

APPENDIX F

**NRPA CITY OF GRESHAM  
PERFORMANCE REPORT 2020**

# 2020

NRPA AGENCY PERFORMANCE REVIEW

Gresham (City of) Parks Division



**NRPA** National Recreation and Park Association

*Because everyone deserves a great park*

# Introduction

## Using Data to Drive Optimal Decision Making

You have many questions about how to best lead your parks and recreation agency. The questions may be about budget size, optimal staffing or revenues generated from agency activities. Perhaps you are looking towards the future and seeking opportunities where your agency can better serve its community while also outperforming its peers elsewhere in the U.S.

In your hands is one resource that can assist you with answering these many questions. The customized Parks and Recreation Agency Performance Report shows you how your community's parks and recreation services compare to those of its peers throughout the U.S. The data in this report comes from what your agency and other agencies entered in [NRPA's Park Metrics](#) website and compares specific measures of parks and recreation efficiency and effectiveness against thousands of other parks and recreation agencies across the country. Use this report to make informed decisions about your parks and recreation agency. Capitalize on your strengths and address your weaknesses – and increase the positive impact of your parks and recreation offerings on those in the community you serve.

Of course, data itself does not provide complete answers to your many questions. But combined with the collective knowledge of yourself, your team, your external partners and other resources, the insights contained within this report are an important step to lead your agency into the future.

## About this Report

Earlier this year, your agency submitted operational information into the National Recreation and Park Association's (NRPA) *Park Metrics* website by completing your Agency Performance Survey. Thanks to the participation of park and recreation agencies throughout the U.S., NRPA is providing the field with key data on the management and operation of park and recreation agencies. The [Agency Performance Review](#) is a 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 (the online NRPA Park Metrics system allows you to create much more detailed data aggregations to **compare your agency to agencies that meet specific criteria of your choice**). The results contained in this report offer broad “yardsticks” on your agency's management and operations, allowing you to gauge your agency's strengths, weaknesses and improvement opportunities.

The aggregated data contained in this report was derived from 2017 – 2019 data in the *NRPA Park Metrics* database as of February 2020. As the NRPA Park Metrics system is available 24/7/365, the data can and will change throughout the year. [NRPA Park Metrics](#) allows you to run reports on-demand, based on real-time data, so the reports you create will always be based on the most current data available. To run additional reports, simply login to your account and go to the “Reports” tab to use *Agency Performance Reports* or *Agency Performance Dashboards* to drill-down into the full data set to compare your agency alongside agencies that meet your search criteria in areas such as Jurisdiction Population, Budget Size, State, Population Density, etc.

For a broader view of park and recreation agency benchmark and performance data, check out the *2020 NRPA Agency Performance Review* and its accompanying interactive tools. This report is the most comprehensive resource of data and insights for park and recreation agencies in the United States. The report and interactive tools present *NRPA Park Metrics* data from 2017 through 2019 with 24 figures that highlight critical park and recreation metrics on park facilities, programming, responsibilities of park & recreation agencies, staffing, budget and agency funding. [Explore the 2020 NRPA Agency Performance Review.](#)

## Using this Report

The *Agency Performance Report* is designed to assist you in evaluating your own agency's results relative to other *Agency Performance Survey* participants. 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.

If you have any questions or comments about this report, please contact Greg Manns of Industry Insights at [gmanns@industryinsights.com](mailto:gmanns@industryinsights.com) or 614-389-2100 x108.

## 2020 NRPA Agency Performance Review Key Findings



Agencies that ban the use of tobacco products at parks and facilities

**76%**

Full-Time Equivalent Employees (FTEs) Per 10,000 Residents:

**8.1**



Operating Expenditures Per Capita:

**\$81.19/year**



**54%**

of park and recreation agencies deliver STEM programming to children and young adults

Manages **11.0** miles of walking, hiking, running and biking trails



**88%**

of park and recreation agencies offer themed special events to the public

Residents Per Park:

**2,281**



Revenue-to-Operating Expenditures:

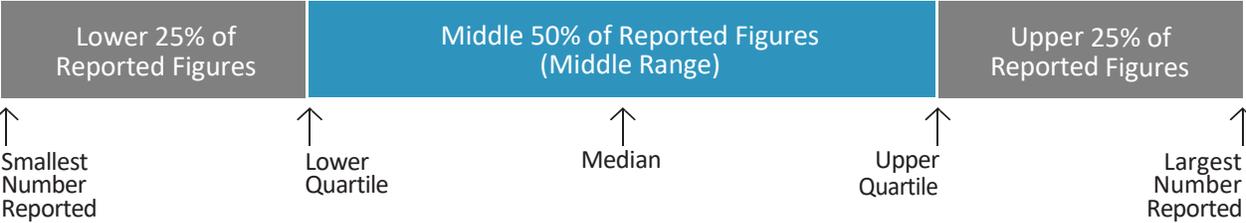
**25.9%**



# 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.



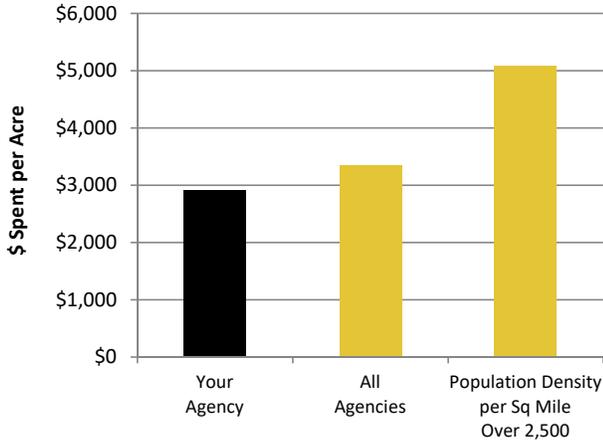
*If you see “no data” in the table of data under a graph, you haven’t answered the required Agency Performance Survey questions to generate this comparison.*

## Definitions

- 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).

# Executive Summary

## Park Operating Expenditures per Acre of Parkland



	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
Lower Quartile		\$1,641	\$2,767
Median	<b>\$2,920</b>	\$3,342	\$5,084
Upper Quartile		\$6,408	\$10,138

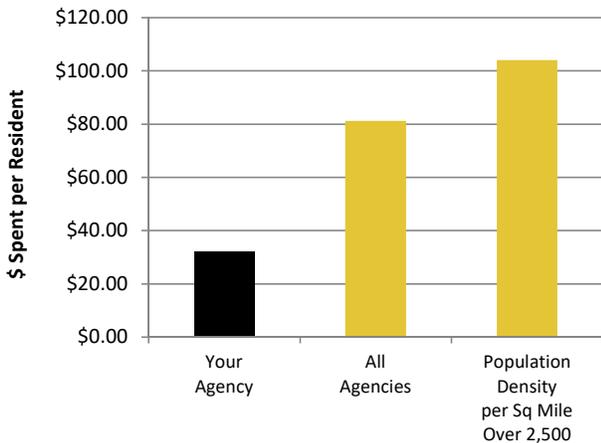
Two metrics that can be used to gauge whether a community is adequately funded to manage, operate, and maintain its parks and recreation areas are “park related operating expenditures per acre of parkland managed” and “operating expenditures per capita.” The first metric, operating expenditures per acre, is calculated by dividing total park related operating expenditures by total parkland acres managed by the agency. The second metric, operating expenditures per capita, is calculated by dividing total operating expenditures by the population of the jurisdiction served by the agency.

Operating expenditures include all of the costs to provide parks and recreation services to the community, including personnel salaries, benefits, utilities, equipment, and materials. Operating expenditures may also include debt service if it is paid out of the annual operating budget, as well as any expenditures incurred as part of a special or enterprise fund (such as a golf course) managed by the public agency.

It is important to note that operating costs can vary widely between communities due to differences in parks and recreation facility standards, types of equipment, repair and replacement schedules, types and topography of parkland, degree of maintenance required, levels of use, and other variables. Operating costs and efficiencies can also vary with the number of acres managed and/or the size of the population served. For example a community that manages extensive conservation lands will have a lower ratio of expenditures/acre than a community that primarily manages developed parkland.

Communities that benchmark operating expenditures should conduct follow-up research to analyze and document the specific reasons for differences in operating expenditures. For example it may be helpful to find a similar agency in Park Metrics (formerly PRORAGIS), then visit and photograph the facilities at benchmarked communities, and meet with agency staff to document key differences in facility quality or levels of maintenance. It may also be helpful to determine if a community is serving a larger population than its own residents. Elected officials, managers, and residents may be more supportive of increased operation budgets if they clearly understand the reasons for variations in funding between communities, and/or the implications of different funding levels.

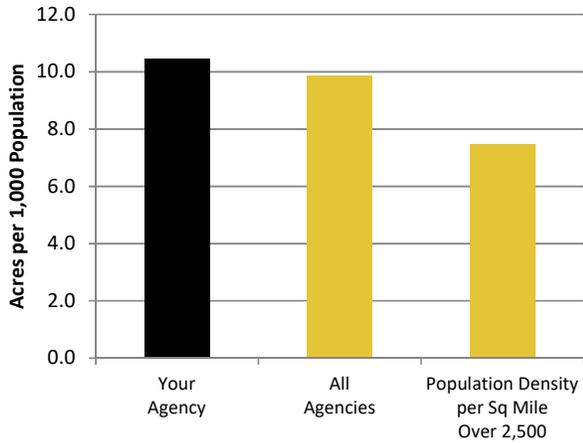
## Operating Expenditures Per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
Lower Quartile		\$45.97	\$64.05
Median	<b>\$32.21</b>	\$81.19	\$103.94
Upper Quartile		\$149.60	\$178.05

## Are you adequately funded?

## Acres of Parkland per 1,000 Population



	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
Lower Quartile		5.1	4.6
Median	10.5	9.9	7.5
Upper Quartile		17.1	12.9

Do you have enough parkland?

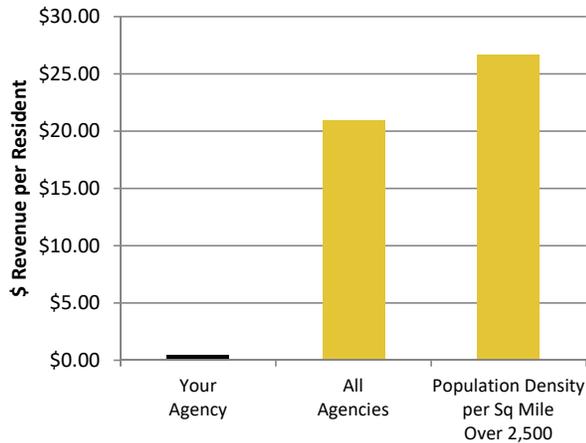
The “acres of parkland per 1,000 population” metric is the most common technique for determining whether a community has “enough” parkland. It is also known as a community’s “acreage level of service (LOS).” There is no standard acreage LOS in the United States, and LOS can vary widely due to a community’s history, culture, demographics, density, development patterns, and other factors. For example the acreage LOS of communities within the Park Metrics (formerly PRORAGIS) database ranges from less than 2 acres per 1,000 citizens to over 100 acres per 1,000 citizens.

An often-asked question is “what should be counted in an acreage LOS?” Unfortunately there is no standard answer. Some communities include public golf courses and beaches, while others include publicly accessible lakes and wetlands. Some cities and counties also include public parkland owned by other agencies, such as state parks and national forests. Some communities also count private recreation areas, owned and managed by homeowners associations, because these areas help meet residents’ local recreation needs. Since the primary purpose of acreage LOS is to determine a community’s need for parkland, it is recommended that communities only count developable, publicly accessible parkland within their jurisdiction.

Open space lands that are undevelopable, such as privately owned open spaces, private golf courses, or private beaches; or open space lands that are permanently protected such as wetlands, water bodies, or protected conservation lands, cannot be used in calculations to determine how much open space is needed for future community needs for facilities such as parks, playgrounds, athletic fields, or community recreation centers. Privately owned parkland is not open to the public, and could be sold or redeveloped. Public parkland owned by another jurisdiction (such as state or county-owned land within a municipality) should be counted only for the population served by that jurisdiction.

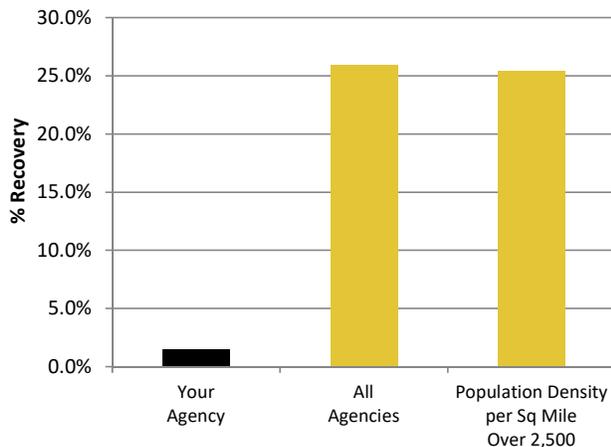
Acreage LOS should be used in conjunction with other needs assessment techniques to gauge a community’s need for additional parkland. For example a community may conclude that it is not necessary to acquire additional parkland after comparing its acreage LOS to other communities. However other needs assessment techniques such as surveys, focus group meetings, and population projections may indicate that residents’ needs are not being met, and additional parkland may be required.

## Revenue per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
Lower Quartile		\$6.45	\$9.27
Median	<b>\$0.48</b>	\$20.93	\$26.68
Upper Quartile		\$50.27	\$59.45

## Revenue as a % of Operating Expenditures (Cost Recovery)



	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
Lower Quartile		12.3%	13.4%
Median	<b>1.5%</b>	25.9%	25.4%
Upper Quartile		44.0%	45.9%

Revenues (also known as “annual direct revenues”) include all of the monies generated directly from parks and recreation classes, programs, memberships, concessions, permits, rentals, and other non-tax sources. Revenues do not include funding from taxes, grants, foundations, bonds, assessments, or other indirect sources.

Two metrics that can be used to track revenues, and/or compare revenue generation to other agencies, are “revenue per capita” and “revenue as a percentage of total operating expenditures.” The first metric, revenue per capita, is calculated by dividing the total revenues generated by the agency by the population of the jurisdiction served by the agency. The second metric, revenue as a percentage of total operating expenditures (also known as “cost recovery”), is calculated by dividing the total revenues generated by the agency by the total operating expenditures of the agency.

In addition to using these metrics for revenue tracking and benchmarking, they can also be used to establish cost recovery policies and goals. There are no industry standards for cost recovery; for example, some communities have established different cost recovery policies for senior, adult, and youth programs, while others have established overall cost recovery goals as a percentage of operating expenses. NRPA Park Metrics (formerly PRORAGIS) can help agencies to determine reasonable and realistic cost recovery goals based on data from other agencies.

How much are you making?

## Agency Effectiveness Ratios

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
1. Operating expenditures per capita	\$32.21	\$81.19	\$103.94
2. Revenue per capita	\$0.48	\$20.93	\$26.68
3. Total revenue to total operating expenditures	1.5%	25.9%	25.4%
4. Total tax expenditures per capita	\$31.72	\$57.97	\$72.91
5. Park operating expenditures per acre of parkland	\$2,920	\$3,342	\$5,084
6. Operating expenditures per acre of parkland	\$3,074	\$8,434	\$15,726
7. Operating expenditures per acres of parks and non-park sites	\$1,881	\$7,160	\$12,414
8. Operating expenditures per FTE	\$308,235	\$97,093	\$99,981
9. FTE's per 10,000 population	1.0	8.1	10.4
10. Acres of parks per 1,000 residents	10.5	9.9	7.5
11. Number of residents per park	3,380	2,281	2,232
12. Number of acres per park	35.4	21.2	15.4
13. Number of participants per program		50	36
14. Ratio of fee programs to all programs		85.6	86.9
15. Ratio of building attendance to park attendance	0.0	44.8	50.0

## Agency Operations: Operating Budget

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Agency's total annual operating expenditures</b>			
<i>Number of Responses</i>		904	293
Lower Quartile		\$1,487,022	\$3,560,234
Median	\$3,483,053	\$4,342,495	\$8,049,385
Upper Quartile		\$11,833,313	\$19,875,624
<b>2. Percentage of agency's total operating expenditures for the following categories:</b>			
<i>Number of Responses</i>		823	261
Parks	95.0%	44.1%	39.9%
Recreation	5.0%	42.9%	47.1%
Other	0.0%	13.0%	13.0%
<b>3. Percentage of agency's total operating expenditures for the following categories:</b>			
<i>Number of Responses</i>		852	274
Personnel services	41.0%	54.4%	57.0%
Operating expenses	34.0%	37.9%	36.7%
Capital expense not in CIP	0.0%	5.3%	4.5%
Other	25.0%	2.4%	1.9%
<b>4. Percentage of agency's total operating expenditures from the following sources:</b>			
<i>Number of Responses</i>		830	261
General Fund Tax Support	92.0%	60.0%	60.5%
Dedicated Levies	6.0%	7.5%	6.7%
Earned/Generated Revenue	2.0%	24.2%	23.5%
Other Dedicated Taxes	0.0%	2.7%	3.5%
Sponsorships	0.0%	1.0%	0.8%
Grants	0.0%	2.3%	2.3%
Other	0.0%	2.3%	2.8%
<b>5. Agency's total annual non-tax revenues</b>			
<i>Number of Responses</i>		840	268
Lower Quartile		\$279,882	\$642,695
Median	\$52,000	\$1,000,000	\$1,947,096
Upper Quartile		\$3,692,728	\$5,694,417

## Capital Budget

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Agency's total capital budget for the next 5 years and total capital budget for the fiscal year:</b>			
<b>a. Capital budget for next 5 years</b>			
<i>Number of Responses</i>		713	229
Lower Quartile		\$1,000,000	\$1,757,922
Median	\$8,307,803	\$5,000,000	\$8,307,803
Upper Quartile		\$16,600,500	\$23,265,800
<b>b. Capital budget for the fiscal year</b>			
<i>Number of Responses</i>		788	253
Lower Quartile		\$159,900	\$595,000
Median	\$1,963,700	\$1,063,144	\$2,045,000
Upper Quartile		\$4,388,750	\$8,200,000
<b>2. Agency's current year's capital budget expenditures from the following sources:</b>			
<i>Number of Responses</i>		130	48
Bonds (general obligation and/or revenue) tied directly to the park and recreation agencies		14.3%	17.8%
Bonds (general obligation and/or revenue) tied to my jurisdiction (e.g., city, town, county)		12.0%	15.4%
Federal and/or state grants		7.3%	9.2%
Nonprofit group grants/fundraising (e.g., friends groups, foundations)		1.9%	0.8%
Private sector grants/gifts raised directly by the park and recreation agency		1.0%	0.8%
General fund tax support		43.1%	36.2%
Other		20.5%	19.9%
<b>3. Percentage of agency's current fiscal year's capital budget designated for the following purposes:</b>			
<i>Number of Responses</i>		714	234
Renovation	0.0%	55.1%	62.3%
New Development	100.0%	32.1%	27.8%
Acquisition	0.0%	7.2%	6.5%
Other	0.0%	5.6%	3.4%
<b>4. Value of deferred maintenance projects your agency faces:</b>			
<i>Number of Responses</i>		238	81
Lower Quartile		\$0	\$0
Median	\$2,200,000	\$500,000	\$1,112,000
Upper Quartile		\$5,877,500	\$16,000,000
Average		\$17,678,231	\$34,855,658
<b>5. Dollar value of authorized general obligation bonds and revenue bonds authorized for the agency this year</b>			
<b>a. Value of general obligation bonds authorized</b>			
<i>Number of Responses</i>		636	203
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$257,500	\$1,341,769
<b>b. Value of revenue bonds authorized</b>			
<i>Number of Responses</i>		579	176
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$0	\$0

## Personnel

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Number of funded employees at your agency:</b>			
<b>a. Number of full-time employees</b>			
<i>Number of Responses</i>		837	274
Lower Quartile		9	16
Median	11	25	37
Upper Quartile		71	106
<b>b. Number of non-full-time employees</b>			
<i>Number of Responses</i>		792	264
Lower Quartile		25	55
Median	9	88	150
Upper Quartile		232	374
<b>c. Total annual hours worked by non-full-time employees</b>			
<i>Number of Responses</i>		730	244
Lower Quartile		7,696	18,850
Median	1,920	33,373	68,645
Upper Quartile		113,584	167,201
<b>d. Total number of full-time equivalent employees (FTEs)</b>			
<i>Number of Responses</i>		836	273
Lower Quartile		14.0	30.7
Median	11.3	41.9	79.1
Upper Quartile		124.2	198.7
<b>2. Percentage of total full-time equivalents (FTEs) involved in the following operational areas:</b>			
<i>Number of Responses</i>		783	257
Administration	4.5%	17.6%	15.4%
Operations/Maintenance	90.9%	45.1%	43.0%
Programmers	2.3%	31.4%	36.5%
Capital Development	2.3%	2.9%	2.3%
Other	0.0%	3.1%	2.8%
<b>3. Number of volunteers and number of annual hours worked by the volunteers at the agency</b>			
<b>a. Number of volunteers</b>			
<i>Number of Responses</i>		736	246
Lower Quartile		30	91
Median	30	175	300
Upper Quartile		745	1,227
<b>b. Total hours worked by volunteers</b>			
<i>Number of Responses</i>		671	230
Lower Quartile		876	1,356
Median	1,000	4,116	7,549
Upper Quartile		18,635	25,106
<b>4. Percentage of agency's that have staff covered by collective bargaining (i.e., are union members)</b>			
<i>Number of Responses</i>		821	275
Yes	X	37.6%	50.6%
No		62.4%	49.5%

## Workload

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Number of individual parks or non-park sites the department/ agency maintains and/or has management responsibility over:</b>			
<b>a. Total number of parks</b>			
<i>Number of Responses</i>		802	260
Lower Quartile		10.0	16.0
Median	32.0	20.0	31.0
Upper Quartile		44.8	66.3
<b>b. Total park acres</b>			
<i>Number of Responses</i>		777	251
Lower Quartile		173.4	206.5
Median	1,133.0	437.1	518.2
Upper Quartile		1,394.0	1,433.9
<b>c. Total number of non-park sites</b>			
<i>Number of Responses</i>		802	260
Lower Quartile		0.0	0.0
Median	28.0	2.0	2.5
Upper Quartile		10.0	12.0
<b>d. Total acres of non-park sites</b>			
<i>Number of Responses</i>		777	251
Lower Quartile		0.0	0.0
Median	719.0	8.0	4.0
Upper Quartile		115.0	88.3
<b>Total number of parks + non-park sites</b>			
<i>Number of Responses</i>		802	260
Lower Quartile		13.0	19.8
Median	60.0	27.0	40.0
Upper Quartile		60.0	90.3
<b>Total acres of parks + non-park sites</b>			
<i>Number of Responses</i>		777	251
Lower Quartile		200.0	250.0
Median	1,852.0	530.0	627.0
Upper Quartile		1,733.1	1,902.0
<b>2. Number of acres of developed and undeveloped open space for which the agency has management responsibility or maintains:</b>			
<b>a. Developed</b>			
<i>Number of Responses</i>		704	226
Lower Quartile		80.9	100.0
Median	276.9	253.0	350.8
Upper Quartile		787.0	935.4
<b>b. Undeveloped</b>			
<i>Number of Responses</i>		698	226
Lower Quartile		25.0	25.3
Median	856.1	150.0	149.5
Upper Quartile		605.9	594.2
<b>3. Total number of trail miles managed or maintained by the agency</b>			
<i>Number of Responses</i>		745	232
Lower Quartile		3.0	4.8
Median	15.0	11.0	12.9
Upper Quartile		32.0	32.0

## Workload (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>4. Number of buildings and the square footage of the buildings operated by the agency:</b>			
<b>a. Number of operated buildings</b>			
<i>Number of Responses</i>		738	242
Lower Quartile		3	4
Median	0	6	8
Upper Quartile		17	19
<b>b. Square footage of operated buildings</b>			
<i>Number of Responses</i>		606	201
Lower Quartile		20,259.0	45,687.0
Median		66,966.5	103,150.0
Upper Quartile		200,000.0	264,470.0
<b>5. Number of programs the agency offers annually and the number of people (i.e., contacts) served by these programs:</b>			
<b>a. Total number of programs offered</b>			
<i>Number of Responses</i>		686	222
Lower Quartile		49	118
Median		187	433
Upper Quartile		929	2,000
<b>b. Number of fee based programs</b>			
<i>Number of Responses</i>		668	217
Lower Quartile		25	71
Median		120	300
Upper Quartile		637	1,666
<b>c. Total program contacts (estimate as necessary)</b>			
<i>Number of Responses</i>		646	208
Lower Quartile		2,500	8,250
Median		15,000	27,375
Upper Quartile		61,792	71,305
<b>6. Number of contacts (e.g. participants, users) of the agency's parks and facilities per year:</b>			
<b>a. Total building facility contacts</b>			
<i>Number of Responses</i>		566	185
Lower Quartile		6,476	32,915
Median	0	66,041	180,000
Upper Quartile		304,750	517,000
<b>b. Total park facility contacts</b>			
<i>Number of Responses</i>		566	185
Lower Quartile		10,000	15,000
Median	4,000,000	100,000	150,000
Upper Quartile		549,939	780,522
<b>c. Total facilities and parks contacts</b>			
<i>Number of Responses</i>		566	185
Lower Quartile		40,731	125,000
Median	4,000,000	270,184	505,000
Upper Quartile		1,060,327	1,456,882

## Agency Responsibilities

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Agency Responsibilities</b>			
a. Operate and maintain park sites	X	95.6%	95.7%
b. Operate and maintain indoor facilities		87.6%	92.5%
c. Operate, maintain, or contract golf courses		33.5%	40.7%
d. Operate, maintain, or contract campgrounds		18.0%	12.6%
e. Operate, maintain, or contract indoor swim facilities/water parks		30.6%	36.0%
f. Operate, maintain, or contract outdoor swim facilities/water parks	X	65.3%	69.8%
g. Operate, maintain, or contract tennis center facilities		52.0%	55.0%
h. Operate, maintain, or contract tourism attractions		34.3%	30.9%
i. Provide recreation programming and services	X	92.8%	95.7%
j. Operate and maintain non-park sites	X	65.1%	69.8%
k. Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	77.1%	78.1%
l. Operate, maintain, or manage special purpose parks and open spaces	X	71.9%	74.5%
m. Manage or maintain fairgrounds		5.0%	2.9%
n. Maintain, manage or lease indoor performing arts center		17.0%	22.3%
o. Administer or manage farmer's markets		18.6%	21.9%
p. Administer community gardens	X	41.0%	53.6%
q. Manage large performance outdoor amphitheaters		33.0%	36.7%
r. Administer or manage professional or college-type stadium/arena/racetrack		9.1%	11.2%
s. Administer or manage tournament/event quality indoor sports complexes		18.1%	21.2%
t. Administer or manage tournament/event quality outdoor sports complexes	X	55.7%	59.4%
u. Conduct jurisdiction wide special events	X	77.4%	85.3%
v. Have budgetary responsibility for your administrative staff	X	83.1%	86.3%
w. Include in its operating budget the funding for planning and development functions	X	67.5%	71.2%
x. Operate, maintain or contract marinas		4.6%	4.3%
y. Maintain or manage beaches (inclusive of all waterbody types)		8.6%	8.6%

## Facilities

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Median jurisdiction population per facility or activity areas within facilities</b>			
a. Recreation centers		31,141	35,724
b. Community centers		28,939	35,341
c. Senior centers		60,513	87,955
d. Teen centers		64,000	88,416
e. Stadiums		66,972	81,965
f. Ice rink		53,000	58,425
g. Arena		57,711	103,000
h. Performance amphitheater		62,475	106,021
i. Nature centers		109,796	114,392

## Facilities (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>2. Median jurisdiction population per outdoor facility</b>			
a. Playgrounds	6,008	3,750	3,669
b. Totlots		11,173	9,843
c. Community gardens	18,025	29,273	30,287
d. Basketball courts	21,630	7,400	7,420
e. Multiuse courts -basketball, volleyball	36,050	19,814	18,719
f. Tennis courts (outdoor only)		5,004	4,900
g. Diamond fields: baseball - youth	54,075	6,779	7,922
h. Diamond fields: baseball - adult		19,518	26,000
i. Diamond fields: softball fields - youth		11,511	14,806
j. Diamond fields: softball fields - adult	9,013	13,510	15,633
k. Skate park	54,075	49,500	61,035
l. Dog park	108,150	45,899	58,183
m. Ice rink (outdoor only)		18,526	30,112
n. Rectangular fields: multi-purpose		8,150	8,969
o. Rectangular fields: cricket field	108,150	133,045	94,000
p. Rectangular fields: field hockey field		27,418	64,950
q. Rectangular fields: football field		26,771	35,200
r. Rectangular fields: lacrosse field		27,500	39,514
s. Rectangular fields: soccer field - adult	10,815	12,446	16,536
t. Rectangular fields: soccer field - youth		7,325	9,046
u. Overlay field		14,887	24,354
v. Multipurpose synthetic field		49,493	51,793
<b>3. Median jurisdiction population per golf facility</b>			
a. Driving range stations		21,891	16,992
b. Regulation 18-hole courses		83,813	92,252
c. Regulation 9-hole courses		116,155	137,550
d. Executive 9-hole courses		160,238	189,000
e. Executive 18-hole courses		155,000	254,000
f. Par 3; 18-hole courses		98,548	103,695
g. Par 3; 9-hole courses		126,672	199,520
<b>4. Median jurisdiction population per swimming facility</b>			
a. Aquatics centers		50,000	61,735
b. Swimming pools (outdoor only)		35,837	42,400
c. Indoor competitive swimming pools: 50 meters		129,825	167,500
d. Indoor competitive swimming pools: 25 meters		60,852	70,257
e. Other indoor competitive swimming pools		90,638	125,000
f. Indoor separated diving well		77,500	80,625
g. Total indoor competitive swimming pools		54,986	61,735
h. Indoor pool designated exclusively for leisure (i.e. non-competitive)		66,882	77,295
i. Therapeutic pool		89,078	96,820

## Activities

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Percentage of agencies offering the following activities:</b>			
a. Health and wellness education		81.2%	89.7%
b. Safety training		72.2%	77.9%
c. Fitness enhancement classes		82.1%	91.7%
d. Team sports	X	87.4%	92.5%
e. Individual sports		73.8%	79.5%
f. Running/cycling races		34.6%	37.2%
g. Racquet sports		67.4%	75.5%
h. Martial arts		59.9%	76.7%
i. Aquatics		71.3%	80.2%
j. Golf		47.2%	55.7%
k. Social recreation events	X	86.7%	91.3%
l. Cultural crafts		61.2%	75.5%
m. Performing arts		64.1%	79.5%
n. Visual arts		59.5%	74.7%
o. Natural and cultural history activities	X	59.1%	70.0%
p. Themed special events		88.0%	92.9%
q. Trips and tours		62.5%	77.1%
<b>2. Percentage of agencies offering the following Out-of-School Time (OST) activities:</b>			
a. Summer camp	X	83.4%	92.5%
b. Before school programs		20.2%	27.0%
c. After school programs		56.6%	64.1%
d. Preschool		36.4%	49.2%
e. Full daycare		7.9%	10.0%
f. Specific teen programs		65.2%	77.6%
g. Specific senior programs		78.1%	86.2%
h. Programs for people with disabilities		62.0%	70.6%
i. STEM programs		54.0%	61.9%

## Policies

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>Does your agency have a policy barring the use of all tobacco products in its parks and at its facilities and grounds?</b>			
Number of Responses		597	192
Yes, at all locations	X	48.6%	52.6%
Yes, at select locations		26.3%	28.1%
No		24.1%	18.8%
N/A		1.0%	0.5%
<b>Does your agency have a policy that allows the consumption of alcohol by legal-aged adults on its premises?</b>			
Number of Responses		599	194
Yes, at all locations		18.4%	15.0%
Yes, at select locations		49.4%	61.9%
No	X	30.2%	21.7%
N/A		2.0%	1.6%
<b>Does your agency sell alcoholic beverages to legal-aged adults on its premises (sold either by the agency or by a concessionaire authorized by the agency)?</b>			
Number of Responses		599	195
Yes, at all locations		5.3%	6.7%
Yes, at select locations		41.4%	49.7%
No	X	51.4%	42.6%
N/A		1.8%	1.0%
<b>Does your agency provide healthy food options in its vending machines?</b>			
Number of Responses		594	193
Yes, at all locations		15.8%	23.3%
Yes, at select locations		31.8%	38.3%
No	X	24.4%	20.2%
N/A		28.0%	18.1%
<b>Does your agency provide healthy food options at its concession stands?</b>			
Number of Responses		591	188
Yes, at all locations		14.7%	19.2%
Yes, at select locations	X	37.4%	39.4%
No		23.9%	17.0%
N/A		24.0%	24.5%
<b>Does your agency charge a parking fee at its parks or facilities?</b>			
Number of Responses		600	194
Yes, at all locations		0.3%	0.0%
Yes, at select locations		13.5%	16.0%
No	X	83.3%	80.9%
N/A		2.8%	3.1%
<b>Does your agency charge an admission fee to enter its parks?</b>			
Number of Responses		602	195
Yes, at all locations		0.7%	0.0%
Yes, at select locations		14.3%	12.8%
No	X	82.1%	83.1%
N/A		3.0%	4.1%

## Jurisdiction Information

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Agency/department's jurisdiction type</b>			
<i>Number of Responses</i>		1,053	329
Borough		0.4%	0.3%
Village		1.9%	2.1%
City	X	54.3%	71.7%
Town		12.0%	5.5%
Township		2.6%	1.8%
County		14.9%	3.7%
State		0.2%	0.3%
Special District		9.1%	9.1%
Regional/Metro Authority		0.3%	0.0%
Independent District/Authority		2.5%	3.7%
School District		0.7%	0.6%
Military Department		0.5%	0.3%
Tribal Lands/Reservation		0.0%	0.0%
Other		0.8%	0.9%
<b>2. Country</b>			
<i>Number of Responses</i>		1,053	329
United States	X	99.1%	99.7%
Canada		0.5%	0.3%
Mexico		0.2%	0.0%
Other		0.3%	0.0%
<b>3. Jurisdiction's total annual operating and capital budget</b>			
<b>a. Jurisdiction annual total operating budget</b>			
<i>Number of Responses</i>		1,005	315
Lower Quartile		\$2,411,206	\$5,787,312
Median	\$182,585,786	\$12,895,729	\$25,499,975
Upper Quartile		\$72,241,955	\$138,480,360
<b>b. Jurisdiction annual capital budget</b>			
<i>Number of Responses</i>		968	305
Lower Quartile		\$333,700	\$1,045,340
Median	\$136,653,800	\$2,337,000	\$6,863,703
Upper Quartile		\$16,812,944	\$32,554,490
<b>incorporated jurisdiction the agency serves</b>			
<b>a. Square mileage of incorporated jurisdiction</b>			
<i>Number of Responses</i>		1,022	329
Lower Quartile		11.0	7.9
Median	23.4	28.5	14.3
Upper Quartile		99.2	37.0
<b>b. Population of jurisdiction</b>			
<i>Number of Responses</i>		1,036	329
Lower Quartile		18,000	30,000
Median	108,150	42,428	61,914
Upper Quartile		109,694	147,682



**NRPA** National Recreation and Park Association

*Because everyone deserves a great park*

22377 Belmont Ridge Road  
Ashburn, VA 20148-4501

800.626.NRPA (6772)  
[www.nrpa.org](http://www.nrpa.org)