To: Edward Silva, Village Manager Date: January 30, 2016

From: Fanny Carmona Re: Park Expenditures
Parks & Recreation Director

Regarding park expenditures please see the summary including total salaries breakdown by park as well as total operating expenses by park.

The operating amount represents waste haulers, landscape maintenance, facilities maintenance, pest control, equipment maintenance, alarm monitoring, telephone services, electrical, water, and general operating. Kindly advise should you require further information regarding this topic.

Park	Park Operations	Salaries
Coral Reef Park	$ 177,000.00	$ 266,523.00
Palmetto Bay Park	$ 173,450.00	$ 278,361.00
Perrine Wayside	$ 20,600.00	*
Thalatta Estate	$ 196,350.00	$ 207,086.00
Ludovici Park	$ 70,100.00	$ 85,310.00
Su-Totals	$ 637,500.00	$ 837,280.00
Total	**$ 1,474,780.00**	
** - Staffed from Palmetto Bay Park*		

Park Operations includes the following:	
Waste Haulers	Water
Landscape Maintenance	General Operating
Facilities Maintenance General	Electrical
Facilities Maintenance Pest Control	Telephone Services
Equipment Maintenance	Alarm Monitoring

- Please note that salaries have never been tracked by park; these numbers are estimates.
- Tennis Operations is not part of this report - $191,384.
- This report excludes Uniforms, Travel, Professional Services 25% of My Salary and 20% of Saylin Paez and Nick Cubas-Perez's Salaries.

VILLAGE
PARK SYSTEM COST
REVENUE ANALYSIS

Village of Palmetto Bay
"Village of Parks"

- **Park System Cost & Revenue Analysis**

Monday, March 7, 2016

Village Park Facilities

Coral Reef Park – 51.3 acres

Perrine Wayside (Dog) Park- 2.7 acres

Palmetto Bay Park- 19.6 acres

Thalatta Estate– 3.5 acres

TOTAL ACREAGE: 79.7

Ludovici Park & Arlene & Edward Feller Community Room– 2.6 acres

Budget Comparison to Neighboring Cities

FISCAL YEAR 2014 -15*	PALMETTO BAY (4 parks**)	CUTLER BAY (9 parks)	PINECREST (5 parks)
Population	24,339	43,328	19,046
Annual Operating Budget	$ 2,012,686	$ 1,949,220	$1,254,340
Annual Revenues Collected	$ 425,514	$ 225,000	$ 300,367
% of Revenues to Budget	26%	12%	24%
Revenue Collected per Resident	$ 17.48	$ 5.19	$ 15.77
Annual Operating Cost Per Resident	$ 82.69	$ 44.99	$ 65.86

**For the purpose of this presentation, information is based on figures for FY14-15 since final figures for the current FY 15-16 are not presently available.*

***Thalatta Estate Budget & Revenue figures are not included.*

Budget Comparison to Neighboring Cities

MUNICIPALITY	COST PER RESIDENT	OPERATING BUDGET (based on cost per resident & a population of 24,339)	DIFFERENCE
Palmetto Bay	$ 82.69	$ 2,012,686	$ 0
Cutler Bay	$ 44.99	$ 1,095,012	-$ 917,674
Pinecrest	$ 65.86	$ 1,602,967	- $ 409,719

- To match Cutler Bay's expenditure per resident, Palmetto Bay would have to reduce its parks budget by $ 917,674, which is equivalent to a millage reduction of 0.3786 or a millage rate of 2.0684
- To match Pinecrest's expenditure per resident, Palmetto Bay would have to reduce its parks budget by $ 409,719, which is equivalent to a millage reduction of 0.2189 mills; new millage rate of 2.2807

Budget Comparison to National Average

	PALMETTO BAY	LOWER QUARTILE PARKS	MEDIAN QUARTILE PARKS	UPPER QUARTILE PARKS
Acres Per 1,000 Population	3.274 acres*	4.5 acres	9.9 acres	17.5 acres
% of Revenue to Budget	26%	15.5%	29.6%	48.9%
Revenues Per Capita	$ 17.48	$ 6.05	$ 19.22	$ 44.23
Operating Expenditures Per Capita	$ 82.69	$ 35.17	$ 69.79	$ 119.27

*Total acreage includes Thalatta Estate

Source: National Recreation & Park Association – 2015 Field Report

Upcoming Budget Considerations

POTENTIAL NEW EXPENDITURES	POTENTIAL NEW REVENUES
• Perrine Park • Palmetto Bay Village Center • Renovated dog park • Southwood joint use • Teen Center • Veteran's Park	• Updated Fee schedule • Outsourcing Tennis Center • Outsourcing Concessions • Increased Usage (Sunday leagues)

CONCEPTUAL SITE PLAN FOR WATER ACCESS PARK

NORTH

100'

1" = 100' ON 24 X 36 SHEET

WATER ACCESS PARK at CUTLER PLANTATION

draft CONCEPTUAL SITE PLAN

OCTOBER 29, 2014

AECOM

MIAMI-DADE COUNTY PARKS, RECREATION and OPEN SPACES DEPARTMENT

NORTH

100'

1" = 100' ON 24 X 36 SHEET

WATER ACCESS PARK at CUTLER PLANTATION

draft CONCEPTUAL SITE PLAN

OCTOBER 29, 2014

AECOM

MIAMI-DADE COUNTY PARKS, RECREATION and OPEN SPACES DEPARTMENT

NATIONAL RECREATION AND PARK ASSOCIATION DATABASE ANALYSIS

NRPA's 2015 Field Report

A Parks and Recreation National Database Analysis

National Recreation and Park Association

Table of Contents

2 **Executive Summary**
In celebration of NRPA's 50th anniversary, we look back at where the profession has been and look ahead to how it is evolving.

4 **From 1965 to 2015**
NRPA looks back on a half-century of prioritizing data, with the goal of helping agencies demonstrate the impact they have on their communities.

6 **Community Standards Report**
Communicating the effectiveness — and the funding needs — of a park and recreation department begins with reliable measurement. PRORAGIS provides the data to help you do that.

8 **Responsibilities**
The list of roles agencies fulfill continues to expand beyond parks. Some of the greatest opportunities for park and recreation departments may lie in tourism-promoting functions.

10 **Staffing and Volunteers**
Full-time staffing edges upward as agencies recover core staff lost to recessionary budget cuts. Volunteer numbers grow, testifying to lessons learned during tough times.

12 **Budget**
Agency budgets remain strained — and well below 2010 levels — despite recovered jurisdiction budgets. Agencies that set their own terms as essential service providers should fare best.

14 **Programming and Attendance**
Fee-based classes and programs are growing, but park attendance is declining. Agencies are challenged to meet revenue goals, while putting programs where they're needed most.

16 **Operations, Maintenance and Performance Management**
Operations budgets are edging up, but full-time employee responsibilities also appear to be increasing. Find out how your agency's expenditures and FTE responsibilities compare with PRORAGIS respondent data.

18 **Geographic Information Systems (GIS) and Mapping**
New web-based GIS features allow agencies to manage inventory and plan for the future while targeting outreach and programs to residents with increasing precision.

20 **Looking Forward**
Future directions: Walkable cities draw millennials, agencies position themselves as essential service providers, infrastructure needs create new challenges for parks — and more.

This special report and the PRORAGIS database are produced by:

National Recreation and Park Association
22377 Belmont Ridge Rd.
Ashburn, VA 20148
703.858.0784
www.nrpa.org

Executive Summary

This year, 2015, marks the 50th anniversary of the National Recreation and Park Association (NRPA) serving — and compiling key data on — park and recreation agencies throughout the country. In observance of this half-century milestone, NRPA is both looking back at where the profession has been and looking ahead to consider how it is evolving. As we study data we gathered and published in 1965 — and examine trends from new data provided by agencies between 2010 and 2014 — a dual theme emerges. The field has seen a vast broadening of roles and duties over the past five decades. And, over the past five years, agencies have met that giant list of public responsibilities with unprecedented resourcefulness, serving their communities well despite constrained budgets, lean staffs and greatly reduced revenue streams.

The beginning of 2015 sees park and recreation agencies performing more roles in serving their communities than ever before. They provide leadership as public health advocates, programming as recreational experts, care and maintenance as public facilities stewards, and conservation and education as naturalists and managers of public lands. In all of these roles, agencies also uphold standards of social equity and equal access to public resources. Park and recreation professionals — as well as the citizen advocates who support them — are critical to the integrity and accessibility of our nation's system of public lands, resources and opportunities for healthy living. And the data could not be clearer: Agencies need support now more than ever.

Equipping Agencies with Benchmarking Tools

NRPA's Three Pillars — Conservation, Health and Wellness, and Social Equity — emphasize the range of roles park leaders fulfill in strengthening communities. And, consistent with upholding these Three Pillars, we remain committed to developing and improving many different resources to help agencies measure and communicate to their jurisdictions the myriad benefits they provide.

The web-based PRORAGIS™ database tool, now in its sixth year, is the most powerful and versatile resource NRPA has developed to date and remains the most complete data set for park and recreation agency performance management. It is helping agencies quantify what they do as they build their case for greater support. We have steadily added capabilities to PRORAGIS's database so that it is now a comprehensive benchmarking and performance management system. Not only does the system contain reliable, detailed data on municipal, county and state park systems across the United States, it allows any agency to compare its own operations and offerings to other agencies of similar size and population.

Expanding Opportunities for Community Impact

Each year, as participating agencies update their information and as new agencies enter the database for the first time, PRORAGIS becomes a better and more reliable metrics and comparison tool. Even more exciting is NRPA's decision in 2014 to fund integration of the GIS element with ESRI's (Environmental Systems Research Institute's) proprietary demographic and market data.

As a result of this integration, agencies can now selectively apply a whole new universe of GIS-based intelligence to the PRORAGIS system's native agency data. Marrying the largest collection of park agency data with a wide array of demographic data sets allows us to offer agencies far more than benchmarking data. The system is evolving into a deepening well of market research opportunities.

Reading This Report

We divided responses into median (middle 50 percent), lower-quartile (lowest 25 percent) and upper-quartile (highest 25 percent) divisions to help you determine where your agency stands in relation to the full spectrum of respondents. Although hundreds of agencies have logged data into the PRORAGIS system, each park system may not answer every question. The inconsistency in submitting full and complete surveys accounts for the fluctuating number of responses from question to question. The number of agencies submitting surveys with 2014 data was 254 at the time of publication of this report — significantly fewer than the 431 total respondents who provided 2013 data. The 2014 respondent list showed far fewer large agencies reporting, due to this report being published before many agencies from larger jurisdictions actually enter their 2014 data. Therefore, it's important to keep in mind that upper-quartile statistics may be skewed in some cases by this difference in responding agencies.

General Conclusions

Jurisdictional budgets show cause for optimism about continued economic recovery. Given that the recovery is sluggish, however, agencies can expect to continue to face fierce competition for public dollars.

POWERED BY

PRORAGIS

Figure 1

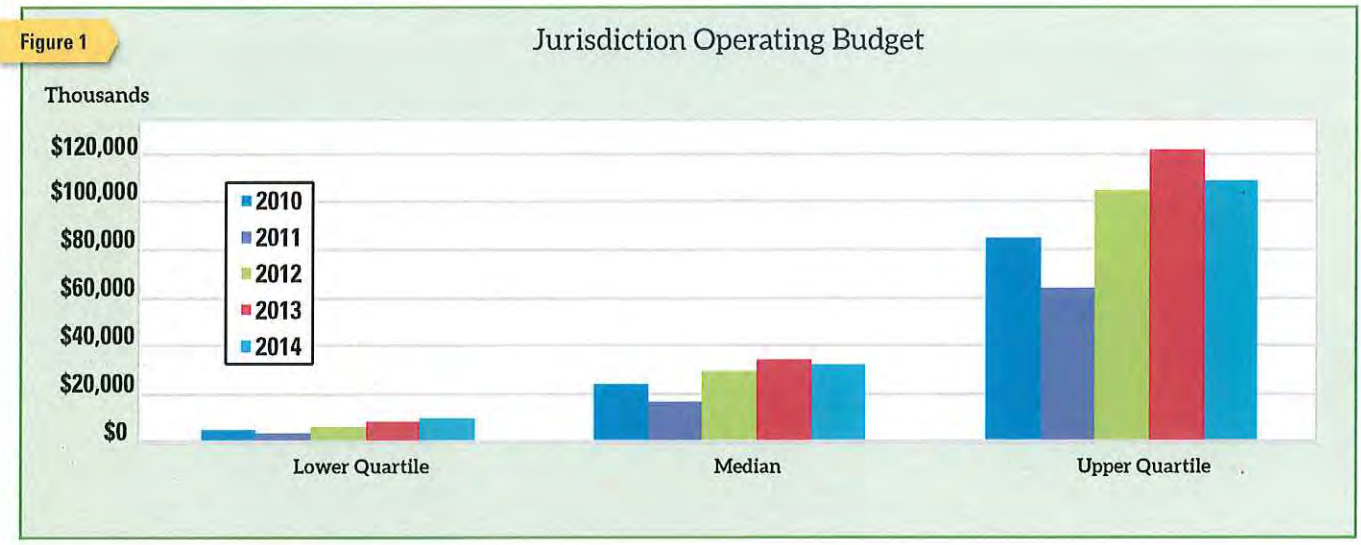


Figure 1: Jurisdiction Operating Budget
The general upward trend since 2010 demonstrates growing budgets for jurisdictions of every size — and is thus an indicator of the continuing gradual economic recovery. Despite the overall five-year improvement, median and lower-quartile budgets remained largely static from 2013 to 2014. The drop-off in upper-quartile operating budgets may be a reflection of fewer large agencies responding to the 2014 survey. (Note: Jurisdictional operating budgets provide an important touch point — a sort of "state of the economy" figure — against which to evaluate budget trends for park and recreation agencies.)

Figure 2

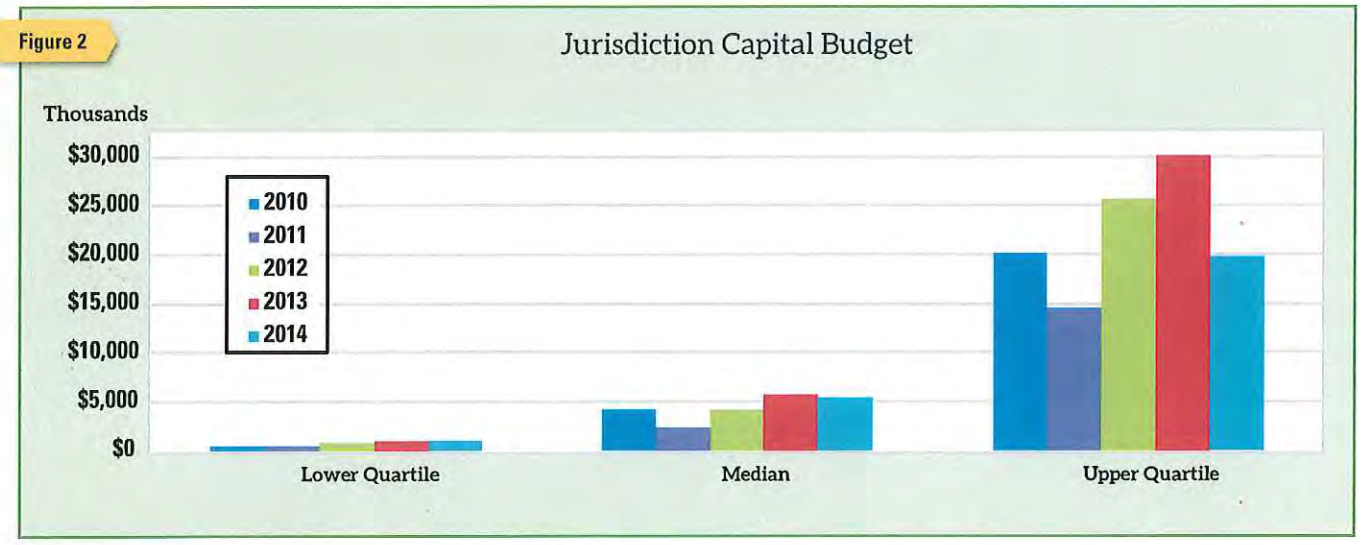


Figure 2: Jurisdiction Capital Budget
Capital budgets have risen significantly for median, as well as for lower and upper quartiles, since 2011. A dramatic drop for upper-quartile jurisdictions between 2013 and 2014 may indicate that larger jurisdictions are accessing other monies for infrastructure. Also, the data may reflect some having pulled back in preparation for big expenditures in 2016 and beyond.

From 1965 to 2015: A Half-Century of Prioritizing Data

In 1966, the newly formed NRPA published their first data report in a continuation of the National Recreation Association practice of preparing a *Park and Recreation Yearbook* every five years. Within that volume lay table after table documenting figures for agencies large and small. From Boston to Bismarck, it documented numbers of parks overseen, total acreage managed, expenditures budgeted and facilities run — plus numerous other data points on staffing and volunteer contributions.

In observance of NRPA's 50-year-long commitment to compiling and publishing park and recreation data, our staff took a close look at the records included in the 1965 NRPA *Yearbook*. Originally, we'd hoped to trace and share some illuminating trends across the past five decades, but our analysis led to a different sort of conclusion. Too much has changed, we noted, in the scope of American park and recreation responsibilities (and in the way performance is measured) to allow for apples-to-apples comparisons. While a snapshot from 1965 (Figure 3) shows a profession defined by public facilities and programs oversight, 2015 data shows a set of professional responsibilities that only begins with stewardship of parkland and recreational facilities.

Today, park and recreation agencies organize farmers markets and administer community gardens. They wage war on a national obesity epidemic through fitness, education and out-of-school programs for children. They manage amphitheaters and stadiums and plan the sports and entertainment events that pump tourism dollars into their local economies. The list goes on.

Our review of the 1965 *Yearbook* did yield some insights worth sharing. Some staff positions such as "playground leader," for example, no longer exist — and hearken back to a different sort of cultural landscape in this country. There were also anomalies that were hard to explain without some historical context. For example, part of the dramatic expansion of park acreage managed by Jacksonville, Florida, came as a result of the Cecil Field closure during the rounds of military base closures in this country between 1988 and 2006.

Perhaps most interesting of all, though, is the difference from 1965 to 2015 in what actually comprises a park and recreation system. In 1965, only seven types of facilities figured in NRPA's data capture. They were baseball diamonds, bathing beaches, golf courses, swimming pools, tennis courts, recreation buildings and indoor recreation centers. By contrast, NRPA's PRORAGIS database today tracks dozens of different facility types. The most striking difference is the now-ubiquitous presence of soccer fields — but the 2015 list also includes equestrian centers, skateparks and ice rinks.

Data collection has long been a priority for NRPA — and in a profession whose core responsibilities keep evolving and expanding, we are committed to continuing to equip agencies with the data they need. While the nature and "shape" of agency data in 2015 is more complex than it was in 1965, the goal remains the same: to demonstrate the enormous positive impact park and recreation agencies have on their communities.

Figure 3A

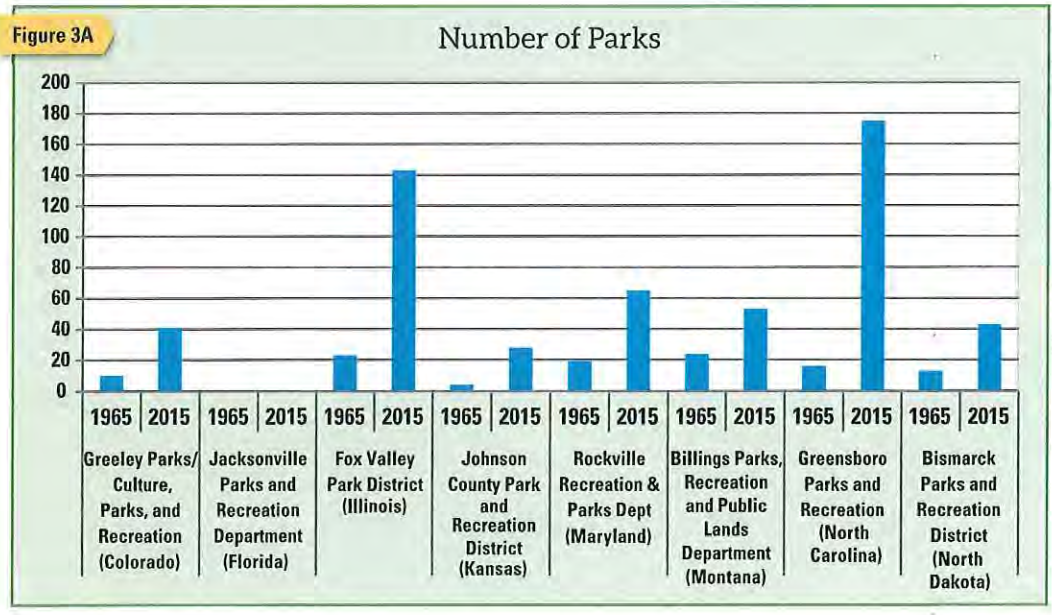


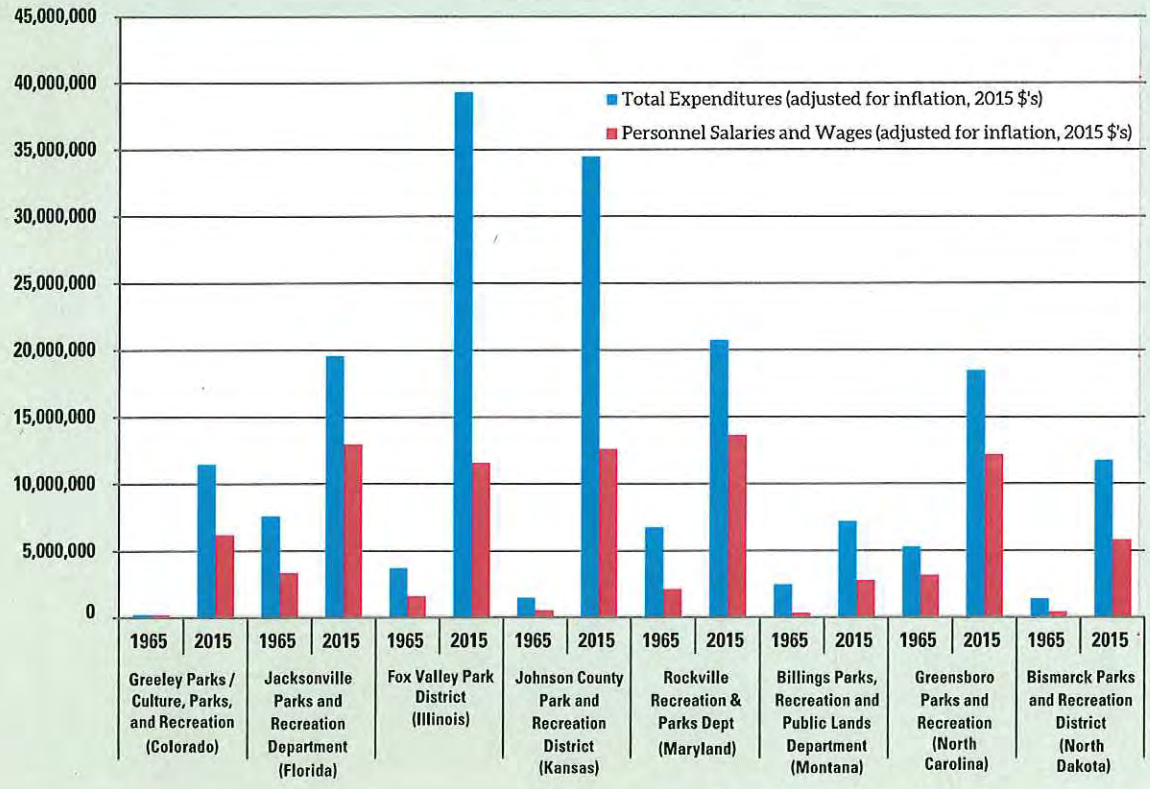
Figure 3B

Facilities Managed: Then and Now

Agency Name	Year	Baseball Diamonds	Golf- # of holes managed	Softball Diamonds	Indoor Pools	Outdoor Pools	Tennis Courts	Indoor Recreation Centers
Greeley Parks/Culture, Parks, and Recreation (Colorado)	**1965**	4	18	1	0	1	4	0
	2015	6	36	18	3	2	10	3
Jacksonville Parks and Recreation Department (Florida)	**1965**	5	0	20	0	2	21	0
	2015	106	45	142	2	33	177	53
Fox Valley Park District (Illinois)	**1965**	0	0	15	0	0	22	8
	2015	3	18	51	2	3	9	3
Johnson County Park and Recreation District (Kansas)	**1965**	2	0	1	0	0	0	0
	2015	2	72	36	1	1	8	0
Rockville Recreation and Parks Department (Maryland)	**1965**	3	0	0	0	0	10	7
	2015	6	18	14	2	2	43	7
Billings Parks, Recreation and Public Lands Department (Montana)	**1965**	24	0	41	0	9	14	2
	2015	18	9	20	0	2	26	2
Greensboro Parks and Recreation (North Carolina)	**1965**	5	9	8	1	0	24	0
	2015	15	99	30	3	6	98	11
Bismarck Parks and Recreation District (North Dakota)	**1965**	1	9	10	0	2	7	0
	2015	8	45	32	2	3	13	1

Figure 3C

Expenditures and Payroll



Community Standards

Communicating the effectiveness — and the funding needs — of a park and recreation department begins with reliable measurement. NRPA draws upon the PRORAGIS database to help agencies apply a set of national benchmarking standards as starting points for their conversations with local officials and stakeholders. Starting in 2014, NRPA issued Community Standards Reports to agencies participating in the PRORAGIS survey.* These custom reports provide agencies with their own data, shown in comparison with aggregate national data. The reports summarize agency performance according to five key metrics involving size, operating costs and revenues. They also show agencies exactly how they compare when it comes to the types of facilities they offer relative to their population size.

Included here is a generic summary of the 2014 PRORAGIS community standards so that you can apply the data to your own agency numbers.

Are you adequately funded?

Figure 4 and 5 — which show agencies' operating expenditures per acre and per capita — provide a good starting point for benchmarking your agency's funding.

Do you have enough parkland?

To advocate for more parkland, you need to know how you compare with both the national average and other agencies with similar population densities. Figure 6 shows those averages.

How much are you making?

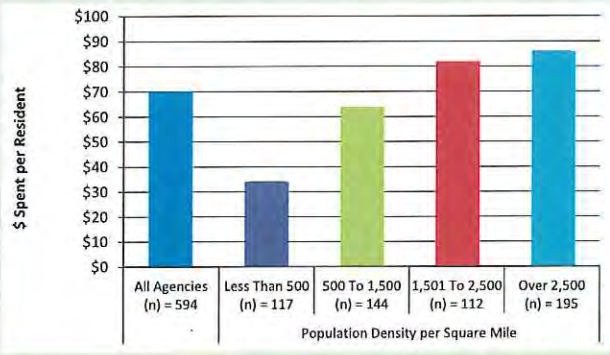
One measure of agency performance is their ability to fund their own operations through revenues from classes, entry fees, concessions, etc. Figure 7 shows revenue per capita averages across various population densities.

* If you are interested in receiving the custom Community Standards report, showing your agency in relation to others of similar size and character, go to www.nrpa.org/PRORAGIS for detailed information.

Figure 4 Operating Expenditures per Acre

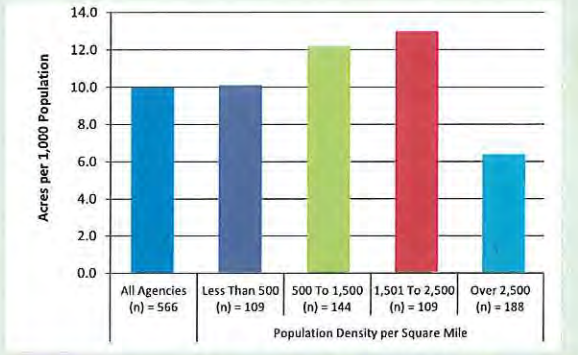
		Population Density per Square Mile			
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	$3,198	$1,339	$3,000	$3,678	$5,872
Median	$6,807	$3,546	$5,279	$6,931	$15,625
Upper Quartile	$17,540	$6,879	$10,749	$15,145	$32,693

Figure 5 Operating Expenditures per Capita



		Population Density per Square Mile			
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	$35.17	$13.54	$31.82	$50.47	$52.65
Median	$69.79	$33.98	$63.50	$81.37	$85.97
Upper Quartile	$119.27	$84.27	$111.68	$123.40	$160.21

Figure 6 Acres per 1,000 Population



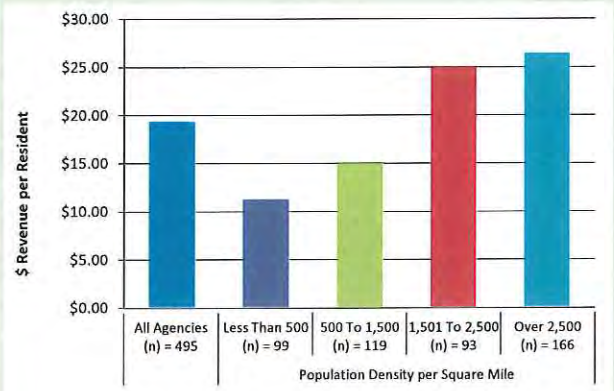
		Population Density per Square Mile			
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	4.5	4.8	6.3	7.5	3.3
Median	9.9	9.9	12.1	12.9	6.4
Upper Quartile	17.5	17.3	19.9	20.6	13.5

The second revenue metric (Figure 8) focuses on cost recovery. While cost-recovery plans vary greatly by facility type, purpose and the demographic served using data from other agencies can help your agency frame a realistic cost-recovery plan.

Do you have enough facilities?

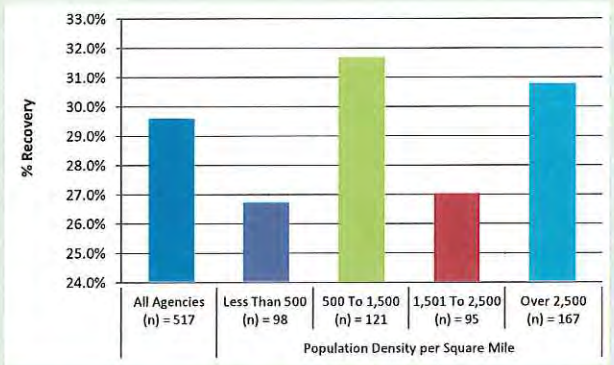
Are you looking to make a case for new facilities? It's useful to compare the number and type of facilities your agency offers with national median figures, as well as with similar-sized agencies. Figure 9 shows 20 different facility types along with median, upper-quartile and lower-quartile percentages of agencies that listed those facilities in their PRORAGIS survey.

Figure 7 Revenues per Capita



		Population Density per Square Mile			
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	$6.05	$2.71	$5.20	$10.97	$9.19
Median	$19.22	$11.08	$14.85	$24.87	$26.27
Upper Quartile	$44.23	$29.34	$34.63	$46.68	$66.62

Figure 8 Revenue as a % of Operating Expenditures (Cost Recovery)



		Population Density per Square Mile			
	All Agencies	Less Than 500	500 To 1,500	1,501 To 2,500	Over 2,500
Lower Quartile	15.5%	15.3%	14.0%	15.7%	18.7%
Median	29.6%	26.7%	31.7%	27.0%	30.8%
Upper Quartile	48.9%	52.7%	49.2%	47.6%	46.2%

Figure 9 Jurisdiction Population per Facility

Selected Facilities	Departments Offering	Number of Responses	Lower Quartile	Median	Upper Quartile	Average
Recreation/community center	78.5%	324	13,942	24,804	46,358	35,092
Fitness center	43.3%	156	24,761	42,742	71,373	61,474
Playground	96.5%	405	2,211	3,899	6,667	7,801
Tot lots	55.2%	171	6,116	14,000	33,581	25,925
Tennis court (outdoor)	86.7%	368	2,725	4,413	8,637	7,686
Basketball court (outdoor)	94.1%	373	4,583	7,526	14,055	15,123
Swimming pool (indoor)	29.0%	141	23,816	43,872	77,385	61,598
Swimming pool (outdoor)	61.7%	257	16,585	33,660	57,149	46,439
Senior center	42.4%	180	30,229	50,000	95,762	84,087
Ice skating rink (indoor)	14.1%	49	15,980	31,564	65,000	52,855
Ice skating rink (outdoor)	18.0%	86	6,831	14,445	28,300	25,036
Rectangular field	94.5%	367	2,205	3,929	8,124	7,899
Diamond Field	93.4%	376	1,916	3,333	5,837	7,127
Indoor or outdoor stadium/arena	19.6%	65	45,895	81,405	201,309	144,498
Driving range	27.8%	128	34,534	64,846	167,536	141,582
Dog park	58.3%	209	27,000	53,915	101,372	84,331
Nature/Interpretive center	27.4%	120	55,247	120,133	267,225	196,013
Performing and/or Visual Arts/Community center	32.8%	97	38,000	70,000	134,833	132,957
Community garden	42.6%	177	7,024	27,000	66,102	61,752
Golf courses (population per 9 holes)	31.5%	155	12,720	26,288	52,414	40,359

Responsibilities

The 2014 data on park and recreation responsibilities shows a continuation of the trend toward increasing demands on agencies to perform non-park management and maintenance functions. From the oversight of historic properties to the leasing of performing arts centers and amphitheaters, budget-challenged jurisdictions keep bundling more responsibilities into agencies' maintenance and management roles.

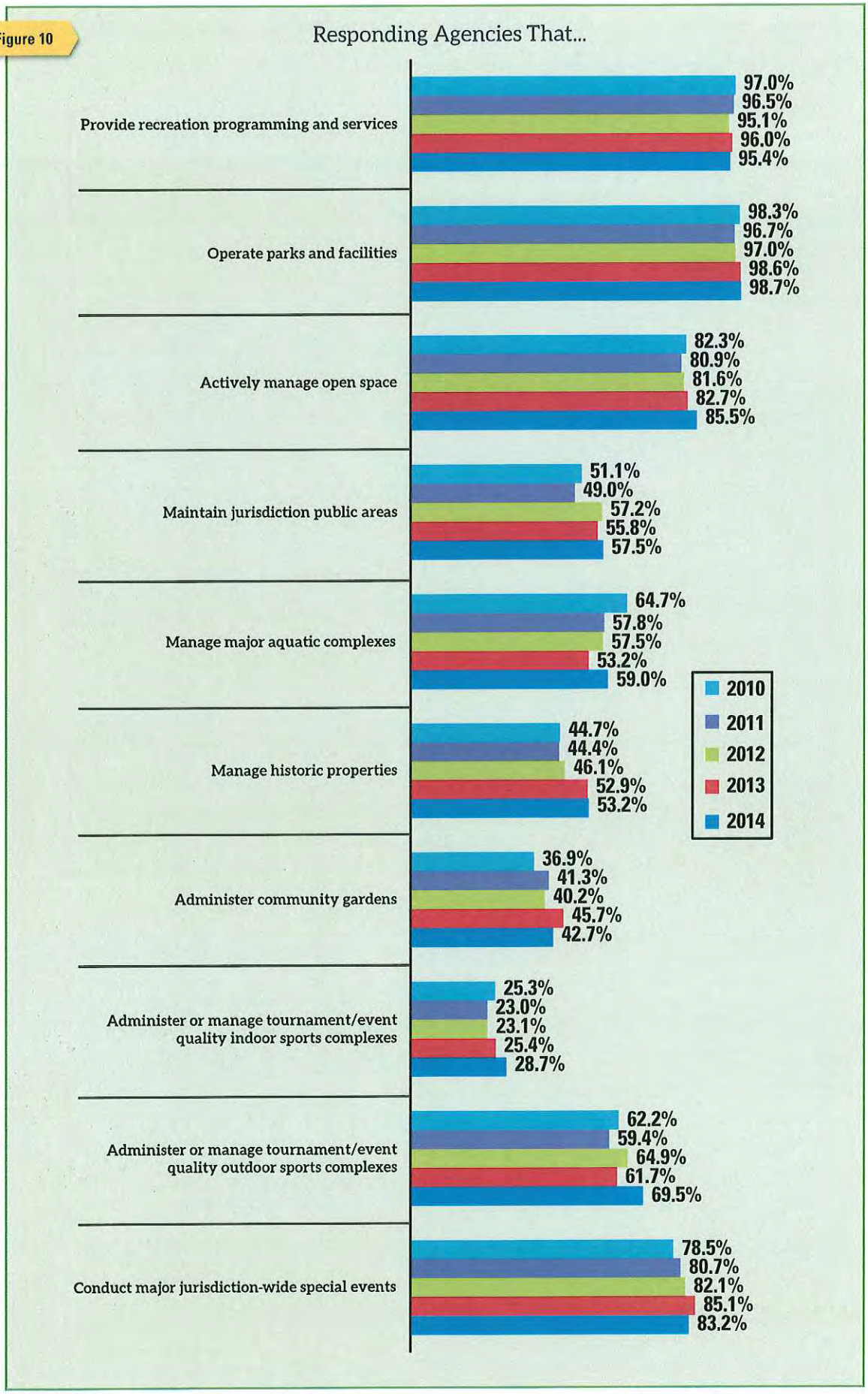
Some of the jurisdictional expectations shown in Figure 10 — namely, the management of tourism-generating facilities and events — represent an area of tremendous opportunity for forward-thinking park and recreation leaders. Departments like Round Rock Parks and Recreation in Texas are leading the charge within their community to take on events- and venue-oriented responsibilities in close cooperation with other arms of the local government. Round Rock Parks and Recreation helped define its jurisdiction as "the sports capital of Texas" by taking on responsibilities for managing venues like Dell Diamond, a stadium that's home to the Round Rock Express, a minor-league baseball affiliate of the Texas Rangers. The work of that agency is fueling an economic engine that will bring millions of dollars of new revenues into area restaurants and hotels.

The success of agencies like Round Rock comes from close partnerships with local visitors' bureaus, city planners and area stakeholders. The lesson for other agencies of all sizes is this: In a time when added responsibilities are a given, the big wins will come for park departments that shape their own responsibilities according to a vision for maximum local impact. Park leaders should approach their jurisdictions armed with ideas and economic impact studies — strategically setting their own terms rather than waiting for assignments.

A recurring theme throughout this report — from budget-related indicators to programming for parks — is that agencies can turn constraints into wins by taking a strong proactive stance as "first comers" to the planning table within their jurisdictions. In an era of stretched regional budgets and overwhelming capital needs for new infrastructure, it is critical that park agencies not simply wait to be allotted their share. From advocating for open spaces to championing tourism-promoting trails, venues and sports centers, park agencies can and should steer their own direction as providers of essential services and leaders in local economic vitality.

Larry D. Moore CC BY-SA 3.0

Figure 10


Responding Agencies That...
Provide recreation programming and services
97.0%
96.5%
95.1%
96.0%
95.4%
Operate parks and facilities
98.3%
96.7%
97.0%
98.6%
98.7%
Actively manage open space
82.3%
80.9%
81.6%
82.7%
85.5%
Maintain jurisdiction public areas
51.1%
49.0%
57.2%
55.8%
57.5%
Manage major aquatic complexes
64.7%
57.8%
57.5%
53.2%
59.0%
Manage historic properties
44.7%
44.4%
46.1%
52.9%
53.2%
Administer community gardens
36.9%
41.3%
40.2%
45.7%
42.7%
Administer or manage tournament/event quality indoor sports complexes
25.3%
23.0%
23.1%
25.4%
28.7%
Administer or manage tournament/event quality outdoor sports complexes
62.2%
59.4%
64.9%
61.7%
69.5%
Conduct major jurisdiction-wide special events
78.5%
80.7%
82.1%
85.1%
83.2%
2010
2011
2012
2013
2014

Staffing and Volunteers

In 2014, PRORAGIS survey results showed the number of authorized full-time positions continued its steady, across-the-board rebound (for upper and lower quartiles, as well as median), since hitting a nadir in 2011 (Figure 11). While all three measures show agencies doubling full-time employees or better over the past four years, agencies in the upper quartile have experienced the most dramatic upsurge – going from an average of 57 full-time employees in 2011 to 113 in 2014.

Figure 11

Owing in part to the priority of recovering full-time employees lost in recessionary budget-slashing, the number of non-full-time positions has either dropped off (upper quartile) or remained fairly static over the past year (Figure 12). Furthermore, total full-time equivalent employee numbers have dropped slightly, after remaining relatively flat since 2011 (Figure 13).

Taken together, the data indicate that agencies of all sizes are prioritizing full-time hires more than at any time in the past four years. Due to limited resources, smaller agencies are having a harder time than large agencies in carrying out that priority, but all are shifting resources away from part-time and seasonal hires to re-establish strong cores of professional full-time staffers.

Figure 12

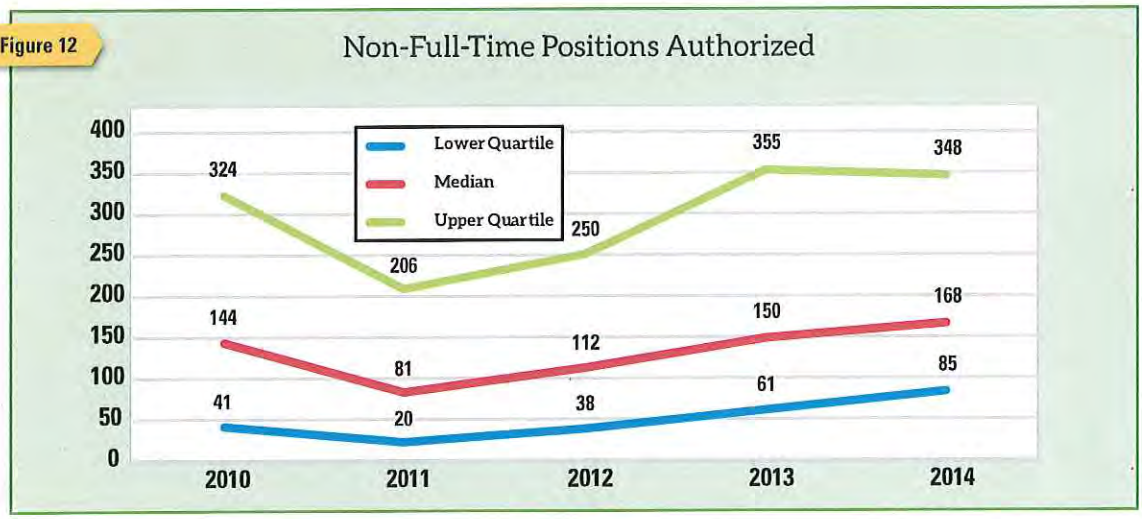


Figure 13

Total Full-Time Equivalents Available

Volunteering is going strong for agencies of all sizes (Figure 14). Particularly notable here is a jump of nearly 50 percent in the median number of volunteer hours during 2014. Since the number of hours worked per volunteer saw only a modest increase (two hours), the steady rise of park volunteerism is obviously a result of higher numbers of volunteers. One likely explanation for that expanding volunteer army is that the post-recession era has sharpened park leaders' skills in recruiting, assigning and developing their volunteers. They are not only able to retain the volunteers they have — they're also adding each year to the ranks.

Figure 14

Recreation Department Volunteers

Number of Volunteers	2010	2011	2012	2013	2014
Lower Quartile	50	26	43	50	51
Median	225	150	200	278	350
Upper Quartile	1,333	639	952	1,234	1,669
Number of Hours Worked by Volunteers	**2010**	**2011**	**2012**	**2013**	**2014**
Lower Quartile	1,000	290	525	1,200	2,359
Median	6,000	4,477	4,850	7,260	10,564
Upper Quartile	40,000	20,300	26,500	39,248	55,205
Number of Hours Worked per Volunteer	**2010**	**2011**	**2012**	**2013**	**2014**
Lower Quartile	12	8	7	10	10
Median	22	20	19	21	23
Upper Quartile	40	55	41	47	37

Budget

Although park and recreation department responsibilities have expanded well beyond traditional park-related functions in recent years, agencies have not seen corresponding increases in budget. In fact, both operating and capital budgets have remained largely static across the past four years.

Total operating expenditures for agencies surveyed stayed flat in 2014 — much as they have since 2011 — regardless of agency size (Figure 15). Agency budgets, across the board, have not returned to 2010 levels. (The median remains at about two-thirds 2010 levels, and the upper quartile stands at about 56 percent.) Yet, as the sections on Responsibilities and Operations and Maintenance attest (page 8, page 16), park and recreation departments have seen no corresponding decrease in the demand for their services.

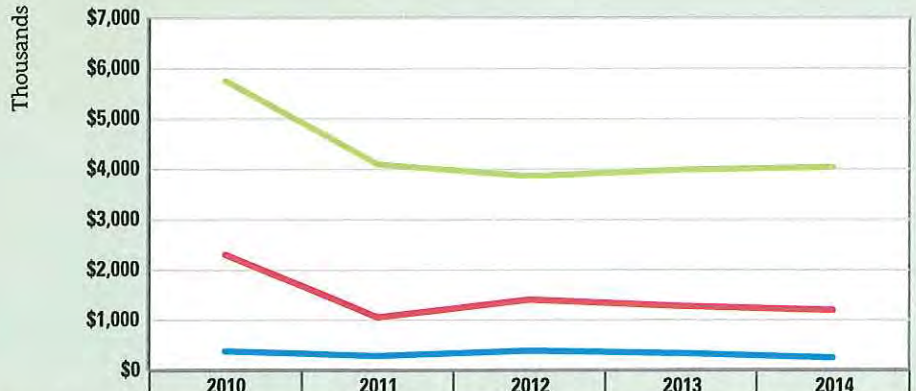
Figure 15

Total Operating Expenditures (in 000s)

	2010	2011	2012	2013	2014
Lower Quartile	$1,185.9	$1,095.4	$1,470.4	$1,378.1	$1,241.5
Median	$5,769.5	$3,743.2	$4,408.7	$4,368.3	$3,881.6
Upper Quartile	$17,952.6	$9,717.6	$11,184.3	$11,723.6	$10,118.1

Figure 16

Annual Direct Revenue (in 000s)



	2010	2011	2012	2013	2014
Lower Quartile	$391.1	$282.6	$403.2	$342.0	$238.8
Median	$2,312.6	$1,043.8	$1,392.4	$1,266.5	$1,180.6
Upper Quartile	$5,765.4	$4,086.2	$3,848.7	$3,974.2	$4,027.8

Direct revenue trends for agencies (Figure 16) mirror those of operating expenditures — showing a flat-lining since 2011 that hovers between roughly one-half (for the median) to two-thirds (for the upper quartile) 2010 revenue figures.

As for the 2014 direct revenue pie, Figure 17 shows averages for the 78 agencies that participated in this portion of the 2014 PRORAGIS survey. The pie chart shows a breakdown in which facility entry fees (accounting for 21 percent) stand at about half the average for programs and class fees (43 percent). While the number of reporting agencies for this portion of the survey was small, that breakdown is nearly identical to 2013 direct revenue source percentages — a year in which nearly twice that number of agencies participated in the report.

What insights can be drawn from the pie chart? Considering that park and recreation departments have historically drawn equally from facility entry fees and programs and class fees (with both sources combined totaling about 80 percent of revenues), it's clear that revenue has taken a big hit in the area of facility entry fees. Viewed in this light, the data show a revenue pie that has gotten smaller. Comparisons with historic percentages suggest residents who once purchased passes and memberships for park-run facilities are continuing to watch their budgets and take a wait-and-see approach during the gradual economic recovery.

The state of total capital budgets for park departments (Figure 18A) stands in sharp contrast to the recovery jurisdiction capital budgets have seen. (See page 3: Jurisdiction capital budgets are roughly equivalent now to their 2010 levels.) For parks, the median and upper quartiles have been cut in half since 2010, and all indicators show stagnant capital budgets since 2011. The fact that park departments are not seeing proportionate increases suggests that parks will have to be innovators — bringing revenue-generating ideas to jurisdictional planners and engineers — in order to get their fair share.

Figures 18B and 18C address the relative benefits of repairing and updating existing facilities vs. building new ones. The uptick in new capital need — as opposed to the static nature of renovation need — indicates a general sentiment that renovation is not worth the money and that more value lies in building new facilities. Some of that emphasis on new capital need may come from the attractiveness of new sporting and entertainment venues as tourism magnets. And some of the new capital need may also simply spring from a philosophy of under-design in existing buildings — a life cycle costing approach that takes the attitude, "If it falls down, we'll rebuild it."

Figure 17 Sources of Direct Revenue (2014)

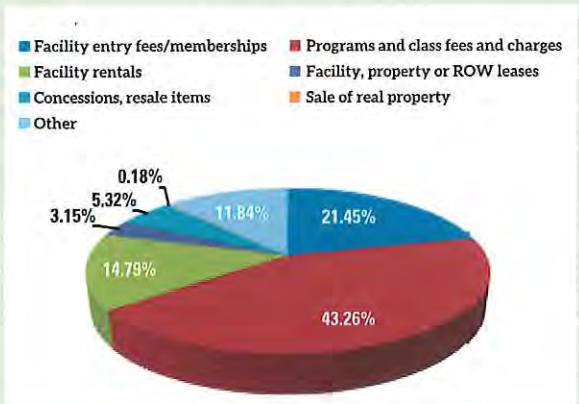
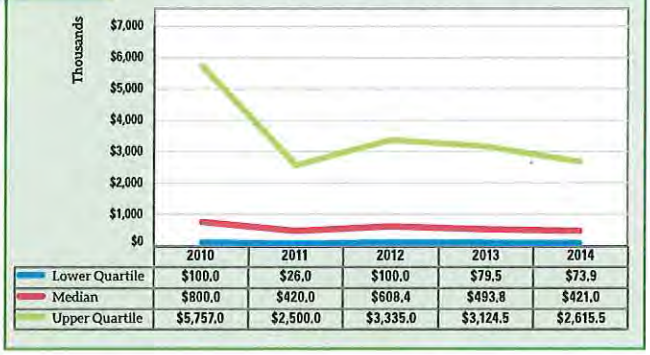
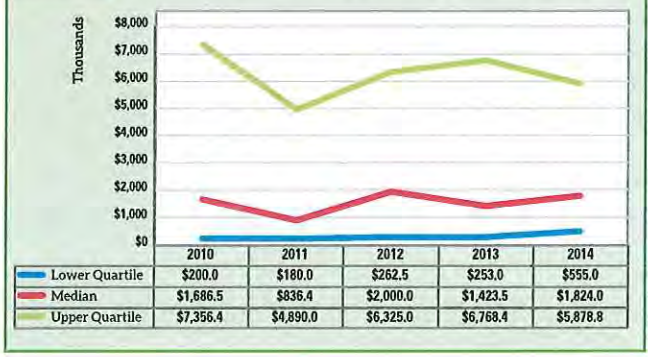


Figure 18A Total Capital Budget (in 000s)



	2010	2011	2012	2013	2014
Lower Quartile	$100.0	$26.0	$100.0	$79.5	$73.9
Median	$800.0	$420.0	$608.4	$493.8	$421.0
Upper Quartile	$5,757.0	$2,500.0	$3,335.0	$3,124.5	$2,615.5

Figure 18B Amount of Renovation Need (in 000s)



	2010	2011	2012	2013	2014
Lower Quartile	$200.0	$180.0	$262.5	$253.0	$555.0
Median	$1,686.5	$836.4	$2,000.0	$1,423.5	$1,824.0
Upper Quartile	$7,356.4	$4,890.0	$6,325.0	$6,768.4	$5,878.8

Figure 18C New Capital Need (in 000s)

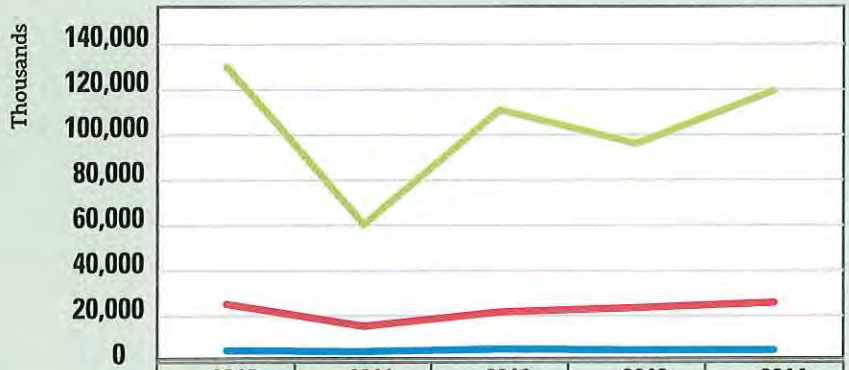
	2010	2011	2012	2013	2014
Lower Quartile	$395.0	$128.2	$321.0	$400.0	$740.0
Median	$2,311.0	$2,000.0	$2,320.0	$2,206.0	$3,000.0
Upper Quartile	$11,189.7	$10,850.0	$15,000.0	$15,000.0	$22,364.0

Programming and Attendance

Programming is not only the heartbeat of park and recreation departments' community outreach, it's also the largest single source of most agencies' annual revenue. These two faces of recreational programming can create dilemmas for budget-challenged agencies about whether to channel resources into lower-revenue programs. Attendance data for 2014 suggest park and recreation agencies — especially those in larger cities — are facing growing tensions between meeting revenue goals and carrying out public outreach priorities in the parks.

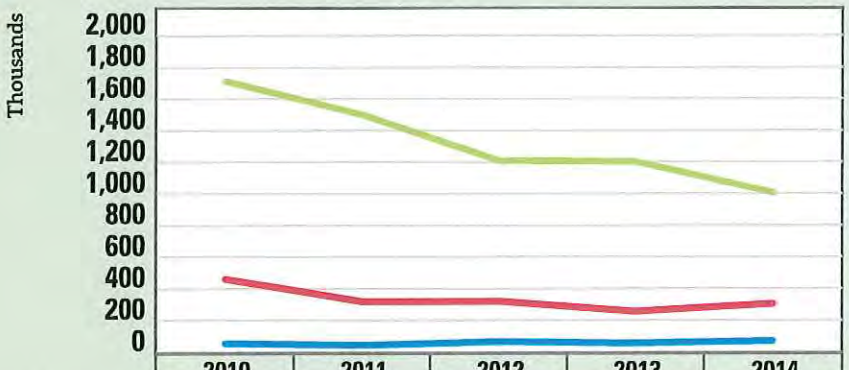
While class and entrance fees guarantee revenue (and recapture facility costs), free or low-cost park-based programming does not. The data show two different attendance trends that point to the difference between fee-based programs and the type of public outreach programming that draws people to parks. Figure 19 shows median attendance for facility-oriented programming stabilizing or (in larger agencies) on the rise — and Figure 21 (facing page) shows use of facility-based programs has been edging up across all types of classes. On the other hand, Figure 20 (below), traces a trend of flat or declining attendance at parks. And Figure 22 (facing page) shows recreation offerings for children, seniors and people with disabilities as being largely stagnant since 2011.

Figure 19 Total Annual Attendance, Programs, Classes and Small Events



	2010	2011	2012	2013	2014
Lower Quartile	5,000	4,064	6,000	5,250	5,100
Median	25,812	15,160	22,000	24,000	26,500
Upper Quartile	130,428	60,004	111,090	95,919	119,686

Figure 20 Total Park Attendance



	2010	2011	2012	2013	2014
Lower Quartile	57.8	41.5	73.8	60.0	80.0
Median	469.3	317.1	318.3	250.0	301.8
Upper Quartile	1,718.1	1,500.0	1,206.7	1,200.0	1,000.0

Boston offers an illuminating example of the benefits of making free public recreation a highly visible agency priority. The city, ranked America's ninth fittest by the American College of Sports Medicine, provides a three-month-long series of free exercise classes in 18 city parks each year. One of its programs, "Troops for Fitness," is being sponsored by a partnership between The Coca-Cola Foundation and NRPA. The $3 million grant funding supports veteran-led free classes in parks — including boot camps, golf clinics, cardio and strength training classes, running groups, yoga, hiking workouts and more.

As a result of initiatives like these, Boston Parks and Recreation is seeing park attendance soar during the warm-weather months. The department also enjoys overwhelming support from city residents.

Agencies that allow parks to sit empty as unprogrammed assets are missing critical opportunities to make their communities healthier and connect people, in lasting and memorable ways, with their local parks.

Figure 21

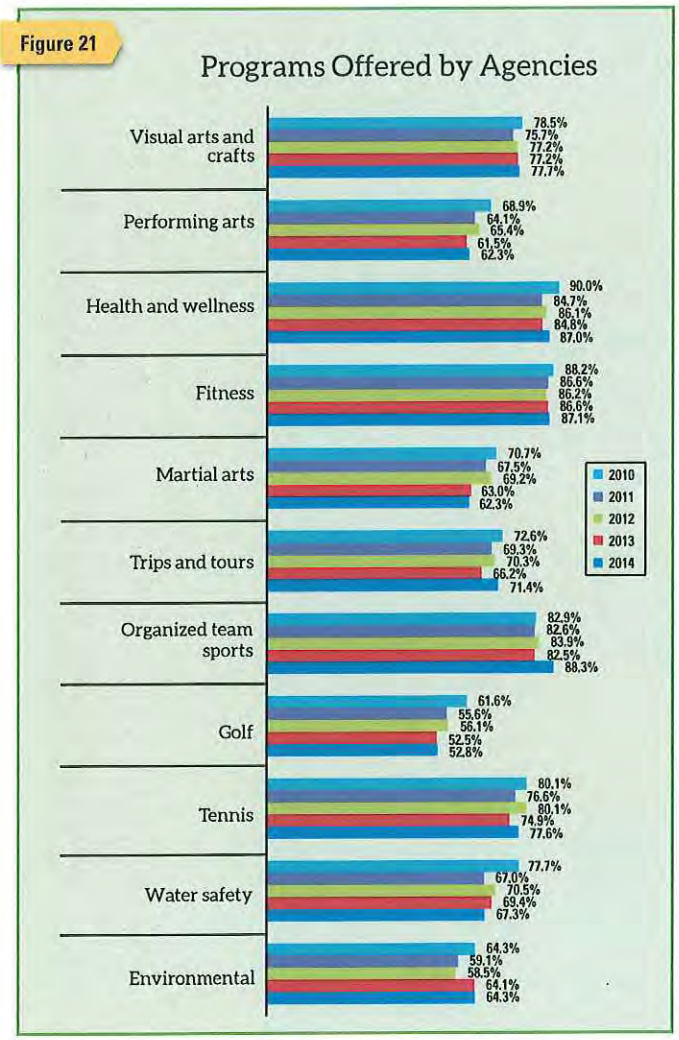
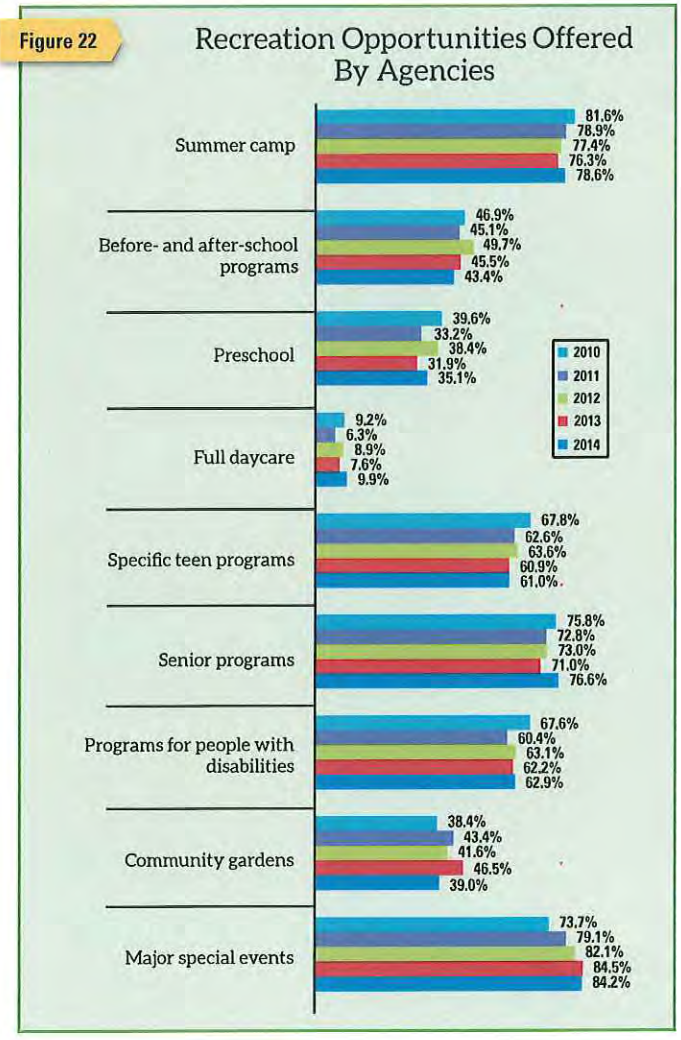


Figure 22



Operations, Maintenance and Performance Management

The recession, though easing, continues to challenge agencies in the areas of operations and maintenance. Agencies are beginning to close the gap between park assets and appropriate funding levels to maintain and manage those public lands and facilities. Yet, even though funding is increasing, the data also indicate full-time employees may be seeing increased responsibilities.

Does your agency's experience reflect this double-edged trend? There's no better way to find out than to do a comparison of your costs per acre for maintenance and the number of developed and maintained acres assigned to each full-time employee (FTE). Figure 23 below compares the overall expenditures for the department to the acres that are managed and maintained for both 2013 and 2014 respondent data. In general, the expenditures are increasing for 2014 over the 2013 levels, probably indicating increased maintenance budgets. You can use this very high-level metric to explore your own costs per acre in more detail. The new PRORAGIS 2.0 is designed to help you capture those costs and increase your productivity.

Besides looking at the cost per acre, it is also helpful to compare the number of acres that are to be maintained by each FTE (FTE = 2080 hours per year). Figure 24 shows the acres/FTE metric is generally trending higher. That is, the number of acres to be maintained is increasing for each employee available to maintain them. (This trend toward increased employee workload may be affected by variables not recorded in the PRORAGIS questionnaire — such as reduced non-full-time staff hours or contracted maintenance.)

The data in Figure 25 shows the general benchmarking ratios that have been calculated by PRORAGIS from the data submitted. These ratios were designed to be informative for making comparisons.

Over the five years that PRORAGIS has been collecting data, NRPA has solicited comments and suggestions from its membership. As a result of the feedback members have given, we have revised the PRORAGIS survey questionnaire. PRORAGIS 2.0 retains much of the PRORAGIS Legacy data from which this report is derived. Whereas the Legacy version uses general data, the 2.0 version will specifically address functions your department performs. Once you complete the general data, resources and workload for each part of the revised survey, PRORAGIS will calculate your performance effectiveness ratios.

NRPA believes you will find that the updated platform will improve both your management credibility and your department productivity. We also predict you'll see improved employee morale as your staff learns to assess their own performance. Give it a try at www.nrpa.org/PRORAGIS. Use your Legacy username and password, or if you have never registered for PRORAGIS, click on Register New Account on the login page. There is no charge.

Figure 23

Operating Expenditures per Acre of Land Managed or Maintained

	Lower Quartile		Median		Upper Quartile	
Number of Acres	2013	2014	2013	2014	2013	2014
250 or fewer	$6,454	$6,054	$16,523	$12,403	$34,000	$27,242
251 to 1,000	$3,487	$4,163	$8,974	$8,884	$18,747	$17,597
1,001 to 3,500	$1,855	$2,827	$4,808	$5,928	$6,904	$11,234
More than 3,500	$1,213	$2,064	$3,001	$3,564	$3,846	$5,662

Figure 24

Acres of Park Maintained Per FTE

	Lower Quartile		Median		Upper Quartile	
Number of Acres	2013	2014	2013	2014	2013	2014
250 or fewer	2.7	3.7	5	5.7	9.8	16.6
251 to 1,000	6	5.4	8.7	12.8	19.6	24.1
1,001 to 3,500	9	12.2	21.6	18.3	54.7	39.4
More than 3,500	18.4	16.4	32.8	46.1	66.3	139.3

Figure 25

Miscellaneous Benchmarking Ratios

Miscellaneous Benchmarking Ratios (Medians)	2010	2011	2012	2013	2014
Operating Expenditures per Capita	$80	$75	$84	$78	$80
Operating Expenditures per FTE	$95,182	$96,664	$97,211	$91,983	$105,973
Operating Expenditures per Acre of Land Managed or Maintained	$7,223	$6,642	$6,585	$7,441	$7,666
Acreage of Parkland per 1,000 Population	14.6	10.3	10.7	9.4	8.3
Acres of Parkland Maintained per FTE	15.1	15.2	13.7	9.8	13.5
Revenue per Capita	$26.48	$19.56	$24.95	$22.43	$21.21
Revenue as a percent of Total Operating Expense	30.0%	27.9%	30.4%	32.7%	27.9%
Revenue per Visitor	$4.58	$3.67	$4.54	$4.16	$4.13
Total Operating Expenditures per Visitor	$14.52	$12.27	$14.54	$14.47	$15.37
Total Capital plus Total Operating Expenditures per Capita	$99.80	$86.37	$105.11	$91.30	$88.51
Tax Cost per Capita	$47.54	$29.73	$43.15	$40.09	$23.99
Program Attendance per Program Staffing (FTE)	2,553.5	2,337.5	2,216.2	2,463.1	4,000.0
Program Fees and Charges per Program Participant	$27.02	$31.95	$24.60	$17.00	$15.71

Geographic Information System and Mapping

Visualize your park system from a bird's eye view, and from that vantage point, apply geographic insights to a strategic plan. Give your marketing and programming teams the keys to neighborhood-specific demographic research. Identify underserved areas in need of health and wellness programs. Manage inventory across hundreds (or thousands) of acres, and optimize maintenance operations to save time and resources.

Through the embedded ESRI mapping program that NRPA is rolling out this year, agencies that have signed up for PRORAGIS will gain access to an enhanced set of proprietary desktop GIS software tools. The web-based integration will equip agencies with next-generation inventory management, planning and marketing capabilities.

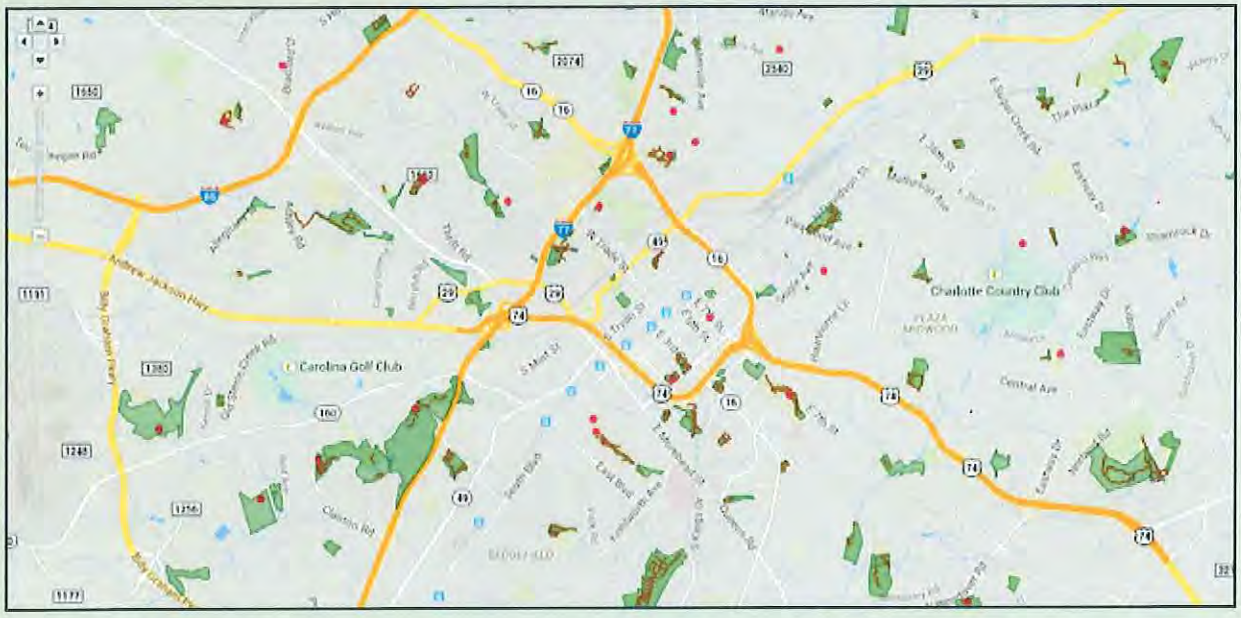
Inventory/Asset Management

This recordkeeping and management feature of the mapping program allows users to create a file of park system inventory – and then to upload that data on parks, trails and facilities into the web-based GIS application for a map-based view of agency assets. Users are guided to enter historical data to complete the attribute information (e.g., purchase price, date, how land was obtained and details of consolidation with other parcels), but have the option of entering as much or as little information as they have on hand.

One powerful new feature of the new integration involves facilities. Within the new interface, icons will differentiate one facility type from another, and the expandable system will allow agencies to append as many attributes and values to each facility as they wish. In the case of a tennis court complex, for example, agencies can attach pictures and videos of the courts in use, sketches and plans showing the design, and notes regarding number of courts. When a user clicks on the icon for that facility, all embedded data will be accessible.

Figure 26

Intuitive Mapping Interface



The web-based GIS software integrates with multiple external data sets and allows agencies to append unlimited details about park assets. Here, in this area within Charlotte, North Carolina, parks are shaded dark green, trails are marked and facility locations are indicated by red dots.

Planning

The GIS system also allows for intelligent planning, offering users a bird's eye view of an entire park system. With the ability to visualize parks, facilities and trails (as well as nearby neighborhoods, schools and physical barriers) from an aerial perspective, planners can analyze which pockets of their jurisdiction have the greatest need for new parks and recreational and fitness amenities. This at-a-glance view enables planners to blend park-related insights easily with other economic or development initiatives within a community.

Marketing and Demographic Research

The new integration allows for users to specify a facility, mine intelligence about residents within certain drive times or walk times of the facility, and then apply relevant data to program initiatives.

In performing market research on programs to prevent obesity among area youth, for instance, an agency might want to select a service area made up of three concentric radii representing five-, 10- and 15-minute drives (Figure 27) or walks (Figure 28) and public health data on obesity rates within those locales. It might then determine exercise patterns and preferences among adults in that area (Figure 29) to better understand which types of activities young people may already have been exposed to (or what parents would be most likely to encourage). Finally, the inclusion of Census age data and population density data layers (Figure 30) would allow for a determination of the number of youth within the service area selected.

Figure 27 Drive Times Tool

The ESRI ArcGIS integration allows users to select various drive times from a given facility and to see those drive times displayed as concentric radii around the facility. This feature allows users to drill down even further into demographics within those target areas.

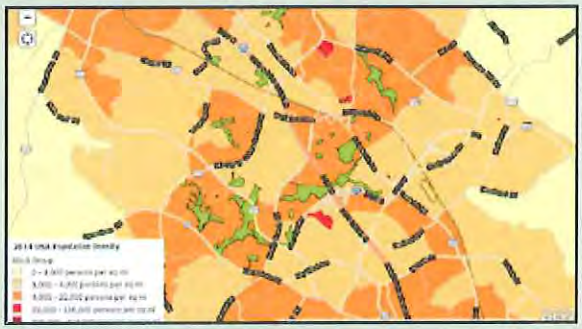
Figure 28 Walk Times Tool

Similar to Figure 27, the walk times selection feature displays locales that lie within designated walk times of a facility.

Figure 29 Demographic Data Integration

In this figure, the data set being accessed involves adult exercise habits and preferences, based on ESRI's market data sets. The system allows for market research based on activity preferences and hobbies, buying habits and public health statistics, as well as many other demographic variables.

Figure 30 Population Density Mapping



The mapping tool provides user-friendly visuals of population density. When paired with market data overlays, it's easy to spot optimal areas for marketing and community outreach.

Looking Forward

Private funding of parks as amenities for the wealthy. Negative social behavior among youth. Lack of municipal funding for parks. Do these problems sound familiar? They are among the major issues facing the park and recreation field in 2015. They were also among the major issues of the early 1900s. In fact, it is these very societal problems that led to the creation of the Playground Association of America in 1906.

This year, NRPA celebrates its 50th anniversary, having formed from the merger of five major recreation resource nonprofits in 1965. Moving forward, NRPA 's intention is to identify barriers to quality park service and recommend initiatives to overcome those obstacles. Part of that effort involves being aware of our past and envisioning the societal trends that are shaping our future.

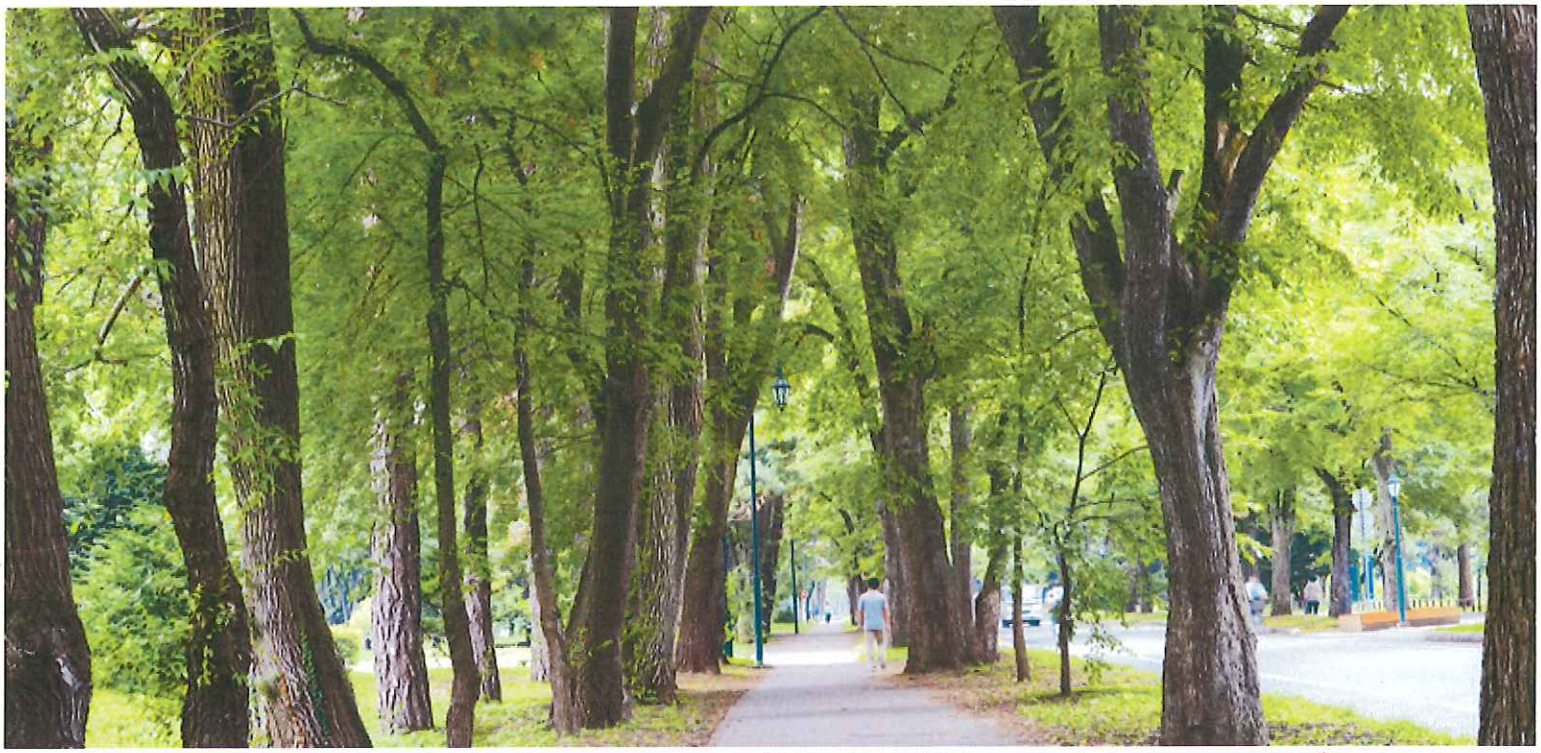
Where Are We Going: Five Trends that will Impact the Future of Parks and Recreation

Trend 1. Programs are key to great park attendance.	• The public is less likely to visit parks unless they are attending programs. • Fewer programs in parks reduce usage rates for parks. • Lack of programs diminishes public support for traditional parks. • Lack of public support leads to reduced park budgets for underutilized parks. • Mandates for revenue cost recovery may lead to social inequity.
Trend 2. The perceived value of distributed services results in agency functions assigned to various departments.	• The recession justified restructuring park and recreation departments. • Organizationally, operations are most effective within a single department that carries out all park and recreation responsibilities. • Agencies that position themselves as valuable essential services fare best. • Example: Many departments provide all municipal grounds maintenance. • Agencies are optimizing services by teaming with other recreation providers.

Trend 3. Agencies are pioneering new funding methods.	• The lack of municipal funding does not equate to a lack of public support.
	• During the recession, special districts with dedicated funding and agencies invested in revenue-producing facilities fared much better than others.
	• Retaining revenues for agency operation is a key to the model's success.
	• Other sources of funding for operations that can be targeted include:
	  • Value-Capture property taxes related to park proximate values.
	  • Dedicated sales tax on recreation-related goods and equipment.

Trend 4. The infrastructure deficit means parks will have to fight harder for public dollars.	• The Public Works Association is estimating that $356 billion will be spent on the replacement, renewal and renovation of our municipal and state roads, highways, bridges, dams, sewers, water, and other infrastructure.
	• These projects, delayed for years, now create public safety issues.
	• Park and recreation assets that deferred funding must now compete.
	• Strategy: Be at the infrastructure table to discuss park needs, including:
	  • Sewer lines, greenways and proximate tax value.
	  • Stormwater retention and practice fields.
	  • Underground water storage and athletic fields.
	  • Highways and parks.
	  • Opportunities are more likely early in the process.

Trend 5. Walkable cities draw millennials, fueling a suburban exodus.	• Millennials are drawn to walkable environments with cultural amenities. • Evidence indicates this will exacerbate the gentrification of cities. • The exodus of disadvantaged populations will be to the nearby suburbs. • Will these suburbs acquire a resident base in need of public services? • Will the cities become centers of prosperity that feature transit and bikes, a service economy, and small rather than large parks? It certainly is possible.



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