partnerships will take these costs into account and may plan for City recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

2. Land Use and/or Site Improvements

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as City contributions and may need to be negotiated for a project include:

- Any facilities or non-existent infrastructure construction
- Roads or street improvements
- Maintenance to specified standards
- Staffing
- Parking
- Snow removal
- Lighting
- Outdoor restrooms
- Water fountains
- Complementary uses of the site
- Utility improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.)
- Custodial services
- Trash removal

3. Need

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

4. Funding

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for City citizens, will the City consider contributing resources to a project. The City recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian and/or internet searches can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can, in some cases, add additional funding.

All plans for using alternative funding should be clearly identified. The City has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the City will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two provides a structure to use in creating a proposal. City staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions.

- How does the project align with the City and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current City and the affected Department's Master Plan?
- How does the facility/program meet the needs of City residents?
- How will the project generate more revenue and/or less cost per participant than the City can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the City borders and within adjacent cities?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the City of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet the Americans with Disabilities Act (ADA) and Equal Employment Opportunity Commission (EEOC) requirements?
- How will the organization offer programs at reasonable and competitive costs for participants?
- What are the overall benefits for both the City and the Proposing Partners?

D. Additional Assistance

The XX Parks and Recreation Department is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan and/or operational pro-formas.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- There are consultants who specialize in facilitating these types of partnerships. For one example, contact **GreenPlay LLC** at **303-439-8369** or **info@greenplayllc.com**.
- Reference Librarians at libraries and internet searches can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the ***City of XX Comprehensive Plan***, the ***Parks and Recreation Master Plan***, site maps, and other documents are available at the _____. These documents may be copied or reviewed, but may not be taken off-site.
- The XX Parks and Recreation Department Web Site (***www.XXXX.com***) has additional information.
- **If additional help or information is needed, please call 000-000-0000.**

Part Two

Sample Proposed Partnership Outline Format

Please provide as much information as possible in the following outline form.

I. Description of Proposing Organization:

- Name of Organization
- Years in Business
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Purpose of Organization
- Services Provided/Member/User/Customer Profiles
- Accomplishments
- Legal Status

II. Decision Making Authority

Who is authorized to negotiate on behalf of the organization? Who or what group (i.e. Council/Commission/Board) is the final decision maker and can authorize the funding commitment? What is the timeframe for decision making?

Summary of Proposal (100 words or less)

What is being proposed in terms of capital development, and program needs?

III. Benefits to the Partnering Organization

Why is your organization interested in partnering with the XX Parks and Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

IV. Benefits to the Sample Parks and Recreation Department

Please individually list and discuss the benefits (monetary and non-monetary) for the XX Parks and Recreation Department and residents of the City.

V. Details (as currently known)

The following page lists a series of *Guiding Questions* to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of XX Parks and Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

Guiding Questions

Meeting the Needs of our Community:

- In your experience, how does the project align with park and recreation goals?
- How does the proposed program or facility meet a need for City residents?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?
- How does this project incorporate environmentally sustainable practices?

The Financial Aspect:

- Can the project generate more revenue and/or less cost per participant than the City can provide with its own staff or facilities? If not, why should the City partner on this project?
- Will your organization offer programs at reasonable and competitive costs for all participants? What are the anticipated prices for participants?
- What resources are expected to come from the Parks & Recreation Department?
- Will there be a monetary benefit for the City, and if so, how and how much?

Logistics:

- How much space do you need? What type of space?
- What is critical related to location?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet ADA and EEOC requirements?

Agreements and Evaluation:

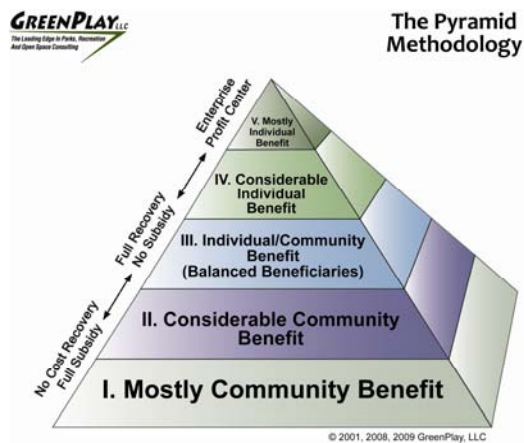
- How, by whom, and at what intervals should the project be evaluated?
- How can you assure the City of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of "exit strategies" should we include?
- What should be done if the project does not meet the conditions of the original agreements?

Appendix C: Pyramid Methodology

THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.



The development of a financial resource allocation philosophy can be separated into the following steps:

Step 1 – Building on Your Organization's Values, Vision, and Mission

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters

Filters are a series of continuums covering different ways of viewing service provision. **Filters** influence the final positioning of services as they relate to each other and are summarized below. The **Benefits Filter**, however; forms the **foundation** of the **Pyramid Model** and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

Filter	Definition
Benefit	Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)
Access/Type of Service	Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?
Organizational Responsibility	Is it the organization's responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?
Historical Expectations	What have we always done that we cannot change?
Anticipated Impacts	What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?
Social Value	What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?

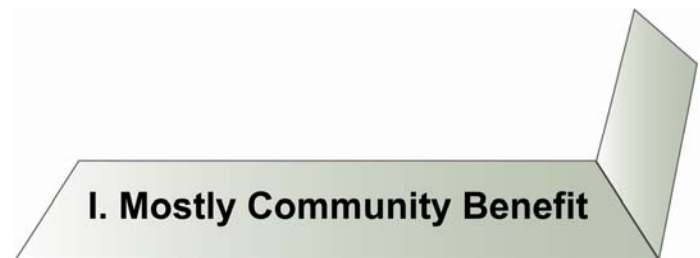
THE BENEFITS FILTER

The principal foundation of the Pyramid is the **Benefits Filter**. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation's core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, *pyramid* is defined by Webster's Dictionary as "an immaterial structure built on a broad supporting base and narrowing gradually to an apex." Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

MOSTLY COMMUNITY Benefit

The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which **MOSTLY** benefit the **COMMUNITY** as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency's tax support would fund this level of the Pyramid.



Examples of these services could include: the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.

NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.

CONSIDERABLE COMMUNITY Benefit

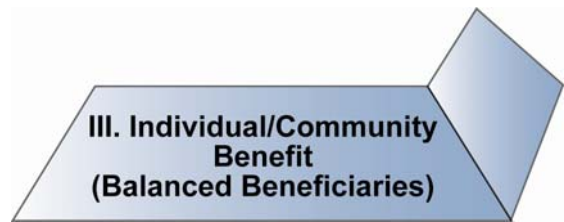
The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for **CONSIDERABLE COMMUNITY** benefit and participant fees to account for the **Individual** benefit received from the service.



Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, ranger led interpretive programs, beginning level instructional programs and classes, etc.

BALANCED INDIVIDUAL/COMMUNITY Benefit

The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced **INDIVIDUAL** and **COMMUNITY** benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.



Examples of these services could include: summer recreational day camp, summer sports leagues, year-round swim team, etc.

CONSIDERABLE INDIVIDUAL Benefit

The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.



Examples of these services could include: specialty classes, golf, and outdoor adventure programs.

MOSTLY INDIVIDUAL Benefit

At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.



Examples of these activities could include: elite diving teams, golf lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.

Step 3 – Developing the Organization’s Categories of Service

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility, or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category and service inventory “checks and balances” to ensure that all agency services belong within a developed category. *Examples of Categories of Service could include: Beginner Instructional Classes, Special Events, and Concessions/Vending.*

Step 4 – Sorting the Categories of Service onto the Pyramid

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.

Sample Policy Development Language:

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

Step 5 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

Step 6 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps. This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.

Examples

Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

Step 8 – Understanding and Preparing for Influential Factors and Considerations

Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

THE COMMITMENT FACTOR: What is the intensity of the program; what is the commitment of the participant?



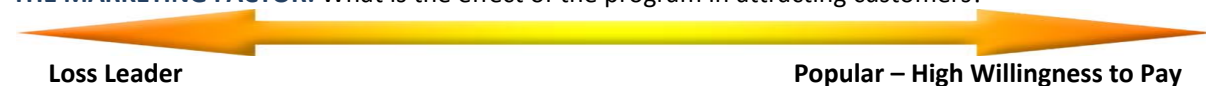
THE TRENDS FACTOR: Is the program or service tried and true, or is it a fad?



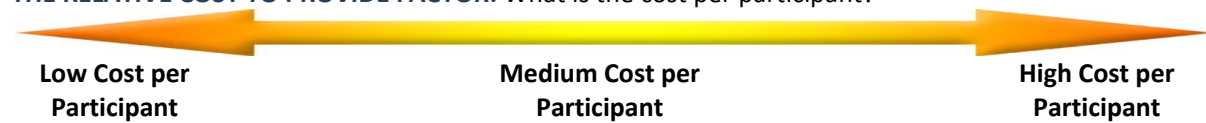
THE POLITICAL FILTER: What is out of our control?

This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

THE MARKETING FACTOR: What is the effect of the program in attracting customers?



THE RELATIVE COST TO PROVIDE FACTOR: What is the cost per participant?



THE ECONOMIC CONDITIONS FACTOR: What are the financial realities of the community?



FINANCIAL GOALS FACTOR: Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?



Step 9 – Implementation

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues. Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

Step 10 – Evaluation

The results of this process may be used to:

- articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- train staff at all levels as to why and how things are priced the way they are
- shift subsidy to where it is most appropriately needed
- benchmark future financial performance
- enhance financial sustainability
- recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- justifiably price new services

This Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology Outline is provided by:



GreenPlay, LLC, 211 North Public Road, Suite 225, Lafayette, Colorado 80026
(303) 439-8369; Fax: 303-664-5313; Info@GreenPlayLLC.com; www.GreenPlayLLC.com

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Appendix D: Greenway Planning Projects



Broward County Potential Greenways System

Broward County Department of Planning and Environmental Protection
June, 2002



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Appendix E: Visioning Workshop Summary

Executive Summary

The following are the most frequently stated items under each of the key areas addressed. The items are listed in frequency order. A complete listing of all comments follows the Executive Summary.

Broward County Parks and Recreation Staff Findings and Visioning Session 1 – 3pm July 18, 2012 Long Key Park

Marketing and Communications

Social media- Facebook, Twitter
Website
Partnering
Events
Billboards, flyers, brochures, and utility bills
Radio and TV advertising
Advertising on city vehicles, property
Increasing marketing budget and staff
Promotional advertising—pens, pencils, etc.

Safety and the Perception of Safety

Surveillance cameras that work
Increased BSO presence, mounted patrols
Return of Park Rangers

Pricing, Cost Recovery, and Revenue Policy

Sliding scale for pricing
Single price for all water parks
Per vehicle charge

Marketing and Communications

TV commercials

Email marketing (direct emails)

Hit up pavilion users- on post date anniversaries to re-use facilities

Electronic marquis within the park

Facebook page—revamp with more pictures, more weird stuff, and more fun

Website needs improvement

Marketing Division is good

Need young people in marketing

Public needs personal responsibility to act on information

Signage about parks on major thoroughfares; more brown signs

DMV-PSAs at the DMV offices

Cable information channels

Define ourselves differently from city parks—who pays vs. not pay

Accuracy in media sources/postings

Boost ranking in Google

Additional staff in marketing

More funds for ads-TV, radio, billboards (wherever we are not advertising)

Easier purchasing process- media buys

Promotions/promotional items

Explain to park staff what is currently being done or could be done to promote parks if they are unaware

Fun cards

County administration up to date on policies- social media two way communication

Flyers and partnering with schools

Handouts

Seasonal TV campaigns

Partnerships with hotels

Not enough employees in that section

Budget too small

Continue to improve partnerships with CVB

Hotel rack distribution and advertise on the beach

Continue to explore the social media

Not enough events to market

Butterfly World does a lot of advertising, but does not include park as part of its advertisement

Not offering enough exciting things to do e.g. Easter Egg Hunt, Halloween events

Revenue from Special Events goes back to general fund

Larger budget to have more staff and more money for advertising

Advertise on county park vehicles, buses and other county property and vehicles

Billboards and on our property (signage policies)

Scrolling lighted marquee signs

Calendar on website is horrible not user friendly

Mandatory flyers distributed at all parks

Kiosks at parks

Bus advertising

Online advertising

Advertise on our county work trucks and district/PMG trucks that travel around town

Advertise water parks, etc. with pictures

Bench advertising and on Face book
Bumper stickers on county vehicles
PSA's
Water bill advertising within municipalities
Continue/start with Park Paws
Trained staff to be more observant
Park rangers we need them, different program

Safety and the Perception of Safety

Partner with BSO and local municipal police-coop M.O.V's
Consider some kind of park ranger force
Train staff to be more observant
More cameras
Actually arrest someone!!
More cameras that work and record at parks
Cooperative M.O.U.s with other law enforcement agencies
Train staff to be more observant
Gate locations not safe at some locations
Windows in buildings overlooking parking areas
Volunteer parking patrol-in carts-Citizen patrols
Panic button at gate house
Shade covers on all basketball courts
Mounted patrols on horse trails
BSO police training in park
More lockers in water parks
Cameras that "work"-monitored and can zoom in
Security
Roving park rangers
Bring back park rangers? Part time?
Increase security
Cooperate M.O.U.s with outside
Law enforcement
Parking lot patrol- bikes
Partner with patron to do a crime watch
Park rangers
Develop relationship with local law enforcement
Law enforcement observation towers at park
Dummy police cars
Cameras at entrance to parks with facial recognition/tag cameras and signage to match
Gated entry and exits with automatic gates
Uniformed staff- more distinguishable uniforms with the word "staff"
Signage
Regular R.R. patrols
Increased staff visibility
Trees do not cause break INS (think TY no trees=still break ins)
Security cameras
Personal responsibility

All staff-have security on their uniforms (fear of liability)
Cooperation with MOU with outside law enforcement
Implement Citizen involved Park Watch

Pricing, Cost Recovery and Revenue Policy

Hate sliding scale pricing
Use resident vs. non-resident pricing
Amenity usage fees
Not in favor of per vehicle pricing prefer per person pricing
Use sliding scale-for neighborhood parks; nominal fee programs
Increase concessions programs
Sliding scale parks passports
Neighborhood sites could charge more for use of halls
Pricing too confusing, find out why it is confusing
Marketing can possibly make it less confusing
Have in Spanish, French and Creole reservation/rules/prices and hours
Per vehicle pricing
Single price for all water parks or one water park passport price
Nothing should be free-include summer rec programs
No per car fee
Pay at entrance or show EBT card
Tent and RV camping should be separate fees
Student, military and senior discounts
Gates per vehicle admission-somehow use sun pass system
Prepaid bracelets at water parks for concessions
Countywide Water Park passes
Put gate admission in with other passes such as water parks, skate, and dog park-make one pass.
You use it-you pay to use it
Concessions with good food and decent prices
Prices are confusing
Raise prices
Prices plus sales tax
Charge enough to cover costs of product and labor
Consistency in pricing-concessions
Pricing must be affordable for lower income

**Broward County Parks and Recreation
Community Findings and Visioning Sessions
6:30 – 8:30pm, July 18, 2012 Central Broward Regional Park
10am – 12:00pm, July 19, 2012 Fern Forest Park**

Executive Summary

The following are the most frequently stated items under each of the key areas addressed. The items are listed in frequency order. A complete listing of all comments follows the Executive Summary.

Marketing and Communications

County partner with cities, schools, HOA
Increased media- cable, PSA
Increases signage
Website

Safety and the Perception of Safety

Increase the number of park staff and visibility
Increase cameras
Partner with BSO, law enforcement
Increase lighting and signage
Add Park Rangers

Pricing, Cost Recovery and Revenue Policy

Special group discounts-seniors, disabled, students, etc.
Standardize entrance fees
Per car pricing
Partnerships

Broward County Parks and Recreation
Community Focus Group Session 6:30 – 8:30pm
July 18, 2012 **Central Broward Regional Park**

Comments, Concerns, Suggestions, and Recommendations

Need more soccer fields
Provide information form survey to all 31 municipalities for distributions
Quite Waters parking lot is a long distance from the biking area and creates a concern for safety
Delavoe Park
Concern about Wi-Fi in the park
Need to partner with the Indian nation, especially TY Park
Enhance mountain bike trails
NFL alumni sponsorship at Markham

Marketing and Communications

Schools, libraries, community locations-civic centers, boy and girls clubs
Park networking events-for each other
Parks need "cable information location"
Media- PSA's
Target HOA meetings for monthly, special events
Scrolling signs
Marketing by outside agency (i.e. Cricket)
Create relationships with other Cricket agencies (specific program)
Surveys/flyers provided upon entrance at park
County partner with the cities RE: Marketing-Directors Roundtable
Customer service- managers should be more receptive to users- more customer friendly
Market using pen, pencils, utility bills, coupons; Broward county public information website
Attend HOA meetings
Website for parks
Partner with as many local municipalities to share information on events and services provided
Better signage for bike and walking paths
Signage for parking to disembark with bikes or for hiking
Community festivals

Safety and the Perception of Safety

The more trees planted the calmer the environment people become

Better partnership with law enforcement for nature center parking lots, etc.

Provide more recreational activities for the youth (when you've nothing to do-you are going to do something)

Homeless or nefarious people scaring families in parks

Access to emergency contacts- phones

More staff on weekends and holidays

Security/park rangers

BSO present

Security Office

Cameras

Lighting

Increase lighting

Closed circuit cameras

Rangers

More security visibility in parking lots

Pricing, Cost Recovery and Revenue Policy

Senior, student, disabled discounts- activities

Keep in mind demographics in area for money, not everyone wants to disclose they have financial difficulties or 4 kids

Discount for regular users

Certain hours entry SIB free

BOGO free- Entry and Parking

Meet Up Groups

One reasonable fee

Fee based on type of user

Standardize entry fee

Since locals pay the taxes to support the parks allow them a reduced rate from the out-of-county visitors

Provide an option to residents to purchase county wide yearly passes to all parks which would allow them to pay no entry fee and get a reduced rate for aquatics or special programs

Broward County Parks and Recreation
Community Focus Group Session 10am – 12:00pm
July 19, 2012 **Fern Forest Park**

Comments, Concerns, Suggestions, and Recommendations

Need to revisit park hours why do they still close at 7:30? Can they be open later?
Need marketing and communication efforts that reach the intended market
Fort Lauderdale City Flyways Coalition- increase involvement
Have we identified challenges in meeting with schools to get them more involved?
Teacher's interest in natural areas not very strong
Nature Scape Broward spends significant dollars in the schools
How much money has been spent to expand the green way program?
Nonprofit groups have race events at the parks as a fundraiser- this is a missed opportunity for the parks to market themselves.
"Get Out Doors Florida" parks should use this as an opportunity to market to health care providers to become a partner
Study access to Everglades Park
Identify ways to expand the 4 H Program
Use QR codes and define benefit/ establish incentive

Marketing and Communications

Partnerships, websites and community newsletters
Partner with Sunny.Org (CVB) site and their marketing partners
Social Media- Face book and Twitter; Instagram
Use schools to disseminate information (flyers and website)
PSA with media- cable, billboards, radio
City websites, email and social media sites
Bus signs "This bus passes by (list parks)
Communicate with HOAs, condo associations, etc. flyers, newsletters
Sun Sentinel has a specific section in "Showtime" that lists park events
Communicate with city staffers
Partner with city staffers specifically parks and rec within cities
Tap into FRPA new state: It starts in the Park campaign
Hours of service need to be matched to what park offers
Website needs to be more user friendly
Target activity/event promotion to specific audience
County and municipal website links
Capture email addresses during registration process and use staff emails to display information to special events.
Hire Public Information Officer- increase budget
Website should be user friendly
School announcements with flyers
Code Red telephone
Capture seniors by assigning a room or area that they can take ownership of
Use airplanes with banners

Municipalities funnel county parks information
Create a reverse 911
Local newsletters
TV/Radio community events announcements
Send monthly emails of all parks and pricing to nonprofit partners-include special pricing for events
Market benefits/features of specific parks
Target private sector employers, highlighting amenities at parks, and set up program between two entities

Safety and the Perception of Safety

Increase park personnel visibility
Bright uniforms
Lights on trucks and cars (Tamarac – Cops program)
Clear definition of “safety”
Look at how safety issues are currently reported if at all and otherwise where information is collected (where-i.e. source- is information re: “safety” issues coming from?)
Consistent reporting of issues in all parks
Public acknowledgement of “safety” (break-ins) and written warnings to Park users
Work with schools using students that need volunteer hours to walk parking lots and other at risk areas to reduce risk/
Increase staff visibility in parks
Staff need training to communicate safety facts, avoid fears and untrue perceptions.
Lighting
Call boxes
Signage indicating “No Personnel”
Video recording of all park entrances/parking areas
Radio equipped/uniform park personnel
Lighting as appropriate
Signage “Lock up valuables before you get to the Park. We care about your safety”
Good lighting
Well maintained paths
Police presence- bicycle, foot patrol
Lighting- Motion detector
Signage reminder no valuables in car
Security cameras
Maintenance of hedges and overgrowth
Security around restrooms
Park Rangers
High presence of park staff

Pricing, Cost Recovery and Revenue Policy

Need reduced rate for non-profits, seniors, low income and special populations
Highlight competitive pricing at parks as opposed to gym memberships for fitness classes
Countywide universal pricing
Consistent pricing
Absence of political influence, no cherry picking for groups
Lump sum entry fees
Simplify pricing scale
Sun pass
Bundle attractions, activities for passes
Add bike rentals
Consistent pricing throughout the system
Family day discounts
Per car not per person
Memberships to specialty parks-Sports Park, Quiet Waters
Special interest group discounts—Veterans, Seniors, Disabled
Car pricing not individual
Identify partners and work with them on using facilities more often
Partner marketing events and programs
Give to receive
Reciprocal agreements that are two sided
Travel programs
Environmental organizations
Develop school partnerships from top down
Partnerships benefit from grand funding and regular meetings
Partnerships need a structure of “neutrality” equity regarding hosting and input

Appendix F: Glossary of Terms

Active Transportation Terms

Mode is a particular form of travel, such as walking, bicycling, carpooling, bus, or train.

Connectivity is the ability to create functionally contiguous blocks of land or water through linkage or similar ecosystems or native landscapes; the linking of trails, greenways, and communities.

Accessible is used to describe a site, building, facility, or trail that complies with the Americans with Disabilities Act (ADA) Accessibility Guidelines and can be approached, entered, and used by people with disabilities.

Walkability audit is an unbiased examination/evaluation to identify concerns for pedestrians related to the safety, access, comfort, and convenience of the walking environment.

Complete Streets policies direct transportation planners and engineers to consistently design streets with all users in mind. Policy-makers can use Complete Streets information and resources to improve the way their travel ways are planned, designed, and constructed.

Community Health Terms

Active Living is a way of life that integrates physical activity into daily routines.

Health Impact Assessment (HIA) is a combination of procedures, methods, and tools by which a policy, program, or project may be judged as to its potential effects on the health of a population, and the distribution of those effects within the population.

Community & Recreation Planning Terms

Components are elements that draw users to a place to engage in an activity or experience. In this study, components are physical assets within the community that provide a parks and recreation experience.

Modifiers are amenities that enhance or support the use and enjoyment of a place. Examples include benches, shade, restrooms, drinking fountains, and other amenities that enhance the comfort and convenience of a place. This can also refer to the overall attractiveness of a place due to its design and ambience.

Impact Fee is a fee levied on the developer or builder of a project by a public agency as compensation for otherwise unmitigated impacts the project will produce. Impact fees can be designated to pay for publicly owned parks, open space, and recreational facilities.

Diversity is the quality of being different or varied. Diversity characteristics often include race, ethnicity, gender, disability and sexual orientation.

Core Services reflect the mission-led and vision-inspired primary service or businesses areas in which an agency focuses its efforts and energy. Core Services are meant to align with community values to achieve desired outcomes. Examples might include:

- Recreation centers
- Youth recreation programs
- Adult recreation programs
- Athletics and fields
- Neighborhood parks
- Community and regional parks
- Aquatic centers and services
- Open space
- Trails

Service Areas Defined

Regional Service Area – A given facility or program that serves multiple communities (e.g. cultural arts centers, golf courses, ice arenas, water parks).

Community Service Area – A facility or program that serves an area within a 15-minute drive or three miles.

Neighborhood Service Area – A facility or program that serves an area within a 15-minute walk or less than one mile.

Service Assessment – An intensive review of organizational services including activities, facilities, and parklands that leads to the development of an agency **Service Portfolio**. The assessment indicates whether the service is “**core to the organization’s values and vision,**” and provides recommended strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancement or affirmation of market position. The process includes an analysis of the relevance of each service to organizational values and vision and market position, including an examination of economic viability and other competitive service availability.

Values – A set of timeless, guiding principles that influence:

- What we strongly believe about who we are and what we do
- A set of core beliefs
- Who the organization is
- What’s important to the organization

Organizational values are a composite of the societal/community, member/staff, and leader/policy maker values. They are what we aspire to impart as park and recreation professionals within our community. Examples include environmental stewardship, financial sustainability, and active lifestyles.

Vision – A 10 to 30 year over-arching goal describing what the organization seeks to become or how they plan to impact the community in the future.

Strategy – A set of actions designed to attain an objective.

Sub-Area – Used for demographic and level of service analysis in different geographic parts of a community.

Goal – An ideal that we strive to attain or maintain.

Level of Service (LOS) – The amount and kind of parks and recreation service that is appropriate to the needs and desires of residents and is sustainable to operate. The Composite-Values Level of Service Methodology analyzes quantity, quality, and location information of physical components that make up the parks and recreation system (e.g. playgrounds, trails, recreation centers, etc.). By analyzing the composite values of each component, it is possible to measure the service provided by the parks and recreation system from a variety of perspectives for any given location.

Objective – A measurable or observable achievement.

Partnership – A cooperative venture between two or more parties with a common goal and compatible missions that combine complementary resources to establish a mutual direction or complete a mutually beneficial objective.

Sustainability – Meeting the needs of the present without endangering the ability of future generations to meet their own needs.

Parks & Conservation Terms

Blueway – A river, stream or canal that is used for aquatic recreation such as boating.

Carrying Capacity – refers to the amount of use a given resource can sustain before an irreversible deterioration in the quality of the resource begins to occur.

Dog Park – An area designed specifically as an off-leash area for dogs and their guardians, also known as a “canine off-leash area.”

Loop Walk – Any sidewalk or path that is configured to make a complete loop around a park or feature and that is sizeable enough to use as an exercise route (min. 1/4 mile).

Natural Area – An area that contains plants and landforms that are remnants of or undisturbed native areas of the local ecology. Natural areas are usually dedicated to the protection and maintenance of native habitat and biological diversity and specifically managed to preserve plants and animals.

Playground, Destination – A playground that serves as a destination for families from a large geographic area. Typically, a destination playground has restrooms and parking on-site, and may include special features such as a climbing wall, spray feature, or adventure play.

Skate Park – An area designed specifically for skateboarding, in-line skating, or free-style biking. A skate park may be specific to one user group or allow for several user types and can typically accommodate multiple users of varying abilities.

Trails/Pathways Terms

Interpretive Trail is a short to moderate length trail (1/2 to 1 mile) with concentrated informational stops to explain associated views, natural flora and fauna, and other features.

Buffer (Buffer Zone) is any type of natural or constructed barrier (like trees, shrubs, or wooden fences) used between the trail and adjacent lands to minimize impacts (physical or visual).

Multi-Use/Shared Use Trail is a trail that permits more than one user group at a time (horse, OHVer, hiker, mountain bicyclist, wheelchair). Trails are paved or have a natural surface, and are separated from the road and provide recreational or transportation opportunities (e.g. biking, walking/jogging, rollerblading, wheelchair travel).

Rail-Trail (Rail-to-Trail) is a multi-purpose public path (paved or natural) created along an inactive rail corridor.

Rail-with-Trail is a trail that shares the same corridor with active rail traffic.

Single-Track Trail is a trail only wide enough for one user to travel and requires one user to yield the trail to allow another user to pass.

Bike Path/Bike Trail is any corridor that is physically separated from motorized vehicular traffic by an open space or barrier. It is either within the highway right-of-way or within an independent right-of-way. Due to a lack of pedestrian facilities, most bike paths/trails are commonly designed and referenced as multiuse paths and trails.

Greenway is a linear open space established along a natural corridor, such as a river, stream, ridgeline, rail-trail, canal, or other route for conservation, recreation, or alternative transportation purposes. Greenways can connect parks, nature preserves, cultural facilities, and historic sites with business and residential areas.

Hard Surface (Paved) Trail is a trail tread surfaced with asphalt or concrete.

Armoring is reinforcement of a surface with rock, brick, stone, concrete, or other “paving” material.

Backcountry is an area where there are no maintained roads or permanent buildings—just primitive roads and trails.

Bollard is a barrier post, usually 30 to 42 inches in height, used to inhibit vehicular traffic at trail access points.

Natural Surface Trail is a trail tread surfaced with gravel, aggregate, dirt or other natural materials.