

2009

Operating Ratio Study Agency Performance Report



A Report by the National Recreation and Park Association – July 2009



**National Recreation
and Park Association**

ABOUT THE NATIONAL RECREATION AND PARK ASSOCIATION (NRPA)

The mission of the National Recreation and Park Association (NRPA) is "To advance parks, recreation and environmental conservation efforts that enhance the quality of life for all people." For more than 40 years, NRPA has been the voice advocating the significance of making parks, open space, and recreational opportunities available to all Americans.

National Recreation and Park Association

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ABOUT INDUSTRY INSIGHTS

Industry Insights has been serving the research needs of trade and professional associations, dealer organizations and other affiliated groups since 1980. Industry Insights is a professional research firm that specializes in conducting operating benchmarking surveys, compensation studies, customer satisfaction research, educational programs and other forms of customized research which assist organizations in better fulfilling the informational and educational needs of their affiliated members.

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ABOUT THIS REPORT

Earlier this year, your agency, along with over 678 others, responded to an invitation to participate in the National Recreation and Park Association's (NRPA) Operating Ratio Study. Thanks in part to your agency; NRPA is providing the field with a comprehensive analysis of components concerning the management and operation of park and recreation agencies. The Agency Performance Report is a confidential and customized look at your agency in comparison to all agencies that responded to the survey and a subset of agencies that serve a similar population density. These results offer broad "yardsticks" against which your agency management and operations can be measured, allowing you to gauge your agency's strengths, weaknesses and improvement opportunities.

A few comments about your Agency Performance Report:

- Your agency name does not appear on the report--only the confidential code number assigned by Industry Insights, Inc. Should you have any questions or comments about the data contained in your report, simply call Greg Manns of Industry Insights at 614-389-2100 x108 and identify your agency using the code number which appears at the top of each page.
- If your Agency Performance Report contains omissions, it is because the data necessary to compute the ratios was missing or not usable.

NRPA appreciates your participation in this study and anticipates that you will find the enclosed information a valuable resource.

USING THIS REPORT

The Agency Performance Report is designed to assist you in evaluating your own agency's results relative to comparable other participants in 2009 NRPA Operating Ratio Report. The information in this report is designed to be a tool for helping you to better evaluate your agency and its offerings. Spotting significant differences between your own figures and the composites can be the first step toward identifying improvement opportunities. Please keep in mind:

1. A deviation between your figures and figures in the report is not necessarily good or bad. It merely indicates additional analysis may be required. As a rule, the larger the difference, the greater the need for further investigation.
2. In situations where large deviations do exist, it may be helpful to go back and calculate the same measure over the past several years to identify any trends that may exist.
3. The information in this report should be used as a tool for informed decision making rather than absolute standards. Since agencies differ as to their location, size, and other factors, any two agencies can be successful yet have very different experiences with regard to certain measures.

UNDERSTANDING THE DATA

In order to use the information in this report to its maximum advantage, it is important to understand how the data is arranged and how to interpret the results.

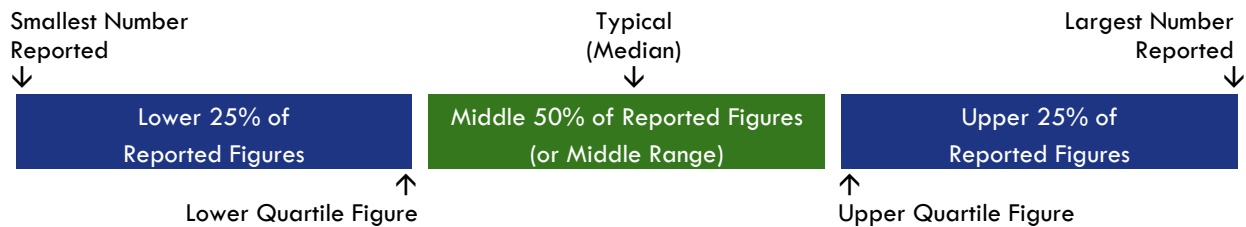
HOW THE TABLES ARE ORGANIZED

The tables in this report are organized to include a number of important findings for each relevant “grouping” of similar agencies. This report contains detailed tables that provide the data you submitted as well as the aggregate data for all responses and the aggregate of data from agencies that fall in your same population density range. Population density was calculated using the figures submitted for square miles of land area and the population served. These were grouped into the following data groupings:

- **Jurisdiction Population Per Square Mile Served**
 - Less than 500
 - 500 to 1,500
 - 1,501 to 2,500
 - Over 2,500

INTERPRETING THE NUMBERS

Most of the results included in this study are reported on the basis of medians rather than arithmetical averages or means. Unlike the mean, the median is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances. The “median” value represents the mid-point of the data for a particular measure, with one-half of the respondents reporting figures above it and one-half below. Each median was computed independently based on the agencies that reported for that item. As a result, mathematical relationships do not always exist when different ratios are used together in the calculation.



Figures reported were not used unless they were in accordance with the survey instructions and definitions. In cases where the number of respondents was considered inadequate for the computation of a meaningful figure, “ISD” appears in the tables.

DEFINITIONS

Number of Responses:	The number of responses in a particular grouping.
Average:	The simple average of all responses for a particular item (e.g., it is the result of summing the values and dividing by the total number of responses).
Median (or 50th percentile):	The center value of the total distribution of the data that was reported (e.g., it is the value at which 50% of the responses are above and 50% are below). This measure is less likely than an average to be distorted by a few outlying responses.
Lower Quartile (or 25th Percentile):	The observation point below which 25% of the responses lie (e.g., 25% of the respondents reported a figure less than this amount and 75% a figure higher than this amount).

**Upper Quartile
(or 75th Percentile):**

The observation point below which 75% of the responses lie (e.g., 75% of the respondents reported a figure less than this amount and 25% a figure higher than this amount).

USING RATIOS

While it is extremely important to analyze financial information in dollars and cents, it is essential that percentages and ratios be used if the data is to be compared to past performance or to reported standards. For example, it is necessary to know your annual personnel expense, but it is even more essential to compare this expenditure with the value it produces. A useful measure of effectiveness of personnel expense is that personnel expense per FTE. Therefore, a ratio such as personnel expense per FTE can be useful in determining how efficiently your agency uses its payroll dollars over time or compared to similar agencies in general. The tables in this report include key ratios for comparing your agency to norms experienced by other agencies.

DISCLAIMER

The statistical information contained in this report is believed to be representative of the agencies responding to the survey. All reasonable efforts were taken by Industry Insights, Inc. to assure data comparability within the limitations of reporting procedures. However, the data used in this report are not necessarily based on audited data and the statistical validity of any given number varies depending upon sample sizes and the amount of consistency among responses for that particular figure. Industry Insights and NRPA, therefore, make no representations or warranties with respect to the results of this study and shall not be liable to clients or anyone else for any information inaccuracies, or errors or omissions in contents, regardless of the cause of such inaccuracy, error or omission. In no event shall Industry Insights and/or NRPA be liable for any consequential damages.

COMPREHENSIVE RESULTS AND ONLINE DATABASE

The comprehensive results report contains a detailed summary with over 50 charts, graphs and tables in addition to detailed reports with results tabulated by jurisdiction, budget, population, number of parks and FTE ranges. The accompanying online searchable database allows users to run reports based on these and other variables providing a flexible and comprehensive way to compare your agency to others in the database. The information contained in this report represents the most complete, accurate and up-to date data for the parks and recreation profession. The report and the online database are designed to allow agencies to easily compare their operations with similar agencies. This report and related products are part of the services provided to NRPA members and the park and recreation field.

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	Your Agency	All Respondents	Population per Sq. Mi. Over 2,500
GENERAL INFORMATION			
Agency's Jurisdiction (type of entity your department/agency represents)			
Number of Responses		611	153
Borough		0.7%	0.7%
City	X	48.5%	62.8%
Town		12.0%	6.5%
Township		5.7%	3.3%
County		14.6%	5.2%
Regional/Metro Authority		1.6%	0.7%
Independent District/Authority		11.6%	17.0%
School		1.8%	1.3%
Other		3.6%	2.6%
Agency has Taxing Authority			
Number of Responses		670	167
Yes	X	51.2%	59.9%
No		48.8%	40.1%
Does your agency have a board?			
Number of Responses		670	167
Yes		87.2%	89.2%
No	X	12.8%	10.8%
If your agency has a board, does your board conduct a self evaluation?			
Number of Responses		499	125
Yes		17.6%	20.8%
No		82.4%	79.2%
If your agency has a board, is it a governing board or an advisory board?			
Number of Responses		541	140
Governing		42.1%	49.3%
Advisory		57.9%	50.7%
If your agency has a governing board, is it elected or appointed?			
Number of Responses		222	68
Elected		61.7%	80.9%
Appointed		38.3%	19.1%
Primary Scope of Function:			
Number of Responses		668	166
Parks Only		4.3%	2.4%
Recreation Only		8.7%	9.0%
Both Parks and Recreation	X	87.0%	88.6%
Population of Agency's Jurisdiction			
Number of Responses		666	168
Lower Quartile		17,500	30,750
Median	200,000	37,888	59,500
Upper Quartile		96,500	150,923
Within the area that is served by your agency, are there any other publicly financed park and recreation service providers?			
Number of Responses		669	167
Yes	X	46.2%	40.1%
No		53.8%	59.9%
Does your recreation and parks agency provide services to another jurisdiction?			
Number of Responses		668	167
Yes	X	32.5%	24.0%
No		67.5%	76.1%
If yes, please select the entity(ies) that you serve in another jurisdiction:			
Another city		47.5%	54.1%
Another county	X	26.5%	18.9%
A regional authority		3.1%	5.4%
Another public agency	X	14.8%	27.0%
Other		34.7%	27.0%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Square Mileage Served by Agency's Incorporated Jurisdiction			
Number of Responses		611	168
Lower Quartile		14	7
Median	80	30	13
Upper Quartile		101	34

LAND INFORMATION

How many acres of land does your agency own?

Number of Responses		557	146
Lower Quartile		160	218
Median	5,000	456	550
Upper Quartile		1,483	1,618

How many acres of land does your agency maintain and/or have management responsibility over?

Number of Responses		561	146
Lower Quartile		170	218
Median	5,000	450	557
Upper Quartile		1,300	1,877

What percent of your acreage is developed for parks and recreation purposes?

Number of Responses		525	135
Lower Quartile		40.0%	54.7%
Average		64.3%	70.4%
Median	50.0%	71.0%	79.0%
Upper Quartile		90.0%	90.0%

What percent of your acreage is undeveloped?

Number of Responses		524	136
Lower Quartile		9.5%	3.0%
Average		31.3%	23.8%
Median	50.0%	25.0%	16.0%
Upper Quartile		50.0%	37.3%

How many individual parks or sites does your agency maintain and/or have management responsibility over?

Number of Responses		576	147
Lower Quartile		9	15
Median	100	20	35
Upper Quartile		43	71

BUDGET AND FUNDING

2005 ACTUAL FIGURES

2005 Agency Operation Expenditures

Number of Responses		295	81
Lower Quartile		\$950,742	\$3,329,958
Median	\$10,000,000	\$3,194,617	\$8,058,057
Upper Quartile		\$9,291,077	\$16,599,502

2005 Agency Revenues

Number of Responses		283	77
Lower Quartile		\$281,475	\$1,420,000
Median	\$5,000,000	\$1,568,000	\$4,337,360
Upper Quartile		\$6,248,333	\$10,249,829

2005 Capital Construction and Acquisition

Number of Responses		257	69
Lower Quartile		\$103,314	\$306,589
Median	\$2,000,000	\$697,024	\$1,376,386
Upper Quartile		\$2,455,016	\$5,500,000

2005 Number of Full-time Equivalent Employees (FTEs)

Number of Responses		302	77
Lower Quartile		10.0	25.0
Median	200.0	31.0	77.0
Upper Quartile		101.4	201.0

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
2005 Agency Operation Expenditures per FTE			
Number of Responses		272	73
Lower Quartile		\$58,653	\$65,580
Median	\$50,000	\$77,844	\$79,021
Upper Quartile		\$115,325	\$137,403
2005 Agency Revenues per FTE			
Number of Responses		263	70
Lower Quartile		\$14,222	\$22,413
Median	\$25,000	\$37,075	\$44,869
Upper Quartile		\$96,776	\$107,324
2005 Agency Revenues as a % of Operation Expenditures			
Number of Responses		280	76
Lower Quartile		22.5%	28.2%
Median	50.0%	46.6%	52.6%
Upper Quartile		102.4%	106.0%
2006 ACTUAL FIGURES			
2006 Agency Operation Expenditures			
Number of Responses		313	88
Lower Quartile		\$1,030,163	\$3,390,943
Median	\$10,500,000	\$3,474,660	\$8,403,069
Upper Quartile		\$9,631,272	\$19,271,467
2006 Agency Revenues			
Number of Responses		303	85
Lower Quartile		\$315,150	\$1,458,600
Median	\$5,250,000	\$1,651,818	\$5,000,509
Upper Quartile		\$6,401,906	\$10,753,311
2006 Capital Construction and Acquisition			
Number of Responses		275	78
Lower Quartile		\$103,166	\$366,648
Median	\$2,100,000	\$739,676	\$1,523,786
Upper Quartile		\$3,125,614	\$6,134,888
2006 Number of Full-time Equivalent Employees (FTEs)			
Number of Responses		318	86
Lower Quartile		10.0	26.5
Median	210.0	34.0	81.5
Upper Quartile		105.0	213.3
2006 Agency Operation Expenditures per FTE			
Number of Responses		292	81
Lower Quartile		\$61,903	\$65,220
Median	\$50,000	\$81,500	\$82,008
Upper Quartile		\$122,245	\$136,971
2006 Agency Revenues per FTE			
Number of Responses		284	77
Lower Quartile		\$15,670	\$23,974
Median	\$25,000	\$37,188	\$57,774
Upper Quartile		\$102,021	\$119,468
2006 Agency Revenues as a % of Operation Expenditures			
Number of Responses		299	83
Lower Quartile		21.8%	24.6%
Median	50.0%	48.6%	56.4%
Upper Quartile		104.5%	104.5%
Agency Operation Expenditures % Change 2006 vs. 2005			
Number of Responses		295	81
Lower Quartile		1.4%	1.4%
Median	5.0%	6.4%	6.2%
Upper Quartile		12.4%	10.9%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Agency Revenues % Change 2006 vs. 2005			
Number of Responses		283	77
Lower Quartile		1.1%	0.7%
Median	5.0%	6.8%	6.3%
Upper Quartile		15.3%	14.4%
Capital Construction and Acquisition % Change 2006 vs. 2005			
Number of Responses		230	61
Lower Quartile		-33.9%	-30.6%
Median	5.0%	11.9%	16.7%
Upper Quartile		87.4%	56.5%
FTEs % Change 2006 vs. 2005			
Number of Responses		299	77
Lower Quartile		0.0%	-1.4%
Median	5.0%	0.0%	0.0%
Upper Quartile		5.3%	2.2%
2007 ACTUAL FIGURES			
2007 Agency Operation Expenditures			
Number of Responses		342	94
Lower Quartile		\$1,100,711	\$3,405,877
Median	\$10,815,000	\$3,477,811	\$8,962,433
Upper Quartile		\$9,794,899	\$18,150,946
2007 Agency Revenues			
Number of Responses		330	92
Lower Quartile		\$348,812	\$1,453,900
Median	\$5,407,500	\$1,632,964	\$4,511,136
Upper Quartile		\$6,214,619	\$10,530,647
2007 Capital Construction and Acquisition			
Number of Responses		295	84
Lower Quartile		\$98,500	\$169,831
Median	\$2,000,000	\$658,264	\$1,303,665
Upper Quartile		\$3,574,893	\$6,370,272
2007 Number of Full-time Equivalent Employees (FTEs)			
Number of Responses		337	90
Lower Quartile		10.5	27.8
Median	205.0	35.0	80.5
Upper Quartile		108.2	213.6
2007 Agency Operation Expenditures per FTE			
Number of Responses		317	87
Lower Quartile		\$64,002	\$67,836
Median	\$52,756	\$86,216	\$92,728
Upper Quartile		\$127,140	\$143,982
2007 Agency Revenues per FTE			
Number of Responses		309	84
Lower Quartile		\$14,904	\$19,565
Median	\$26,378	\$34,663	\$48,738
Upper Quartile		\$97,619	\$121,419
2007 Agency Revenues as a % of Operation Expenditures			
Number of Responses		326	89
Lower Quartile		20.5%	26.2%
Median	50.0%	45.2%	50.0%
Upper Quartile		104.6%	108.9%
Agency Operation Expenditures % Change 2007 vs. 2006			
Number of Responses		312	88
Lower Quartile		1.9%	1.6%
Median	3.0%	5.7%	4.8%
Upper Quartile		11.0%	8.2%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Agency Revenues % Change 2007 vs. 2006			
Number of Responses		303	85
Lower Quartile		-0.6%	-2.1%
Median	3.0%	5.1%	3.9%
Upper Quartile		12.5%	11.1%
Capital Construction and Acquisition % Change 2007 vs. 2006			
Number of Responses		248	72
Lower Quartile		-38.6%	-32.1%
Median	-4.8%	1.1%	6.5%
Upper Quartile		66.1%	52.7%
FTEs % Change 2007 vs. 2006			
Number of Responses		318	86
Lower Quartile		0.0%	-1.7%
Median	-2.4%	0.5%	0.0%
Upper Quartile		6.3%	4.0%
2008 ACTUAL FIGURES			
2008 Agency Operation Expenditures			
Number of Responses		353	97
Lower Quartile		\$1,146,239	\$3,844,500
Median	\$11,247,600	\$3,573,745	\$9,131,556
Upper Quartile		\$10,104,938	\$18,503,797
2008 Agency Revenues			
Number of Responses		341	96
Lower Quartile		\$330,000	\$1,400,280
Median	\$5,299,350	\$1,624,377	\$4,632,922
Upper Quartile		\$5,833,228	\$10,174,918
2008 Capital Construction and Acquisition			
Number of Responses		316	89
Lower Quartile		\$140,893	\$433,000
Median	\$2,000,000	\$712,945	\$1,868,666
Upper Quartile		\$3,783,966	\$6,903,022
2008 Number of Full-time Equivalent Employees (FTEs)			
Number of Responses		351	93
Lower Quartile		11.0	31.0
Median	200.0	36.0	78.0
Upper Quartile		110.8	222.0
2008 Agency Operation Expenditures per FTE			
Number of Responses		330	90
Lower Quartile		\$65,598	\$69,819
Median	\$56,238	\$88,451	\$95,359
Upper Quartile		\$127,917	\$148,588
2008 Agency Revenues per FTE			
Number of Responses		321	88
Lower Quartile		\$15,224	\$17,947
Median	\$26,497	\$35,795	\$46,296
Upper Quartile		\$96,427	\$125,008
2008 Agency Revenues as a % of Operation Expenditures			
Number of Responses		337	94
Lower Quartile		20.3%	24.6%
Median	47.1%	42.7%	44.2%
Upper Quartile		102.1%	106.6%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Agency Operation Expenditures % Change 2008 vs. 2007			
Number of Responses		341	94
Lower Quartile		0.7%	0.9%
Median	4.0%	5.6%	6.0%
Upper Quartile		10.9%	9.6%
Agency Revenues % Change 2008 vs. 2007			
Number of Responses		329	92
Lower Quartile		-1.5%	-0.6%
Median	-2.0%	5.0%	5.9%
Upper Quartile		12.0%	11.2%
Capital Construction and Acquisition % Change 2008 vs. 2007			
Number of Responses		262	74
Lower Quartile		-33.1%	-22.6%
Median	0.0%	4.2%	6.9%
Upper Quartile		111.1%	93.1%
FTEs % Change 2008 vs. 2007			
Number of Responses		337	90
Lower Quartile		0.0%	-1.2%
Median	-2.4%	0.0%	0.0%
Upper Quartile		5.0%	3.7%
2009 BUDGETED FIGURES			
2009 Agency Operation Expenditures			
Number of Responses		351	91
Lower Quartile		\$1,192,654	\$4,078,327
Median	\$11,809,980	\$3,708,262	\$9,737,385
Upper Quartile		\$10,700,723	\$20,230,059
2009 Agency Revenues			
Number of Responses		333	91
Lower Quartile		\$379,761	\$1,371,389
Median	\$4,500,000	\$1,723,000	\$4,545,000
Upper Quartile		\$6,347,095	\$12,472,091
2009 Capital Construction and Acquisition			
Number of Responses		308	80
Lower Quartile		\$91,828	\$442,500
Median	\$2,000,000	\$662,500	\$1,545,344
Upper Quartile		\$3,002,337	\$5,785,395
2009 Number of Full-time Equivalent Employees (FTEs)*			
Number of Responses		346	90
Lower Quartile		11.0	31.0
Median	195.0	34.5	85.9
Upper Quartile		113.8	221.7
2009 Agency Operation Expenditures per FTE			
Number of Responses		324	85
Lower Quartile		\$68,261	\$73,107
Median	\$60,564	\$91,367	\$96,018
Upper Quartile		\$127,870	\$151,809
2009 Agency Revenues per FTE			
Number of Responses		309	83
Lower Quartile		\$16,583	\$21,519
Median	\$23,077	\$39,108	\$59,064
Upper Quartile		\$105,687	\$127,099
2009 Agency Revenues as a % of Operation Expenditures			
Number of Responses		330	89
Lower Quartile		22.2%	23.3%
Median	38.1%	44.7%	43.8%
Upper Quartile		100.0%	101.3%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Agency Operation Expenditures % Change 2009 vs. 2008			
Number of Responses		339	90
Lower Quartile		-0.5%	0.0%
Median	5.0%	4.3%	4.3%
Upper Quartile		10.2%	10.9%
Agency Revenues % Change 2009 vs. 2008			
Number of Responses		322	90
Lower Quartile		-2.4%	-1.6%
Median	-15.1%	3.0%	2.6%
Upper Quartile		9.6%	7.2%
Capital Construction and Acquisition % Change 2009 vs. 2008			
Number of Responses		266	74
Lower Quartile		-54.2%	-42.4%
Median	0.0%	-7.0%	-1.6%
Upper Quartile		59.0%	101.6%
FTEs % Change 2009 vs. 2008			
Number of Responses		338	89
Lower Quartile		-0.8%	-2.0%
Median	-2.5%	0.0%	0.0%
Upper Quartile		1.1%	0.9%
2008 ACTUAL FIGURES			
Percentage of 2008 Actual Annual Operating Expenditures from (averages):			
Number of Responses		391	103
Local government general fund (tax supported)	60.0%	57.9%	56.3%
State program(s)	5.0%	1.5%	1.2%
Federal program(s)	5.0%	0.8%	0.8%
Agency Revenues (fees & charges)	25.0%	23.5%	24.6%
Tax levy (specific parks and recreation)	0.0%	13.4%	13.8%
Endowment	0.0%	0.3%	0.1%
Other	5.0%	2.8%	3.3%
TOTAL	100.0%	100.0%	100.0%
Percentage of 2008 Actual Agency Revenues from (averages):			
Number of Responses		371	99
Tax levy (specific parks and recreation)	20.0%	24.5%	25.0%
User fees and charges	75.0%	62.8%	66.5%
Leases	0.0%	2.1%	2.0%
Sale of real property	0.0%	0.3%	0.1%
Other	5.0%	10.4%	6.4%
TOTAL	100.0%	100.0%	100.0%
Percentage of 2008 Capital Construction and Acquisition Budget from (averages):			
Number of Responses		328	88
Local government general fund (tax supported)	20.0%	41.6%	32.4%
General obligation bonds	50.0%	19.7%	33.2%
Revenue bonds	0.0%	1.9%	1.3%
State grants/funding	5.0%	9.0%	7.6%
Federal grants/funding	5.0%	3.4%	4.4%
Private grants/funding	0.0%	2.7%	2.6%
Cost of Participation Certificates	0.0%	0.6%	0.0%
Gifts	0.0%	1.5%	0.9%
Other	20.0%	19.6%	17.8%
TOTAL	100.0%	100.0%	100.0%

2009 NRPA Operating Ratio Study: Agency Performance Report

AGENCY ID#: 999 (sample)

	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
Percentage of 2008 Total Parks and Recreation Operating Expenditures Dedicated to the Following Sources (averages):			
Number of Responses		354	97
Administrative	15.0%	25.5%	21.5%
Operations/Programs	30.0%	39.6%	44.4%
Maintenance	55.0%	29.7%	28.8%
Debt Service	0.0%	3.2%	4.1%
Other	0.0%	2.0%	1.1%
TOTAL	100.0%	100.0%	100.0%
Percentage of 2008 Capital Construction and Acquisition Budget Dedicated to (averages):			
Number of Responses		299	82
Design	5.0%	10.8%	13.1%
Construction	40.0%	73.7%	76.1%
Acquisition	55.0%	10.8%	7.9%
Other	0.0%	4.7%	2.8%
TOTAL	100.0%	100.0%	100.0%
BOND REFERENDUMS			
Did you pass one or more bond referendums in the last 5 years?			
Number of Responses		370	99
Yes	X	13.8%	17.2%
No		86.2%	82.8%
STAFFING INFORMATION			
Number of Full-time (full benefit/year round) Positions in your Parks and Recreation Department Budget			
Number of Responses		377	100
Lower Quartile		7	17
Median	150	22	46
Upper Quartile		55	150
Number of Non-full-time Employee Positions in your Parks and Recreation Department Budget (Seasonal employees, part-time employees, contract employees, etc.)			
Number of Responses		364	96
Lower Quartile		31	70
Median	75	92	168
Upper Quartile		250	448
Volunteers in your Parks and Recreation Department			
Number of Volunteers			
Number of Responses		330	92
Lower Quartile		23	48
Median	500	128	207
Upper Quartile		400	625
Number of Hours Worked by Volunteers			
Number of Responses		323	89
Lower Quartile		400	1,000
Median	20,000	3,670	8,000
Upper Quartile		13,929	27,726
Number of Hours Worked per Volunteer			
Number of Responses		311	90
Lower Quartile		10.0	10.2
Median	40.0	22.9	27.5
Upper Quartile		48.8	82.1
Total Personnel Expense for the Parks and Recreation Department (2008) (includes salaries & wages, bonuses, payroll taxes, benefits, retirement plans, etc.)			
Number of Responses		304	88
Lower Quartile		\$573,040	\$1,597,250
Median	\$7,500,000	\$2,040,907	\$4,910,951
Upper Quartile		\$6,360,091	\$11,094,836

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	<u>Your Agency</u>	<u>All Respondents</u>	<u>Population per Sq. Mi. Over 2,500</u>
2008 Personnel Expense per FTE			
Number of Responses		304	88
Lower Quartile		\$40,201	\$43,375
Median	\$37,500	\$52,218	\$54,276
Upper Quartile		\$70,417	\$75,984
Percentage of Full-time Equivalent Employees (FTEs) by Department			
Number of Responses		327	93
Planning and Development	3.0%	2.2%	1.4%
Administration (Directors, Accounting, etc.)	12.0%	16.0%	15.8%
Maintenance	35.0%	34.3%	32.0%
Direct Service Providers (Program supervisors, lifeguards, camp counselors, park mgrs., etc.)	50.0%	47.6%	50.8%
TOTAL Number of FTEs	100.0%	100.0%	100.0%
Percentage of Agency's Total Annual Salary and Wage Amounts paid in 2008 by Department			
Number of Responses		304	85
Planning and Development	5.0%	2.7%	2.2%
Administration (Directors, Accounting, etc.)	20.0%	21.9%	19.3%
Maintenance	30.0%	33.7%	31.7%
Direct Service Providers (Program supervisors, lifeguards, camp counselors, park mgrs., etc.)	45.0%	41.6%	46.9%
TOTAL	100.0%	100.0%	100.0%
PROGRAMS OFFERED			
Does your agency offer inclusive programs?			
Number of Responses		432	121
Yes	X	88.2%	91.7%
No		11.8%	8.3%
Does your agency charge non-resident fees?			
Number of Responses		440	121
Yes	X	66.6%	78.5%
No		33.4%	21.5%
Which of the following programs does your agency offer?			
Before/after school programs	X	56.6%	68.9%
Day Care	X	18.5%	26.8%
Preschool	X	42.5%	59.3%
Summer camp	X	83.8%	90.1%
Instructional classes	X	92.7%	95.9%
Fitness classes (e.g., aerobics)	X	83.5%	89.3%
Aquatics	X	76.0%	88.3%
Organized team sports (e.g., baseball teams)	X	86.9%	90.9%
Performing arts (concerts, plays)	X	69.0%	80.2%
Cultural festivals and community events	X	92.2%	94.2%
Environmental education/nature programs	X	73.4%	78.3%
Programs for people with disabilities	X	62.6%	71.6%
Senior programs	X	84.2%	89.3%
Trips and Tours	X	70.1%	79.2%
Safety instruction (First aid, CPR)	X	72.5%	81.0%
FACILITIES			
Which of the following facilities does your parks and recreation department/agency operate?			
a. Recreation/community center			
Percentage That Offer This Facility	X	72.0%	82.2%
Number of Recreation/Community Centers			
Average	5.0	5.0	6.4
Median		2.0	2.0
Square Feet per Facility(ies):			
Average	30,000	28,344	34,886
Median		18,000	28,109
Percentage that Charge a Fee for Use of Facility		76.5%	86.5%
Percentage that Rent the Facility for Private Use	X	93.4%	94.6%

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b. Weight/Cardio Room			
Percentage That Offer This Facility	X	50.6%	65.8%
Percentage that Charge a Fee for Use of Facility		84.7%	87.7%
Percentage that Rent the Facility for Private Use	X	14.1%	10.6%
c. Visitor Center			
Percentage That Offer This Facility		12.4%	14.3%
Percentage that Charge a Fee for Use of Facility		25.0%	35.7%
Percentage that Rent the Facility for Private Use		54.8%	53.9%
d. Playground			
Percentage That Offer This Facility	X	93.9%	95.8%
Number of Playgrounds			
Average	50.0	27.6	45.3
Median		12.0	20.0
Percentage that Charge a Fee for Use of Facility		1.6%	1.2%
Percentage that Rent the Facility for Private Use		5.8%	4.7%
e. Tot Lots			
Percentage That Offer This Facility	X	46.3%	59.1%
Number of Tot Lots			
Average	5.0	9.7	14.6
Median		3.0	4.5
Percentage that Charge a Fee for Use of Facility		0.7%	2.0%
Percentage that Rent the Facility for Private Use		0.0%	0.0%
f. Tennis Court (indoor)			
Percentage That Offer This Facility	X	12.8%	18.1%
Number of Tennis Courts (Indoor)			
Average	10.0	9.7	9.9
Median		6.0	6.0
Percentage that Charge a Fee for Use of Facility	X	71.4%	76.5%
Percentage that Rent the Facility for Private Use	X	61.0%	70.6%
g. Tennis Court (Outdoor)			
Percentage That Offer This Facility	X	84.5%	94.0%
Number of Tennis Courts (Outdoor)			
Average	10.0	22.7	32.4
Median		8.0	12.0
Percentage that Charge a Fee for Use of Facility		26.7%	27.6%
Percentage that Rent the Facility for Private Use	X	41.2%	40.7%
h. Basketball Court (Outdoor)			
Percentage That Offer This Facility	X	85.9%	93.2%
Number of Basketball Courts (Outdoor)			
Average	40.0	21.0	38.7
Median		5.0	8.0
Percentage that Charge a Fee for Use of Facility		7.3%	7.0%
Percentage that Rent the Facility for Private Use	X	15.5%	14.3%
i. Swimming Pool (Indoor)			
Percentage That Offer This Facility	X	32.0%	46.6%
Number of Swimming Pools (Indoor)			
Average	2.0	2.1	2.4
Median		1.0	1.0
Percentage that Charge a Fee for Use of Facility	X	90.4%	93.5%
Percentage that Rent the Facility for Private Use	X	87.0%	85.1%
j. Swimming Pool (Outdoor)			
Percentage That Offer This Facility	X	58.6%	71.2%
Number of Swimming Pools (Outdoor)			
Average	5.0	3.5	4.6
Median		1.5	2.0
Percentage that Charge a Fee for Use of Facility	X	90.6%	87.1%
Percentage that Rent the Facility for Private Use	X	88.1%	84.3%

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k. Water Park			
Percentage That Offer This Facility		24.2%	30.5%
Percentage that Charge a Fee for Use of Facility		84.0%	78.8%
Percentage that Rent the Facility for Private Use		80.4%	78.1%
l. Skate Park			
Percentage That Offer This Facility	X	58.5%	66.7%
Percentage that Charge a Fee for Use of Facility		11.5%	7.7%
Percentage that Rent the Facility for Private Use		25.3%	25.0%
m. Senior Center			
Percentage That Offer This Facility	X	41.4%	55.9%
Percentage that Charge a Fee for Use of Facility		42.8%	50.0%
Percentage that Rent the Facility for Private Use	X	66.2%	71.7%
n. Equestrian Center			
Percentage That Offer This Facility		12.1%	13.2%
Percentage that Charge a Fee for Use of Facility		69.2%	69.2%
Percentage that Rent the Facility for Private Use		72.5%	64.3%
o. Ice Skating Rink (Indoor)			
Percentage That Offer This Facility		13.9%	16.2%
Percentage that Charge a Fee for Use of Facility		100.0%	100.0%
Percentage that Rent the Facility for Private Use		100.0%	100.0%
p. Ice Skating Rink (Outdoor)			
Percentage That Offer This Facility		22.2%	24.6%
Percentage that Charge a Fee for Use of Facility		15.5%	17.9%
Percentage that Rent the Facility for Private Use		26.5%	25.0%
q. Rectangular Fields (e.g. football/soccer)			
Percentage That Offer This Facility	X	90.2%	93.2%
Number of Rectangular Fields (e.g. football/soccer)			
Average	30.0	19.9	26.4
Median		10.0	13.0
Percentage that Charge a Fee for Use of Facility		54.3%	55.1%
Percentage that Rent the Facility for Private Use	X	79.3%	82.0%
r. Diamond Fields (e.g. baseball/softball)			
Percentage That Offer This Facility	X	93.3%	95.8%
Number of Diamond Fields (e.g. baseball/softball)			
Average	25.0	24.4	34.1
Median		12.0	15.0
Percentage that Charge a Fee for Use of Facility		56.5%	52.7%
Percentage that Rent the Facility for Private Use	X	81.9%	79.8%
s. Museums/Historic Sites			
Percentage That Offer This Facility	X	40.2%	48.3%
Percentage that Charge a Fee for Use of Facility	X	40.6%	32.6%
Percentage that Rent the Facility for Private Use	X	53.6%	47.8%
t. Sports Stadium/Arena			
Percentage That Offer This Facility		18.4%	17.0%
Percentage that Charge a Fee for Use of Facility		88.4%	90.0%
Percentage that Rent the Facility for Private Use		94.0%	95.0%
u. Campgrounds			
Percentage That Offer This Facility	X	21.1%	15.3%
Percentage that Charge a Fee for Use of Facility	X	93.0%	93.3%
Percentage that Rent the Facility for Private Use	X	67.7%	84.6%
v. Lake/River Access			
Percentage That Offer This Facility	X	55.4%	50.4%
Percentage that Charge a Fee for Use of Facility		18.8%	17.4%
Percentage that Rent the Facility for Private Use		9.4%	6.7%

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w. Ocean/Beach Access			
Percentage That Offer This Facility	X	13.3%	12.7%
Percentage that Charge a Fee for Use of Facility		33.3%	25.0%
Percentage that Rent the Facility for Private Use		26.5%	16.7%
x. Boat Launch			
Percentage That Offer This Facility	X	43.7%	38.1%
Percentage that Charge a Fee for Use of Facility		35.5%	51.4%
Percentage that Rent the Facility for Private Use		7.4%	11.4%
y. Water Skiing			
Percentage That Offer This Facility	X	5.1%	6.8%
Percentage that Charge a Fee for Use of Facility		43.8%	66.7%
Percentage that Rent the Facility for Private Use		21.4%	40.0%
z. Picnic Areas with Shelters			
Percentage That Offer This Facility	X	93.8%	93.2%
Percentage that Charge a Fee for Use of Facility	X	61.3%	58.6%
Percentage that Rent the Facility for Private Use	X	91.6%	89.8%
aa. Gymnasium			
Percentage That Offer This Facility	X	60.4%	73.7%
Percentage that Charge a Fee for Use of Facility	X	77.0%	78.9%
Percentage that Rent the Facility for Private Use	X	91.8%	87.5%
bb. Rock climbing Wall			
Percentage That Offer This Facility		16.7%	25.4%
Percentage that Charge a Fee for Use of Facility		70.4%	78.3%
Percentage that Rent the Facility for Private Use		61.5%	63.6%
cc. Golf Course			
Percentage That Offer This Facility		38.7%	50.9%
Number of Golf Courses			
Average		2.6	2.7
Median		1.0	1.0
Percentage that Charge a Fee for Use of Facility		94.1%	92.3%
Percentage that Rent the Facility for Private Use		76.7%	80.0%
dd. Driving Range			
Percentage That Offer This Facility		32.1%	41.9%
Number of Driving Ranges			
Average		1.8	2.0
Median		1.0	1.0
Percentage that Charge a Fee for Use of Facility		97.4%	95.5%
Percentage that Rent the Facility for Private Use		56.0%	55.8%
ee. Zoo			
Percentage That Offer This Facility		6.7%	7.6%
Percentage that Charge a Fee for Use of Facility		84.0%	88.9%
Percentage that Rent the Facility for Private Use		75.0%	77.8%
ff. Library			
Percentage That Offer This Facility	X	5.0%	9.4%
Percentage that Charge a Fee for Use of Facility		8.3%	0.0%
Percentage that Rent the Facility for Private Use	X	18.2%	28.6%
gg. Farm			
Percentage That Offer This Facility		7.2%	8.5%
Percentage that Charge a Fee for Use of Facility		37.5%	28.6%
Percentage that Rent the Facility for Private Use		45.8%	28.6%
hh. Volleyball Court			
Percentage That Offer This Facility	X	74.9%	77.1%
Percentage that Charge a Fee for Use of Facility	X	26.6%	27.0%
Percentage that Rent the Facility for Private Use	X	45.8%	44.0%

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ii. Dog Park			
Percentage That Offer This Facility		38.7%	47.1%
Number of Dog Parks			
Average		2.5	3.8
Median		1.0	1.0
Percentage that Charge a Fee for Use of Facility		24.4%	25.6%
Percentage that Rent the Facility for Private Use		6.3%	0.0%
jj. Mini-Golf			
Percentage That Offer This Facility		7.4%	11.1%
Percentage that Charge a Fee for Use of Facility		100.0%	100.0%
Percentage that Rent the Facility for Private Use		84.6%	100.0%
kk. Boat Rentals			
Percentage That Offer This Facility		14.3%	13.7%
Percentage that Charge a Fee for Use of Facility		100.0%	100.0%
Percentage that Rent the Facility for Private Use		68.1%	35.7%
ll. Conference Center			
Percentage That Offer This Facility		14.3%	12.8%
Percentage that Charge a Fee for Use of Facility		94.4%	93.3%
Percentage that Rent the Facility for Private Use		98.2%	93.3%
mm. Mountain Biking Trails			
Percentage That Offer This Facility	X	24.8%	22.6%
Percentage that Charge a Fee for Use of Facility		3.9%	0.0%
Percentage that Rent the Facility for Private Use		11.7%	5.3%
nn. BMX Track			
Percentage That Offer This Facility	X	15.3%	14.5%
Percentage that Charge a Fee for Use of Facility		34.6%	42.9%
Percentage that Rent the Facility for Private Use		46.0%	69.2%
oo. Nature/Interpretive Center			
Percentage That Offer This Facility		27.8%	35.9%
Percentage that Charge a Fee for Use of Facility		21.5%	33.3%
Percentage that Rent the Facility for Private Use		45.6%	59.4%
pp. Water Trails			
Percentage That Offer This Facility		12.3%	10.3%
Percentage that Charge a Fee for Use of Facility		7.5%	0.0%
Percentage that Rent the Facility for Private Use		7.9%	0.0%
qq. Teen Center			
Percentage That Offer This Facility		17.5%	25.9%
Percentage that Charge a Fee for Use of Facility		32.8%	30.8%
Percentage that Rent the Facility for Private Use		44.8%	38.5%
rr. Arts/Cultural Center			
Percentage That Offer This Facility		16.3%	27.4%
Percentage that Charge a Fee for Use of Facility		72.7%	76.0%
Percentage that Rent the Facility for Private Use		83.0%	79.2%
ss. Visual Arts			
Percentage That Offer This Facility		11.5%	18.0%
Percentage that Charge a Fee for Use of Facility		37.5%	41.2%
Percentage that Rent the Facility for Private Use		44.7%	50.0%
tt. Garden/Arboretum			
Percentage That Offer This Facility	X	28.3%	29.6%
Percentage that Charge a Fee for Use of Facility		25.3%	40.7%
Percentage that Rent the Facility for Private Use	X	49.4%	66.7%
uu. Theater			
Percentage That Offer This Facility	X	15.9%	25.0%
Percentage that Charge a Fee for Use of Facility	X	92.5%	91.7%
Percentage that Rent the Facility for Private Use	X	88.5%	91.3%

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vv. Cemetery			
Percentage That Offer This Facility		22.9%	25.9%
Percentage that Charge a Fee for Use of Facility		62.5%	60.0%
Percentage that Rent the Facility for Private Use		13.6%	10.0%
Total Mileage of Greenways and Trails Managed by Agency			
Number of Responses		342	97
Lower Quartile		3.5	4.2
Average	300.0	264.8	451.7
Median		10.0	10.0
Upper Quartile		28.0	37.5
SUPPORT INFORMATION			
Is there an independent foundation/non-profit organization that is dedicated to providing financial support for your park and recreation department and its programs?			
Number of Responses		419	113
Yes		40.3%	42.5%
No	X	59.7%	57.5%
Is there an independent foundation/non-profit organization that is dedicated to providing advocacy support for your park and recreation department and its programs?			
Number of Responses		414	111
Yes		29.2%	29.7%
No	X	70.8%	70.3%
Besides volunteers, does your agency receive any other form of in-kind support?			
Number of Responses		411	110
Yes	X	51.6%	55.5%
No		48.4%	44.6%
MISCELLANEOUS BENCHMARKING RATIOS			
2008 Operation Expenditures per Capita			
Number of Responses		351	97
Lower Quartile		\$37	\$49
Median	\$56.24	\$65	\$81
Upper Quartile		\$115	\$150
2008 Operation Expenditures per Acre of Land Managed or Maintained			
Number of Responses		343	94
Lower Quartile		\$2,875	\$5,594
Median	\$2,249.52	\$6,117	\$10,543
Upper Quartile		\$12,034	\$20,539
2008 Agency Revenues per Capita			
Number of Responses		339	96
Lower Quartile		\$8	\$12
Median	\$26.50	\$28	\$39
Upper Quartile		\$67	\$99
2008 Capital Construction and Acquisition per Capita			
Number of Responses		314	89
Lower Quartile		\$4	\$6
Median	\$10	\$14	\$21
Upper Quartile		\$38	\$58
Acres of Land Managed or Maintained per 1,000 Population			
Number of Responses		568	148
Lower Quartile		6	4
Median	25	11	9
Upper Quartile		19	15
Acres of Land Managed or Maintained per Jurisdiction Sq. Mi.			
Number of Responses		538	148
Lower Quartile		4	19
Median	63	15	36
Upper Quartile		35	58

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Acres of Land Managed or Maintained per 2008 FTEs			
Number of Responses		349	92
Lower Quartile		7	4
Median	25	15	10
Upper Quartile		32	18
Jurisdiction Population per 2008 FTEs			
Number of Responses		349	93
Lower Quartile		788	559
Median	1,000	1,400	1,141
Upper Quartile		2,732	2,451
Jurisdiction Population per Recreation/Community Center			
Number of Responses		288	94
Lower Quartile		13,500	17,875
Median	40,000	25,000	30,000
Upper Quartile		43,500	50,000
Jurisdiction Population per Playground			
Number of Responses		373	109
Lower Quartile		2,222	2,122
Median	4,000	4,000	3,732
Upper Quartile		8,000	6,250
Jurisdiction Population per Tot Lot			
Number of Responses		166	58
Lower Quartile		5,000	6,264
Median	40,000	11,580	12,852
Upper Quartile		25,000	26,500
Jurisdiction Population per Indoor Tennis Court			
Number of Responses		48	21
Lower Quartile		3,979	5,500
Median	20,000	7,146	7,217
Upper Quartile		14,723	15,143
Jurisdiction Population per Outdoor Tennis Court			
Number of Responses		334	105
Lower Quartile		2,750	2,967
Median	20,000	4,690	6,000
Upper Quartile		8,750	9,804
Jurisdiction Population per Outdoor Basketball Court			
Number of Responses		337	103
Lower Quartile		4,250	5,000
Median	5,000	7,333	7,489
Upper Quartile		13,000	13,265
Jurisdiction Population per Indoor Swimming Pool			
Number of Responses		127	53
Lower Quartile		20,300	30,000
Median	100,000	42,000	49,000
Upper Quartile		80,167	113,676
Jurisdiction Population per Outdoor Swimming Pool			
Number of Responses		234	84
Lower Quartile		19,464	26,398
Median	40,000	34,187	44,986
Upper Quartile		56,959	65,250
Jurisdiction Population per Rectangular Field			
Number of Responses		347	101
Lower Quartile		2,584	3,433
Median	6,667	4,946	5,231
Upper Quartile		9,450	8,929

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Jurisdiction Population per Diamond Field			
Number of Responses		355	105
Lower Quartile		2,118	3,002
Median	8,000	3,913	4,911
Upper Quartile		6,882	6,944
Jurisdiction Population per Golf Course			
Number of Responses		147	55
Lower Quartile		35,000	37,574
Median		55,000	66,000
Upper Quartile		125,000	164,698
Jurisdiction Population per Driving Range			
Number of Responses		117	43
Lower Quartile		35,100	40,388
Median		67,500	66,000
Upper Quartile		142,500	176,845
Jurisdiction Population per Dog Park			
Number of Responses		152	54
Lower Quartile		29,367	33,250
Median		59,256	67,015
Upper Quartile		161,176	183,955

SAMPLE SURVEY INSTRUMENT



National Recreation
and Park Association

2009 Benchmarking Survey

This 2009 NRPA **Benchmarking Survey** promises to provide participating agencies with the most comprehensive profile of performance benchmarks and organization-wide statistics available. All responses will remain strictly confidential. No one outside of Industry Insights, Inc. (the third-party research firm conducting this project) and NRPA will ever have access to your agency's data. All reported information will be provided in aggregate form only, where no individual responses will be decipherable.

As a participant, you will receive a complimentary copy of the industry-wide report providing you with a comprehensive profile of agency performance benchmarks. In addition, as a participant, you will be eligible for additional benefits. For instance, you will be able to purchase, for a nominal fee, a customized, confidential Agency Performance Report comparing your agency's results to similar agencies in the aggregate, so that you can compare operations and provision of services among your peers. Also, you will be able to purchase a license to use the online database tool that will be developed upon completion of the study. This secure online database will allow users of the survey data to run customized reports based on filters they select, including the option to select specific agencies with which you would like to compare your operations. In order to protect the confidentiality of the agencies selected, there will be a minimum of 5 agencies required and all data will be shown in aggregate.

If you have any questions concerning this survey, please contact Greg Manns of Industry Insights, Inc. at (614) 389-2100, ext 108, or email him at gmanns@industryinsights.com or Jessica Lytle of NRPA at (703) 858-2155 or JLytle@nrpa.org. Thank you in advance for your participation.

Extended Survey Deadline: April 10, 2009

General Information

1.	In what state is your agency located?	01
2.	What is your agency's jurisdiction (type of entity your department/agency represents)? <div style="display: flex; justify-content: space-between;"> <div> 02-1 <input type="checkbox"/> Borough 2 <input type="checkbox"/> City 3 <input type="checkbox"/> Town </div> <div> 4 <input type="checkbox"/> Township 5 <input type="checkbox"/> County 6 <input type="checkbox"/> Regional/Metro Authority </div> <div> 7 <input type="checkbox"/> Independent District/Authority 8 <input type="checkbox"/> School 9 <input type="checkbox"/> Other </div> </div>	
3.	Does your agency have taxing authority?	<input type="checkbox"/> Yes <input type="checkbox"/> No 11
4.	Does your agency have a board?	<input type="checkbox"/> Yes <input type="checkbox"/> No 12
	If your agency has a board, does your board conduct a self evaluation?	<input type="checkbox"/> Yes <input type="checkbox"/> No 03
	If your agency has a board, is it a governing board or an advisory board?	<input type="checkbox"/> Governing <input type="checkbox"/> Advisory 13
	If your agency has a governing board, is it elected or appointed?	<input type="checkbox"/> Elected <input type="checkbox"/> Appointed 14
5.	Primary Scope of Function: <div style="display: flex; justify-content: space-between;"> <div>15-1 <input type="checkbox"/> Parks Only</div> <div>2 <input type="checkbox"/> Recreation Only</div> <div>3 <input type="checkbox"/> Both Parks and Recreation</div> </div>	
6.	Please provide the population of your jurisdiction (estimate if necessary)?	# 16
7.	Within the area that is served by your agency, are there any other <i>publicly financed</i> park and recreation service providers?	<input type="checkbox"/> Yes <input type="checkbox"/> No 17
8.	Does your Recreation and Parks Agency provide services to another jurisdiction?	<input type="checkbox"/> Yes <input type="checkbox"/> No 18
	If yes, please select the entity(s) that you serve in another jurisdiction: <div style="display: flex; justify-content: space-between;"> <div>19 <input type="checkbox"/> Another city</div> <div>20 <input type="checkbox"/> Another county</div> <div>21 <input type="checkbox"/> A regional authority</div> <div>22 <input type="checkbox"/> Another Public Agency</div> <div>23 <input type="checkbox"/> Other</div> </div>	
9.	What is the square mileage that your incorporated jurisdiction serves (estimate if necessary)	Sq. miles 24

Land Information

1.	How many acres of land does your agency own?	acres 25
2.	How many acres of land does your agency maintain and/or have management responsibility over?	acres 26
3.	What percent of your acreage is developed for parks and recreation purposes?	% 27
4.	What percent of your acreage is undeveloped?	% 28
5.	How many individual parks or sites does your agency maintain and/or have management responsibility over?	# 29

Budget and Funding																																									
1.	If your agency has experienced a budget reduction in the past 5 years, list the top 5 programs or areas your agency reduced.																																								
	1.				30																																				
	2.				31																																				
	3.				32																																				
	4.				33																																				
	5.				34																																				
2.	Please complete the following based on actual and budgeted figures. Estimate if necessary. (if data for all years are not available, please provide as much as possible)																																								
		<table border="1"> <thead> <tr> <th></th> <th colspan="4">Actual</th> <th>Budgeted</th> </tr> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007</th> <th>2008</th> <th>2009</th> </tr> </thead> <tbody> <tr> <td>Agency Operation Expenditures</td> <td>\$ 35</td> <td>\$ 39</td> <td>\$ 43</td> <td>\$ 47</td> <td>\$ 51</td> </tr> <tr> <td>Agency Revenues</td> <td>\$ 36</td> <td>\$ 40</td> <td>\$ 44</td> <td>\$ 48</td> <td>\$ 52</td> </tr> <tr> <td>Capital Construction and Acquisition</td> <td>\$ 37</td> <td>\$ 41</td> <td>\$ 45</td> <td>\$ 49</td> <td>\$ 53</td> </tr> <tr> <td>Number of Full-time Equivalent Employees (FTEs)*</td> <td># 38</td> <td># 42</td> <td># 46</td> <td># 50</td> <td># 54</td> </tr> </tbody> </table>					Actual				Budgeted		2005	2006	2007	2008	2009	Agency Operation Expenditures	\$ 35	\$ 39	\$ 43	\$ 47	\$ 51	Agency Revenues	\$ 36	\$ 40	\$ 44	\$ 48	\$ 52	Capital Construction and Acquisition	\$ 37	\$ 41	\$ 45	\$ 49	\$ 53	Number of Full-time Equivalent Employees (FTEs)*	# 38	# 42	# 46	# 50	# 54
	Actual				Budgeted																																				
	2005	2006	2007	2008	2009																																				
Agency Operation Expenditures	\$ 35	\$ 39	\$ 43	\$ 47	\$ 51																																				
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Number of Full-time Equivalent Employees (FTEs)*	# 38	# 42	# 46	# 50	# 54																																				
	*Full-time equivalent employees (FTEs) can be calculated by taking the total hours worked by employees DIVIDED by 2080 hours.																																								
3.	What percentage of your 2008 actual annual operating expenditures came from the following sources? (Percentages must add to 100%.)																																								
	Local government general fund (tax supported)				% 55																																				
	State program(s)				% 56																																				
	Federal program(s)				% 57																																				
	Agency Revenues (fees & charges)				% 58																																				
	Tax levy (specific parks and recreation)				% 59																																				
	Endowment				% 60																																				
	Other: _____				% 61																																				
	Other: _____				% 62																																				
	TOTAL				100%																																				
4.	What percentage of your 2008 actual agency revenues came from the following sources? (Percentages must add to 100%.)																																								
	Tax levy (specific parks and recreation)				% 63																																				
	User fees and charges				% 64																																				
	Leases				% 65																																				
	Sale of real property				% 66																																				
	Other: _____				% 67																																				
	Other: _____				% 68																																				
	TOTAL				100%																																				
5.	What percentage of your 2008 capital construction and acquisition budget came from the following sources? (Percentages must add to 100%.)																																								
	Local government general fund (tax supported)				% 69																																				
	General obligation bonds				% 70																																				
	Revenue bonds				% 71																																				
	State grants/funding				% 72																																				
	Federal grants/funding				% 73																																				
	Private grants/funding				% 74																																				
	Cost of Participation Certificates				% 75																																				
	Gifts				% 76																																				
	Other: _____				% 77																																				
	Other: _____				% 78																																				
	TOTAL				100%																																				

2009 NRPA Operating Ratio Study: Agency Performance Report

1.	What percentage of your 2008 total parks and recreation operating expenditures was dedicated to the following sources? (Percentages must add to 100%.)					
	Administrative				% 79	
	Operations/Programs				% 80	
	Maintenance				% 81	
	Debt Service				% 82	
	Other: _____				% 83	
TOTAL				100%		
2.	What percentage of your 2008 capital construction and acquisition budget was dedicated to: (Percentages must add to 100%.)					
	Design				% 84	
	Construction				% 85	
	Acquisition				% 86	
	Other: _____				% 87	
	TOTAL				100%	
3.	Did you pass one or more bond referendums in the last 5 years? <input type="checkbox"/> Yes <input type="checkbox"/> No 88					
		2005	2006	2007	2008	2009
	If Yes, what was the dollar amount of the referendum(s) approved?	\$ 89	\$ 91	\$ 93	\$ 95	\$ 97
	Percentage of the vote for the referendum	% 90	% 92	% 94	% 96	% 98
Staffing Information						
PLEASE NOTE: For all staffing information listed below, please report 2008 actual values.						
1.	How many full-time (full benefit/year round) positions are in your parks and recreation department budget?				# 99	
2.	How many non -full-time employee positions are in your parks and recreation department budget? (Seasonal employees, part-time employees, contract employees, etc.)				# 100	
3.	How many volunteers are in your parks and recreation department?	Number of Volunteers			# 101	
		Number of Hours Worked by Volunteers			# 102	
4.	What was the total personnel expense for the parks and recreation department in 2008? (please include salaries and wages, bonuses, payroll taxes, employee benefits, retirement plan contributions, etc.)				\$ 103	
5.	Please indicate the number of Full-time Equivalent Employees (FTEs)* that your agency had for 2008 in the following departments and the percentage of your agency's Total Salaries and Wages dedicated to each department (Percentages must add to 100%).					
	*Full-time equivalent employees (FTEs) can be calculated by taking the total hours worked by employees DIVIDED by 2080 hours					
	Agency Personnel Departments		Number of FTEs	Percentage of Agency's Total Annual Salary and Wage Amounts paid in 2008		
a.	Planning and Development		# 104	% 109		
b.	Administration (Directors, Accounting, etc.)		# 105	% 110		
c.	Maintenance		# 106	% 111		
d.	Direct Service Providers (Program supervisors, lifeguards, camp counselors, park managers, etc.)		# 107	% 112		
e.	TOTAL		# 108	100%		

Programs Offered									
1.	Does your agency offer inclusive programs? (an inclusive program is defined as one that involves all participants-with and without disabilities)							<input type="checkbox"/> Yes <input type="checkbox"/> No	113
2.	Does your agency charge non-resident fees?							<input type="checkbox"/> Yes <input type="checkbox"/> No	114
3.	Which of the following programs does your agency offer?							Yes No	
	Before/after school programs							<input type="checkbox"/> <input type="checkbox"/>	115
	Day Care							<input type="checkbox"/> <input type="checkbox"/>	116
	Preschool							<input type="checkbox"/> <input type="checkbox"/>	117
	Summer camp							<input type="checkbox"/> <input type="checkbox"/>	118
	Instructional classes							<input type="checkbox"/> <input type="checkbox"/>	119
	Fitness classes (e.g., aerobics)							<input type="checkbox"/> <input type="checkbox"/>	120
	Aquatics							<input type="checkbox"/> <input type="checkbox"/>	121
	Organized team sports (e.g., baseball teams)							<input type="checkbox"/> <input type="checkbox"/>	122
	Performing arts (concerts, plays)							<input type="checkbox"/> <input type="checkbox"/>	123
	Cultural festivals and community events							<input type="checkbox"/> <input type="checkbox"/>	124
	Environmental education/nature programs							<input type="checkbox"/> <input type="checkbox"/>	125
	Programs for people with disabilities							<input type="checkbox"/> <input type="checkbox"/>	126
	Senior programs							<input type="checkbox"/> <input type="checkbox"/>	127
	Trips and Tours							<input type="checkbox"/> <input type="checkbox"/>	128
	Safety instruction (First aid, CPR)							<input type="checkbox"/> <input type="checkbox"/>	129
	Other							<input type="checkbox"/> <input type="checkbox"/>	130
	Other							<input type="checkbox"/> <input type="checkbox"/>	131
Facilities									
1.	Which of the following facilities does your parks and recreation department/agency operate?								
	Facility	Offers this facility		If Yes, please indicate the quantity:	Charges a fee for use of facility		Rents the facility for private use		
		Yes	No		Yes	No	Yes	No	
a.	Recreation/community center	<input type="checkbox"/>	<input type="checkbox"/>	182	#	231	<input type="checkbox"/>	<input type="checkbox"/>	241
	If your agency operates a recreation/ community center(s), please report the total square feet of the facility(ies): <input type="text"/> 133								
b.	Weight/Cardio Room	<input type="checkbox"/>	<input type="checkbox"/>	183			<input type="checkbox"/>	<input type="checkbox"/>	242
c.	Visitor center	<input type="checkbox"/>	<input type="checkbox"/>	184			<input type="checkbox"/>	<input type="checkbox"/>	243
d.	Playground	<input type="checkbox"/>	<input type="checkbox"/>	185	#	232	<input type="checkbox"/>	<input type="checkbox"/>	244
e.	Tot Lots	<input type="checkbox"/>	<input type="checkbox"/>	186	#	233	<input type="checkbox"/>	<input type="checkbox"/>	245
f.	Tennis court (indoor)	<input type="checkbox"/>	<input type="checkbox"/>	187	#	004	<input type="checkbox"/>	<input type="checkbox"/>	246
g.	Tennis court (outdoor)	<input type="checkbox"/>	<input type="checkbox"/>	188	#	005	<input type="checkbox"/>	<input type="checkbox"/>	247
h.	Basketball court (outdoor)	<input type="checkbox"/>	<input type="checkbox"/>	189	#	006	<input type="checkbox"/>	<input type="checkbox"/>	248
i.	Swimming pool (indoor)	<input type="checkbox"/>	<input type="checkbox"/>	190	#	234	<input type="checkbox"/>	<input type="checkbox"/>	249
j.	Swimming pool (outdoor)	<input type="checkbox"/>	<input type="checkbox"/>	191	#	235	<input type="checkbox"/>	<input type="checkbox"/>	250
k.	Water park	<input type="checkbox"/>	<input type="checkbox"/>	192			<input type="checkbox"/>	<input type="checkbox"/>	251
l.	Skate Park	<input type="checkbox"/>	<input type="checkbox"/>	193			<input type="checkbox"/>	<input type="checkbox"/>	252
m.	Senior center	<input type="checkbox"/>	<input type="checkbox"/>	194			<input type="checkbox"/>	<input type="checkbox"/>	253
n.	Equestrian Center	<input type="checkbox"/>	<input type="checkbox"/>	195			<input type="checkbox"/>	<input type="checkbox"/>	254
o.	Ice skating rink (indoor)	<input type="checkbox"/>	<input type="checkbox"/>	196			<input type="checkbox"/>	<input type="checkbox"/>	255
p.	Ice skating rink (outdoor)	<input type="checkbox"/>	<input type="checkbox"/>	197			<input type="checkbox"/>	<input type="checkbox"/>	256
q.	Rectangular fields (e.g. football/soccer)	<input type="checkbox"/>	<input type="checkbox"/>	198	#	236	<input type="checkbox"/>	<input type="checkbox"/>	257
r.	Diamond fields (e.g. baseball/softball)	<input type="checkbox"/>	<input type="checkbox"/>	199	#	237	<input type="checkbox"/>	<input type="checkbox"/>	258
s.	Museums/Historic Sites	<input type="checkbox"/>	<input type="checkbox"/>	200			<input type="checkbox"/>	<input type="checkbox"/>	259
t.	Sports stadium/arena	<input type="checkbox"/>	<input type="checkbox"/>	201			<input type="checkbox"/>	<input type="checkbox"/>	260
u.	Campgrounds	<input type="checkbox"/>	<input type="checkbox"/>	202			<input type="checkbox"/>	<input type="checkbox"/>	261

2009 NRPA Operating Ratio Study: Agency Performance Report

1. Which of the following facilities does your parks and recreation department/agency operate?												
1. cont'd	Facility	Offers this facility		If Yes, please indicate the quantity:	Charges a fee for use of facility		Rents the facility for private use					
		Yes	No		Yes	No	Yes	No				
a.	Lake/River Access	<input type="checkbox"/>	<input type="checkbox"/>	203		<input type="checkbox"/>	<input type="checkbox"/>	262	<input type="checkbox"/>	<input type="checkbox"/>	311	
b.	Ocean/Beach access	<input type="checkbox"/>	<input type="checkbox"/>	204		<input type="checkbox"/>	<input type="checkbox"/>	263	<input type="checkbox"/>	<input type="checkbox"/>	312	
c.	Boat launch	<input type="checkbox"/>	<input type="checkbox"/>	205		<input type="checkbox"/>	<input type="checkbox"/>	264	<input type="checkbox"/>	<input type="checkbox"/>	313	
d.	Water skiing	<input type="checkbox"/>	<input type="checkbox"/>	206		<input type="checkbox"/>	<input type="checkbox"/>	265	<input type="checkbox"/>	<input type="checkbox"/>	314	
e.	Picnic areas with shelters	<input type="checkbox"/>	<input type="checkbox"/>	207		<input type="checkbox"/>	<input type="checkbox"/>	266	<input type="checkbox"/>	<input type="checkbox"/>	315	
f.	Gymnasium	<input type="checkbox"/>	<input type="checkbox"/>	208		<input type="checkbox"/>	<input type="checkbox"/>	267	<input type="checkbox"/>	<input type="checkbox"/>	316	
g.	Rock climbing wall	<input type="checkbox"/>	<input type="checkbox"/>	209		<input type="checkbox"/>	<input type="checkbox"/>	268	<input type="checkbox"/>	<input type="checkbox"/>	317	
h.	Golf course	<input type="checkbox"/>	<input type="checkbox"/>	210	#		<input type="checkbox"/>	<input type="checkbox"/>	269	<input type="checkbox"/>	<input type="checkbox"/>	318
i.	Driving Range	<input type="checkbox"/>	<input type="checkbox"/>	211	#		<input type="checkbox"/>	<input type="checkbox"/>	270	<input type="checkbox"/>	<input type="checkbox"/>	319
j.	Zoo	<input type="checkbox"/>	<input type="checkbox"/>	212			<input type="checkbox"/>	<input type="checkbox"/>	271	<input type="checkbox"/>	<input type="checkbox"/>	320
k.	Library	<input type="checkbox"/>	<input type="checkbox"/>	213			<input type="checkbox"/>	<input type="checkbox"/>	272	<input type="checkbox"/>	<input type="checkbox"/>	321
l.	Farm	<input type="checkbox"/>	<input type="checkbox"/>	214			<input type="checkbox"/>	<input type="checkbox"/>	273	<input type="checkbox"/>	<input type="checkbox"/>	322
m.	Volleyball court	<input type="checkbox"/>	<input type="checkbox"/>	215			<input type="checkbox"/>	<input type="checkbox"/>	274	<input type="checkbox"/>	<input type="checkbox"/>	323
n.	Dog Park	<input type="checkbox"/>	<input type="checkbox"/>	216	#		<input type="checkbox"/>	<input type="checkbox"/>	275	<input type="checkbox"/>	<input type="checkbox"/>	324
o.	Mini-Golf	<input type="checkbox"/>	<input type="checkbox"/>	217			<input type="checkbox"/>	<input type="checkbox"/>	276	<input type="checkbox"/>	<input type="checkbox"/>	325
p.	Boat Rentals	<input type="checkbox"/>	<input type="checkbox"/>	218			<input type="checkbox"/>	<input type="checkbox"/>	277	<input type="checkbox"/>	<input type="checkbox"/>	326
q.	Conference Center	<input type="checkbox"/>	<input type="checkbox"/>	219			<input type="checkbox"/>	<input type="checkbox"/>	278	<input type="checkbox"/>	<input type="checkbox"/>	327
r.	Mountain Biking Trails	<input type="checkbox"/>	<input type="checkbox"/>	220			<input type="checkbox"/>	<input type="checkbox"/>	279	<input type="checkbox"/>	<input type="checkbox"/>	328
s.	BMX Track	<input type="checkbox"/>	<input type="checkbox"/>	221			<input type="checkbox"/>	<input type="checkbox"/>	280	<input type="checkbox"/>	<input type="checkbox"/>	329
t.	Nature/Interpretive Center	<input type="checkbox"/>	<input type="checkbox"/>	222			<input type="checkbox"/>	<input type="checkbox"/>	281	<input type="checkbox"/>	<input type="checkbox"/>	330
u.	Water Trails	<input type="checkbox"/>	<input type="checkbox"/>	223			<input type="checkbox"/>	<input type="checkbox"/>	282	<input type="checkbox"/>	<input type="checkbox"/>	331
v.	Teen Center	<input type="checkbox"/>	<input type="checkbox"/>	224			<input type="checkbox"/>	<input type="checkbox"/>	283	<input type="checkbox"/>	<input type="checkbox"/>	332
w.	Arts/Cultural Center	<input type="checkbox"/>	<input type="checkbox"/>	225			<input type="checkbox"/>	<input type="checkbox"/>	284	<input type="checkbox"/>	<input type="checkbox"/>	333
x.	Visual Arts	<input type="checkbox"/>	<input type="checkbox"/>	226			<input type="checkbox"/>	<input type="checkbox"/>	285	<input type="checkbox"/>	<input type="checkbox"/>	334
y.	Garden/Arboretum	<input type="checkbox"/>	<input type="checkbox"/>	227			<input type="checkbox"/>	<input type="checkbox"/>	286	<input type="checkbox"/>	<input type="checkbox"/>	335
z.	Theater	<input type="checkbox"/>	<input type="checkbox"/>	228			<input type="checkbox"/>	<input type="checkbox"/>	287	<input type="checkbox"/>	<input type="checkbox"/>	336
aa.	Cemetery	<input type="checkbox"/>	<input type="checkbox"/>	229			<input type="checkbox"/>	<input type="checkbox"/>	288	<input type="checkbox"/>	<input type="checkbox"/>	337
bb.	Other _____	<input type="checkbox"/>	<input type="checkbox"/>	230			<input type="checkbox"/>	<input type="checkbox"/>	289	<input type="checkbox"/>	<input type="checkbox"/>	338
2.	What is the total mileage of greenways and trails managed by your agency?								Miles	339		

Support Information

1.	Is there an independent foundation/non-profit organization that is dedicated to providing financial support for your park and recreation department and its programs?	<input type="checkbox"/> Yes <input type="checkbox"/> No	340
2.	Is there an independent foundation/non-profit organization that is dedicated to providing advocacy support for your park and recreation department and its programs?	<input type="checkbox"/> Yes <input type="checkbox"/> No	341
3.	Besides volunteers, does your agency receive any other form of in-kind support?	<input type="checkbox"/> Yes <input type="checkbox"/> No	342

Comments for the Future! Use the lines below for comments or suggestions on ways to improve this survey.

Thank you for completing the survey. To receive your Agency Performance Report please provide your contact information below.

Contact Name	
Title	
Agency Name	
Address	
City, State, Zip	
Phone	
Email	

Please mail or fax your completed survey by April 10, 2009 to:
 Industry Insights, Inc., P.O. Box 4330 Dublin, OH 43016 FAX: 614-389-3816