

2022 NRPA

AGENCY PERFORMANCE REVIEW



DENTON (CITY OF) PARKS AND RECREATION



NATIONAL RECREATION AND PARK ASSOCIATION

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 2019 – 2021 data in the *NRPA Park Metrics* database as of February 2022. 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 *2022 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 2019 through 2021 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 2022 NRPA Agency Performance Review.](#)

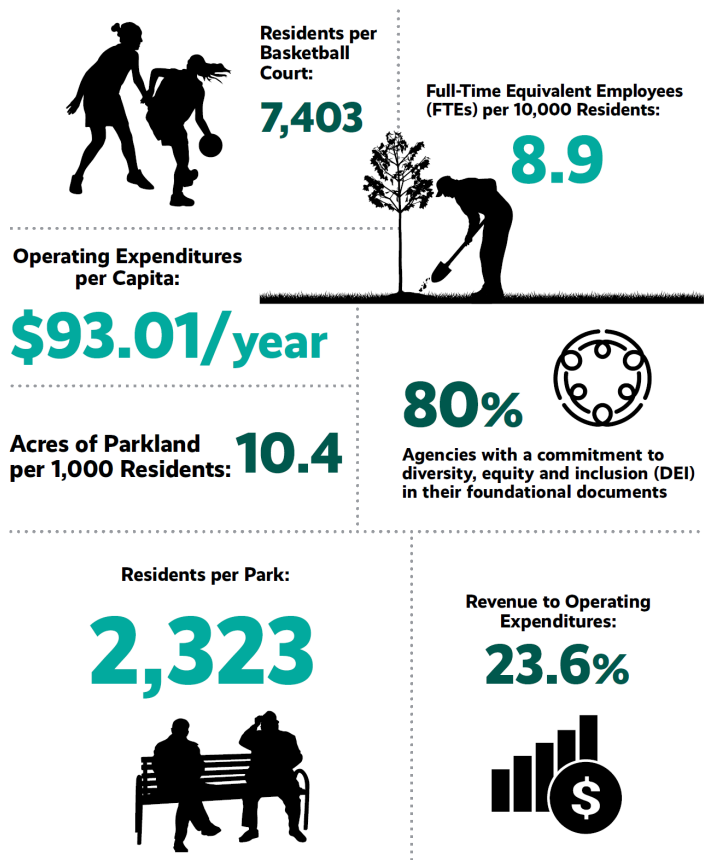
Using this Report

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 or 614-389-2100.

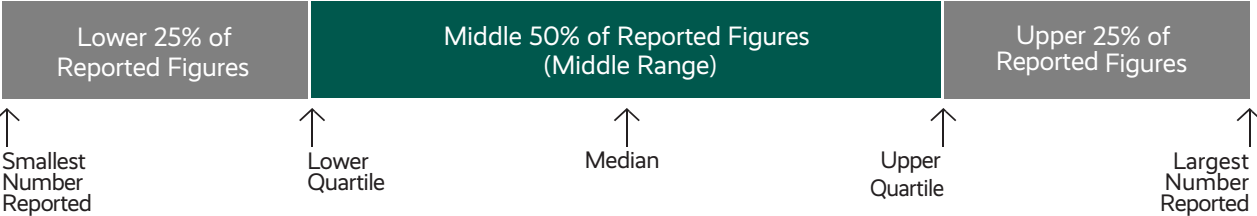
2022 NRPA Agency Performance Review Key Findings



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.



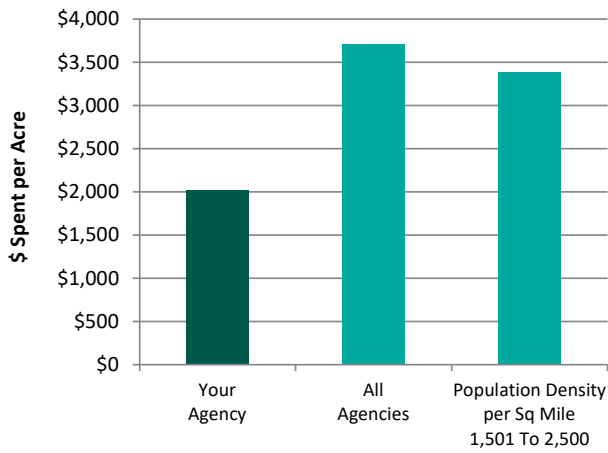
If you see “no data” in the table of data under a graph, you haven’t answered the required Agency Performance Survey questions to generate this comparison.

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 1,501 To 2,500
Lower Quartile		\$1,721	\$1,747
Median	\$2,015	\$3,708	\$3,381
Upper Quartile		\$7,708	\$6,616

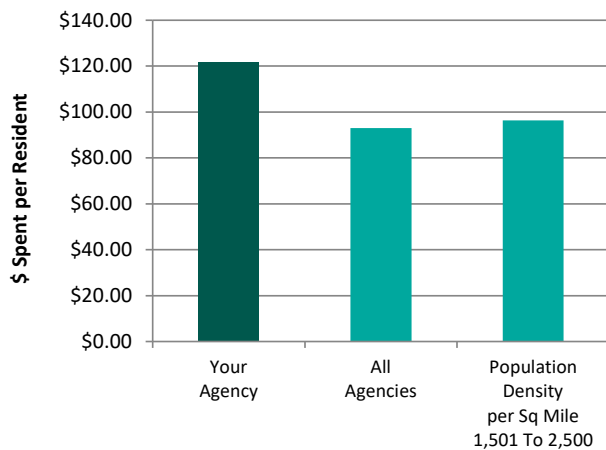
Two metrics that can be used to gauge whether a community is adequately funded to manage, operate, and maintain its parks and recreation areas are “park related operating expenditures per acre of parkland managed” and “operating expenditures per capita.” The first metric, operating expenditures per acre, 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.

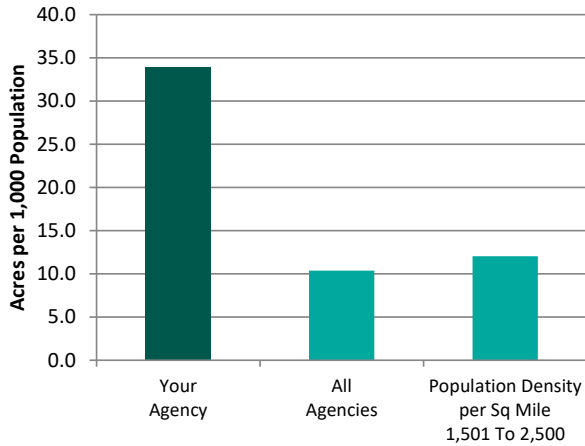
Operating Expenditures Per Capita



	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
Lower Quartile		\$51.40	\$57.16
Median	\$122.04	\$93.01	\$96.41
Upper Quartile		\$171.18	\$152.23

Are you adequately funded?

Acres of Parkland per 1,000 Population



	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
Lower Quartile		5.1	7.0
Median	33.9	10.4	12.1
Upper Quartile		18.2	20.2

Do you have enough parkland?

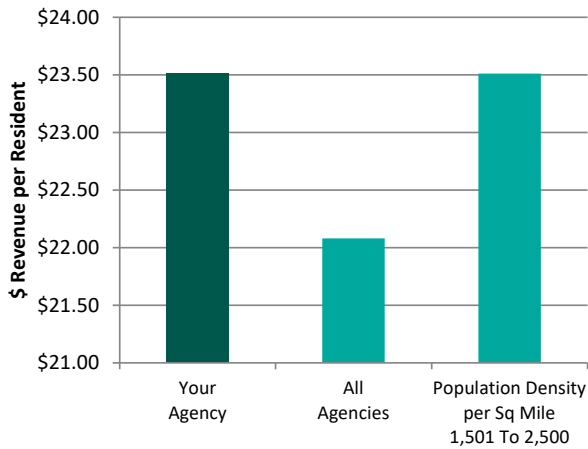
The “acres of parkland per 1,000 population” metric is the most common technique for determining whether a community has “enough” parkland. It is also known as a community’s “acreage level of service (LOS).” There is no standard acreage LOS in the United States, and LOS can vary widely due to a community’s 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.

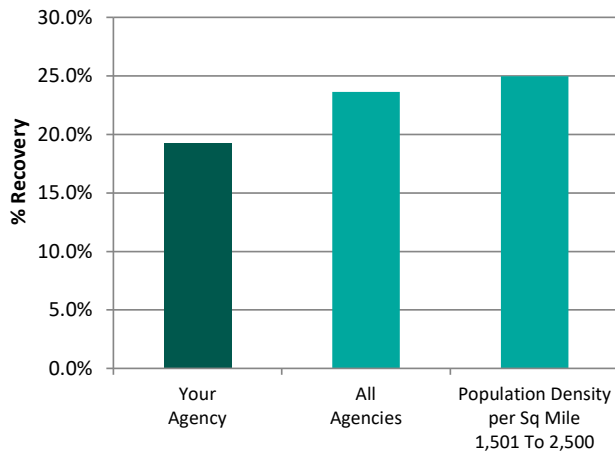
Acreage LOS should be used in conjunction with other needs assessment techniques to gauge a community’s need for additional parkland. For example a community may conclude that it is not necessary to acquire additional parkland after comparing its acreage LOS to other communities. However other needs 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 1,501 To 2,500
Lower Quartile		\$6.24	\$7.67
Median	\$23.52	\$22.08	\$23.51
Upper Quartile		\$54.36	\$54.66

Revenue as a % of Operating Expenditures (Cost Recovery)



	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
Lower Quartile		11.1%	10.8%
Median	19.3%	23.6%	25.0%
Upper Quartile		43.4%	40.8%

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 1,501 To 2,500
1. Operating expenditures per capita	\$122.04	\$93.01	\$96.41
2. Revenue per capita	\$23.52	\$22.08	\$23.51
3. Total revenue to total operating expenditures	19.3%	23.6%	25.0%
4. Total tax expenditures per capita	\$98.52	\$64.75	\$65.54
5. Park operating expenditures per acre of parkland	\$2,015	\$3,708	\$3,381
6. Operating expenditures per acre of parkland	\$3,598	\$9,236	\$8,280
7. Operating expenditures per acres of parks and non-park sites	\$3,106	\$7,823	\$6,429
8. Operating expenditures per FTE	\$105,619	\$102,530	\$104,685
9. FTE's per 10,000 population	11.6	8.9	9.3
10. Acres of parks per 1,000 residents	33.9	10.4	12.1
11. Number of residents per park	2,552	2,323	2,300
12. Number of acres per park	86.6	22.5	24.9
13. Number of participants per program	11	48	50
14. Ratio of fee programs to all programs	83.7	81.4	83.1
15. Ratio of building attendance to park attendance		38.7	40.4

Agency Operations: Operating Budget

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Agency's total annual operating expenditures			
<i>Number of Responses</i>		874	183
Lower Quartile		\$1,969,110	\$2,438,808
Median	\$18,060,921	\$5,079,256	\$6,699,796
Upper Quartile		\$14,157,797	\$16,390,813
2. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		819	168
Parks	56.0%	44.7%	44.0%
Recreation	35.0%	42.0%	41.3%
Other	9.0%	13.3%	14.7%
3. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		832	173
Personnel services	42.0%	54.4%	55.5%
Operating expenses	58.0%	38.2%	36.9%
Capital expense not in CIP	0.0%	5.2%	5.3%
Other	0.0%	2.2%	2.2%
4. Percentage of agency's total operating expenditures from the following sources:			
<i>Number of Responses</i>		818	169
General Fund Tax Support	88.0%	61.2%	57.7%
Dedicated Levies	0.0%	7.9%	8.8%
Earned/Generated Revenue	12.0%	22.8%	23.6%
Other Dedicated Taxes	0.0%	2.8%	4.2%
Sponsorships	0.0%	0.8%	1.1%
Grants	0.0%	1.9%	1.8%
Other	0.0%	2.6%	2.9%
5. Agency's total annual non-tax revenues			
<i>Number of Responses</i>		811	165
Lower Quartile		\$344,450	\$410,000
Median	\$3,480,369	\$1,178,229	\$1,533,376
Upper Quartile		\$3,809,564	\$4,300,000

Capital Budget

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Agency's total capital budget for the next 5 years and total capital budget for the fiscal year:			
a. Capital budget for next 5 years			
<i>Number of Responses</i>		708	147
Lower Quartile		\$1,481,250	\$3,138,116
Median	\$27,642,387	\$8,000,000	\$9,705,500
Upper Quartile		\$24,498,169	\$25,500,000
b. Capital budget for the fiscal year			
<i>Number of Responses</i>		781	163
Lower Quartile		\$220,000	\$353,500
Median	\$14,991,174	\$1,229,495	\$1,600,000
Upper Quartile		\$5,705,000	\$6,725,202
2. Agency's current year's capital budget expenditures from the following sources:			
<i>Number of Responses</i>		595	122
Bonds (general obligation and/or revenue) tied directly to the park and recreation agencies	48.4%	12.4%	13.1%
Bonds (general obligation and/or revenue) tied to my jurisdiction (e.g., city, town, county)	2.5%	11.1%	13.3%
Federal and/or state grants	9.1%	9.5%	9.7%
Nonprofit group grants/fundraising (e.g., friends groups, foundations)	0.0%	2.1%	3.6%
Private sector grants/gifts raised directly by the park and recreation agency	0.0%	1.4%	1.3%
General fund tax support	30.8%	42.7%	40.3%
Other	9.3%	20.8%	18.7%
3. Percentage of agency's current fiscal year's capital budget designated for the following purposes:			
<i>Number of Responses</i>		714	150
Renovation	26.3%	55.8%	59.2%
New Development	0.8%	29.9%	27.4%
Acquisition	72.2%	7.1%	7.0%
Other	0.1%	7.2%	6.4%
4. Value of deferred maintenance projects your agency faces:			
<i>Number of Responses</i>		587	119
Lower Quartile		\$0	\$0
Median	\$1,401,488	\$480,500	\$877,122
Upper Quartile		\$5,000,000	\$6,856,475
5. Dollar value of authorized general obligation bonds and revenue bonds authorized for the agency this year			
a. Value of general obligation bonds authorized			
<i>Number of Responses</i>		595	121
Lower Quartile		\$0	\$0
Median	\$5,743,236	\$0	\$0
Upper Quartile		\$537,383	\$1,753,750
b. Value of revenue bonds authorized			
<i>Number of Responses</i>		544	111
Lower Quartile		\$0	\$0
Median	\$1,843,056	\$0	\$0
Upper Quartile		\$0	\$0

Personnel

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Number of funded employees at your agency:			
a. Number of full-time employees			
<i>Number of Responses</i>		822	168
Lower Quartile		10	17
Median	91	30	36
Upper Quartile		77	83
b. Number of non-full-time employees			
<i>Number of Responses</i>		790	162
Lower Quartile		25	32
Median	80	85	120
Upper Quartile		234	265
c. Total annual hours worked by non-full-time employees			
<i>Number of Responses</i>		728	147
Lower Quartile		9,599	10,500
Median	166,400	35,000	37,500
Upper Quartile		114,430	139,109
d. Total number of full-time equivalent employees (FTEs)			
<i>Number of Responses</i>		825	168
Lower Quartile		17.3	27.0
Median	171.0	49.4	55.9
Upper Quartile		127.3	130.7
2. Percentage of total full-time equivalents (FTEs) involved in the following operational areas:			
<i>Number of Responses</i>		778	160
Administration	7.0%	17.3%	16.3%
Operations/Maintenance	58.0%	44.6%	46.5%
Programmers	32.0%	30.9%	31.8%
Capital Development	3.0%	2.9%	2.4%
Other	0.0%	4.4%	3.1%
3. Number of volunteers and number of annual hours worked by the volunteers at the agency			
a. Number of volunteers			
<i>Number of Responses</i>		730	147
Lower Quartile		25	40
Median	4,630	125	194
Upper Quartile		500	797
b. Total hours worked by volunteers			
<i>Number of Responses</i>		670	140
Lower Quartile		681	1,155
Median	14,928	2,960	3,507
Upper Quartile		11,925	16,789
4. Percentage of agency's that have staff covered by collective bargaining (i.e., are union members)			
<i>Number of Responses</i>		820	165
Yes		37.7%	35.2%
No	X	62.3%	64.9%

Workload

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Number of individual parks or non-park sites the department/ agency maintains and/or has management responsibility over:			
a. Total number of parks			
<i>Number of Responses</i>		801	169
Lower Quartile		10.0	13.0
Median	58.0	21.0	26.0
Upper Quartile		47.0	55.0
b. Total park acres			
<i>Number of Responses</i>		785	166
Lower Quartile		173.5	228.8
Median	5,020.0	496.0	685.0
Upper Quartile		1,600.0	2,541.3
c. Total number of non-park sites			
<i>Number of Responses</i>		801	169
Lower Quartile		0.0	0.0
Median	355.0	3.0	4.0
Upper Quartile		10.0	10.0
d. Total acres of non-park sites			
<i>Number of Responses</i>		785	166
Lower Quartile		0.0	0.1
Median	795.0	9.9	25.0
Upper Quartile		100.0	200.5
Total number of parks + non-park sites			
<i>Number of Responses</i>		801	169
Lower Quartile		13.0	17.0
Median	413.0	29.0	33.0
Upper Quartile		64.0	69.0
Total acres of parks + non-park sites			
<i>Number of Responses</i>		785	166
Lower Quartile		205.5	304.5
Median	5,815.0	635.0	779.5
Upper Quartile		2,053.0	3,092.3
2. Number of acres of developed and undeveloped open space for which the agency has management responsibility or maintains:			
a. Developed			
<i>Number of Responses</i>		712	154
Lower Quartile		100.0	156.8
Median	4,109.0	309.1	397.5
Upper Quartile		925.8	1,161.0
b. Undeveloped			
<i>Number of Responses</i>		699	153
Lower Quartile		30.0	75.0
Median	875.0	191.0	214.0
Upper Quartile		816.0	991.0
3. Total number of trail miles managed or maintained by the agency			
<i>Number of Responses</i>		740	160
Lower Quartile		5.0	5.0
Median	67.0	14.0	16.0
Upper Quartile		39.3	51.8

Workload (continued)

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
4. Number of buildings and the square footage of the buildings operated by the agency:			
a. Number of operated buildings			
<i>Number of Responses</i>		719	148
Lower Quartile		3	4
Median	12	7	8
Upper Quartile		19	19
b. Square footage of operated buildings			
<i>Number of Responses</i>		628	130
Lower Quartile		27,668.0	32,086.5
Median	154,440.0	80,047.0	100,000.0
Upper Quartile		219,915.3	229,053.0
5. Number of programs the agency offers annually and the number of people (i.e., contacts) served by these programs:			
a. Total number of programs offered			
<i>Number of Responses</i>		665	146
Lower Quartile		50	80
Median	2,223	179	259
Upper Quartile		934	981
b. Number of fee based programs			
<i>Number of Responses</i>		644	142
Lower Quartile		25	40
Median	1,860	102	192
Upper Quartile		628	759
c. Total program contacts (estimate as necessary)			
<i>Number of Responses</i>		626	137
Lower Quartile		4,163	5,620
Median	24,643	15,816	20,000
Upper Quartile		54,332	65,000
6. Number of contacts (e.g. participants, users) of the agency's parks and facilities per year:			
a. Total building facility contacts			
<i>Number of Responses</i>		593	127
Lower Quartile		5,000	12,577
Median	571,184	54,398	75,000
Upper Quartile		263,000	313,212
b. Total park facility contacts			
<i>Number of Responses</i>		593	127
Lower Quartile		10,000	24,300
Median	0	100,000	250,000
Upper Quartile		670,080	800,000
c. Total facilities and parks contacts			
<i>Number of Responses</i>		593	127
Lower Quartile		50,000	86,995
Median	571,184	285,000	450,000
Upper Quartile		1,062,424	1,074,722

Agency Responsibilities

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Agency Responsibilities			
a. Operate and maintain park sites	X	97.8%	97.2%
b. Operate and maintain indoor facilities	X	91.1%	93.2%
c. Operate, maintain, or contract golf courses		35.7%	47.2%
d. Operate, maintain, or contract campgrounds		18.2%	14.2%
e. Operate, maintain, or contract indoor swim facilities/water parks	X	32.3%	36.4%
f. Operate, maintain, or contract outdoor swim facilities/water parks	X	67.3%	72.7%
g. Operate, maintain, or contract racquet sport activities/courts/facilities	X	63.1%	69.9%
h. Operate, maintain, or contract tourism attractions		36.3%	39.8%
i. Provide recreation programming and services	X	94.3%	96.0%
j. Operate and maintain non-park sites	X	69.1%	73.9%
k. Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	81.5%	87.5%
l. Operate, maintain, or manage special purpose parks and open spaces	X	73.3%	81.3%
m. Manage or maintain fairgrounds		6.4%	5.7%
n. Maintain, manage or lease indoor performing arts center		19.8%	21.6%
o. Administer or manage farmer's markets		21.2%	26.7%
p. Administer community gardens	X	45.5%	48.3%
q. Manage large performance outdoor amphitheaters	X	37.0%	42.1%
r. Administer or manage professional or college-type stadium/arena/racetrack		9.1%	13.6%
s. Administer or manage tournament/event quality indoor sports complexes		19.6%	22.7%
t. Administer or manage tournament/event quality outdoor sports complexes	X	56.3%	62.5%
u. Conduct jurisdiction wide special events	X	81.0%	86.9%
v. Have budgetary responsibility for your administrative staff	X	86.7%	88.6%
w. Include in its operating budget the funding for planning and development functions	X	71.0%	73.3%
x. Operate, maintain or contract marinas		11.0%	13.6%
y. Maintain or manage beaches (inclusive of all waterbody types)		22.4%	22.7%

Facilities

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Median jurisdiction population per facility or activity areas within facilities			
a. Recreation centers	49,331	31,239	33,671
b. Community centers	147,993	29,036	31,248
c. Senior centers	73,997	59,603	72,896
d. Teen centers		57,109	55,494
e. Stadiums		75,026	75,155
f. Ice rink		50,863	66,553
g. Arena		65,466	68,449
h. Performance amphitheater	147,993	68,181	58,956
i. Nature centers	147,993	114,696	101,861

Facilities (continued)

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
2. Median jurisdiction population per outdoor facility			
a. Playgrounds	6,166	3,750	3,425
b. Totlots	8,705	11,983	13,599
c. Community gardens	147,993	30,140	39,150
d. Basketball courts	8,705	7,403	7,025
e. Multiuse courts -basketball, volleyball	49,331	18,232	20,000
f. Diamond fields: baseball - youth	10,571	7,000	6,856
g. Diamond fields: baseball - adult	73,997	20,127	16,359
h. Diamond fields: softball fields - youth	36,998	11,339	11,884
i. Diamond fields: softball fields - adult	24,666	14,302	13,544
j. Skate park	147,993	53,708	60,000
k. Dog park	73,997	43,586	43,966
l. Ice rink (outdoor only)		16,887	14,577
m. Rectangular fields: multi-purpose	36,998	9,622	9,835
n. Rectangular fields: cricket field		129,840	133,160
o. Rectangular fields: field hockey field		26,409	26,119
p. Rectangular fields: football field	24,666	26,493	28,217
q. Rectangular fields: lacrosse field		28,786	31,536
r. Rectangular fields: soccer field - adult	16,444	13,200	11,656
s. Rectangular fields: soccer field - youth	8,705	7,382	6,769
t. Overlay field		16,044	23,218
u. Multipurpose synthetic field		39,736	38,314
3. Median jurisdiction population per golf facility			
a. Driving range stations		23,977	14,041
b. Regulation 18-hole courses		86,277	71,342
c. Regulation 9-hole courses		152,108	201,936
d. Executive 9-hole courses		225,520	161,686
e. Executive 18-hole courses		136,115	69,604
f. Par 3; 18-hole courses		234,883	ISD
g. Par 3; 9-hole courses		128,500	103,000
4. Median jurisdiction population per swimming facility			
a. Aquatics centers	36,998	53,025	49,333
b. Swimming pools (outdoor only)	73,997	38,000	38,000
c. Indoor competitive swimming pools: 50 meters		154,840	98,050
d. Indoor competitive swimming pools: 25 meters	147,993	58,373	74,450
e. Other indoor competitive swimming pools		94,374	88,269
f. Indoor separated diving well		82,917	40,000
g. Total indoor competitive swimming pools	147,993	56,163	70,204
h. Indoor pool designated exclusively for leisure (i.e. non-competitive)	147,993	57,295	100,922
i. Therapeutic pool		75,525	76,972
5. Median jurisdiction population per racquet sports facility			
a. Tennis courts (outdoor)	8,705	5,608	5,500
b. Tennis courts (indoor)		15,600	13,000
c. Pickleball (outdoor)		14,714	16,063
d. Pickleball (indoor)		16,813	17,673
e. Multiuse courts- Tennis, Pickleball (outdoor)		15,802	20,605
f. Multiuse courts- Tennis, Pickleball (indoor)		14,950	13,921
g. Racquetball/handball/squash courts (outdoor)		47,330	22,546
h. Racquetball/handball/squash courts (indoor)		35,757	54,074

Activities

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Percentage of agencies offering the following activities:			
a. Health and wellness education	X	80.3%	84.3%
b. Safety training	X	72.2%	74.2%
c. Fitness enhancement classes	X	82.2%	87.4%
d. Team sports	X	86.9%	91.2%
e. Individual sports	X	75.9%	81.8%
f. Running/cycling races	X	50.2%	54.7%
g. Racquet sports	X	71.2%	78.0%
h. Martial arts	X	58.8%	59.8%
i. Aquatics	X	70.2%	74.2%
j. Golf	X	47.9%	60.4%
k. Social recreation events	X	88.4%	94.3%
l. Cultural crafts	X	61.6%	71.7%
m. Performing arts	X	63.5%	69.2%
n. Visual arts	X	62.6%	65.4%
o. Natural and cultural history activities	X	61.6%	69.2%
p. Themed special events	X	89.9%	95.6%
q. Trips and tours	X	61.2%	59.1%
r. eSports/eGaming		12.2%	16.4%
2. Percentage of agencies offering the following Out-of-School Time (OST) activities:			
a. Summer camp	X	83.2%	88.5%
b. Before school programs		19.0%	16.2%
c. After school programs	X	54.5%	58.9%
d. Preschool	X	34.5%	34.7%
e. Full daycare	X	7.1%	4.0%
f. Specific teen programs	X	66.3%	73.0%
g. Specific senior programs	X	78.6%	85.1%
h. Programs for people with disabilities	X	62.4%	65.3%
i. STEM programs	X	57.6%	61.3%

Policies

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Does your agency have a policy barring the use of all tobacco products in its parks and at its facilities and grounds?			
<i>Number of Responses</i>		727	149
Yes, at all locations	X	52.0%	46.3%
Yes, at select locations		28.3%	34.9%
No		18.4%	18.8%
N/A		1.2%	0.0%
2. Does your agency have a policy that allows the consumption of alcohol by legal-aged adults on its premises?			
<i>Number of Responses</i>		725	148
Yes, at all locations		15.0%	12.8%
Yes, at select locations	X	58.5%	69.6%
No		25.8%	17.6%
N/A		0.7%	0.0%
3. 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)?			
<i>Number of Responses</i>		727	148
Yes, at all locations		3.0%	2.7%
Yes, at select locations	X	45.8%	56.1%
No		49.2%	41.2%
N/A		1.9%	0.0%
4. Does your agency provide healthy food options in its vending machines?			
<i>Number of Responses</i>		720	147
Yes, at all locations	X	16.5%	19.7%
Yes, at select locations		27.6%	29.3%
No		21.5%	19.1%
N/A		34.3%	32.0%
5. Does your agency provide healthy food options at its concession stands?			
<i>Number of Responses</i>		715	146
Yes, at all locations		18.0%	21.2%
Yes, at select locations		34.8%	39.0%
No	X	20.1%	19.2%
N/A		27.0%	20.6%
6. Does your agency charge a parking fee at its parks or facilities?			
<i>Number of Responses</i>		729	151
Yes, at all locations		0.8%	0.7%
Yes, at select locations		15.5%	11.9%
No	X	80.7%	86.8%
N/A		3.0%	0.7%
7. Does your agency charge an admission fee to enter its parks?			
<i>Number of Responses</i>		730	148
Yes, at all locations		1.0%	0.7%
Yes, at select locations	X	16.2%	18.2%
No		81.0%	81.1%
N/A		1.9%	0.0%
8. Does your agency have an expressed commitment to diversity, equity and inclusion (DEI) in vision, mission and/or strategic plan documents?			
<i>Number of Responses</i>		339	82
Yes, at all locations	X	73.8%	70.7%
Yes, at select locations		2.1%	3.7%
No		19.2%	19.5%
N/A		5.0%	6.1%

Policies (continued)

9. Does your agency have hiring practices and policies that promote a diverse agency workforce?

<i>Number of Responses</i>		342	83
Yes, at all locations	X	88.0%	84.3%
Yes, at select locations		0.9%	1.2%
No		7.6%	10.8%
N/A		3.5%	3.6%

Jurisdiction Information

	Your Agency	All Agencies	Population Density per Sq Mile 1,501 To 2,500
1. Agency/department's jurisdiction type			
<i>Number of Responses</i>		1,054	207
Borough		0.5%	0.5%
Village		2.4%	1.9%
City	X	55.5%	65.2%
Town		9.9%	11.1%
Township		3.4%	4.4%
County		14.7%	5.3%
State		0.1%	0.0%
Special District		10.1%	9.2%
Regional/Metro Authority		0.4%	0.5%
Independent District/Authority		1.5%	1.5%
School District		0.5%	0.0%
Military Department		0.4%	0.0%
Tribal Lands/Reservation		0.0%	0.0%
Other		0.8%	0.5%
2. Country			
<i>Number of Responses</i>		1,054	207
United States	X	99.5%	100.0%
Canada		0.5%	0.0%
Mexico		0.0%	0.0%
Other		0.0%	0.0%
3. Jurisdiction's total annual operating and capital budget			
a. Jurisdiction annual total operating budget			
<i>Number of Responses</i>		975	200
Lower Quartile		\$4,240,175	\$7,301,437
Median	\$22,123,122	\$20,060,135	\$26,989,301
Upper Quartile		\$103,847,582	\$87,088,565
b. Jurisdiction annual capital budget			
<i>Number of Responses</i>		942	192
Lower Quartile		\$536,309	\$647,462
Median	\$300,000	\$3,912,264	\$4,563,678
Upper Quartile		\$22,936,575	\$22,613,376
4. Square mileage and population of the incorporated jurisdiction the agency serves			
a. Square mileage of incorporated jurisdiction			
<i>Number of Responses</i>		1,023	207
Lower Quartile		12.0	11.6
Median	88.0	32.3	25.0
Upper Quartile		143.0	55.8
b. Population of jurisdiction			
<i>Number of Responses</i>		1,036	207
Lower Quartile		19,398	24,327
Median	147,993	44,106	49,206
Upper Quartile		134,300	110,578



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