



**Paradise Recreation and Park District
Board of Directors - Special Meeting**
Terry Ashe Recreation Center, Room B
Monday, May 22, 2023, 2:00 PM

Members of the public may submit comments prior to the meeting via email to BODclerk@paradisepspd.com before 1:00 p.m. on the day of the meeting or they may comment on Agenda items on during the time the item is presented. Speakers may comment on items not listed on the Agenda under Public Comment. Comments should be limited to a maximum of three (3) minutes. State Law prohibits the PRPD Board of Directors from acting on items not listed on the agenda. Please notify the meeting clerk prior to the start of the meeting if you wish to be heard. The public may access this meeting remotely:
Web Access: <https://us02web.zoom.us/j/84518561101?pwd=TXRZdUNPTk5MNFM1SWdvdzlmZENUQT09>
Telephone Access: **Dial:** +1 669 900 9128. **Meeting ID:** 845 1856 1101 **Password:** 6626

1. CALL TO ORDER

- 1.1. Pledge of Allegiance
- 1.2. Roll Call
- 1.3. Welcome Guests:

2. PUBLIC COMMENT

3. NEW BUSINESS

- 3.1. Memorandum of Understanding between Paradise Recreation and Park District and Magalia Community Park – PRPD and MCP have a good standing relationship and would like to enter into an MOU to formalize our shared goals of working together to provide recreational activities for Magalia and the Upper Ridge Community. **Recommendation:** *Approve the Memorandum of Understanding between Paradise Recreation and Park District and Magalia Community Park upon legal review.*
- 3.2. Approve 2023-2024 Preliminary Budget and Set Public Hearing Date - The PRPD Board of Directors will consider adopting the 2023-2024 Preliminary Budget as presented in the Notice of Public Hearing and set a public hearing date for June 28, 2023, during the Special Board Meeting at which time the adoption of the final budget for 2023-2024 may follow the public hearing. **Recommendation:** *Approve the 2023-2024 Preliminary Budget and set a Public Hearing Date for June 28, 2023*

4. REPORT

- 4.1. 2023 NRPA Agency Performance Report
- 4.2. Board Liaison Report

5. CLOSED SESSION

The Board will meet in Closed Session pursuant to California Government Code:

- 5.1. 54957.6, Employee Salary and Wage Negotiations.

6. BOARD COMMENT

7. ADJOURNMENT

Adjourn to the next regular meeting on 6/14/2023 at 6:00 p.m., in Conference Room B, at the Terry Ashe Recreation Center (6626 Skyway, Paradise, California).



In accordance with the Americans with Disabilities Act, if you need a special accommodation to participate in the meeting, please contact the District Administrative Office at 530-872-6393 or info@paradisepspd.com at least 48 hours in advance of the meeting.

This institution is an equal opportunity provider and employer.

If you wish to file a Civil Rights program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, found online at http://www.ascr.usda.gov/complaint_filing_cust.html, or at any USDA office, or call (866) 632-9992 to request the form. You may also write a letter containing all of the information requested in the form. Send your completed complaint form or letter to us by mail at U.S. Department of Agriculture, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202) 690-7442 or email at program.intake@usda.gov.

Staff Report

May 22, 2023



DATE: 5/15/2023
 TO: Board of Directors
 FROM: Daniel Efseaff, District Manager
 SUBJECT: MOU between PRPD and MCP

Report in Brief

Magalia Community Park (MCP) formed on November 1, 2019, with the mission to “provide environmentally sound facilities for educational, social, arts, health and recreational activities where everyone feels welcome.” The MCP leases and operates a community center and disc golf facility to provide recreational activities for Magalia and the Upper Ridge Community. The Paradise Recreation and Park District has knowledge of and experience in the construction, ownership and operation of community facilities and the planning, marketing, and execution of recreational programs. Therefore, MCP and PRPD have identified that a partnership to further the shared goals of the organizations would be in both organizations’ interest. The MOU will commence on July 1, 2023, and continue until June 30, 2026 with the possibility of a 1-year extension.

Recommendation: Approve the Memorandum of Understanding between Paradise Recreation and Park District and Magalia Community Park upon legal review.

Attachments:

- A. PRPD/ MCP Memorandum of Understanding (DRAFT)

https://paradisepprd.sharepoint.com/sites/BODMeeting/Shared Documents/_BOD/2023/23.0522.Special.Meeting/BOD.PCP.MOU.Report.23.0515.docx
 5/15/2023

Revision (5/5/23)

**2023 MEMORANDUM OF UNDERSTANDING
BETWEEN THE PARADISE RECREATION AND PARK DISTRICT AND
MAGALIA COMMUNITY PARK TO EXPLORE PARTNERSHIP DEVELOPMENT**

This Memorandum of Understanding (“MOU”) is executed on the date last set forth below opposite the parties’ signatures by and between Magalia Community Park, a California nonprofit public benefit corporation (“MCP”) and Paradise Recreation and Park District, a California recreation and park district (“PRPD”) and is based upon the following facts:

- A. MCP formed on November 1, 2019, with the mission to “provide environmentally sound facilities for educational, social, arts, health and recreational activities where everyone feels welcome.”
- B. MCP leases and operates a community center and disc golf facility for the Upper Ridge. The Center is located at 13917 S Park Dr, Magalia, CA 95954, , being Butte County Assessor’s Parcel Numbers: 066-030-054, 066-030-057, 066-050-029, 066-060-011, 066-070-013, 066-080-037, 066-080-047, 066-080-048, 066-090-030, 066-100-042, 066-120-019, 066-130-044, 066-160-028, 066-170-010, 066-190-030, and 066-200-030 (the “Property”).
- C. The Property has been historically used as a golf course and associated facilities. The Butte County General Plan currently designates the Property as Recreation Commercial (REC). The purpose of the REC zone is to allow for unique recreation and tourism-related uses that are consistent with this objective.
- D. PRPD serves the recreation and park needs of the Greater Ridge Area including Magalia and the Upper Ridge and has for decades provided recreational services to citizens. PRPD manages Coutolenc Park and Paradise Lake and provided partial funding for the Pinewood Gym in Magalia, but has long sought recreational facilities close to the community.
- E. PRPD is in the process of developing a park and associated community facilities at Lakeridge Park in Magalia and believes that the completed facility will serve citizens in the future and opens a variety of opportunities for the community to recreate and serve as a resiliency center and hub.

Revision (5/5/23)

F. PRPD has substantial knowledge of and experience in the construction, ownership and operation of community facilities and the planning, marketing, and execution of recreational programs.

G. Both MCP and PRPD have identified that a partnership to further the goals of the organizations will best serve the interests of the community.

H. Both MCP and PRPD believe that Magalia need facilities and programs to serve citizens.

In consideration of the foregoing facts, which are incorporated in the below MOU of the parties as though fully set forth, MCP and PRPD agree as follows:

1. **Term.** The term of this MOU shall commence July 1, 2023, and conclude by June 30, 2026, with the option of a one-year extension. Either party may terminate this MOU without cause with a written 30-day notice. Modification to the ownership or lease status with MCP on the Property will trigger review of this agreement between MCP and PRPD and MCP shall provide notice of changes within 30 days of such change.

2. **Tasks.** As an exploration agreement, some of the items below will require additional independent action and/or reporting back to the respective boards. The Tasks may be summarized as the following:

a. Information and Partnership Building

- i. MCP provides input toward community needs to PRPD, and MCP helps distribute accurate information about PRPD programs and park plans on the Ridge.
- ii. As needed, MCP and PRPD will meet to explore and discuss partnership opportunities.

b. Programs

- i. Execute at least one joint event annually (Fall Family Fun Day) and explore other events (such as, but not restricted to: movie nights, bike or run events (i.e., 5k) that can evolve into larger events once Lakeridge Park is complete, youth programs, and holiday events).

Revision (5/5/23)

- ii. MCP will develop a program proposal and rates according to the PRPD Leisure Manual process in a timely fashion for inclusion into the PRPD Activity Guide (Note: this could include disc golf classes, or other activities).
- iii. MCP will provide class ideas and recruit instructors for potential PRPD classes at MCP.
- iv. As class opportunities and demand arise, PRPD will consider expansion of programs at the MCP Property. PRPD will consider continuation of existing classes on the Property.

c. Grants/Expertise

- i. MCP and PRPD will continue to consider sponsorship of key programs on an annual basis (a recent example is MCP sponsorship of a dasher board at the Paradise on Ice Rink and PRPD sponsorship of disc golf hole (#16)).
- ii. MCP will advise PRPD as to potential funding needs and PRPD will share information in support of grant opportunities.
- iii. MCP and PRPD will explore and consider potential joint projects, identify grant programs or sources.
- iv. As requested, PRPD may advise MCP on expertise and assistance to support mapping, park management, marketing, program development, and other parks or recreational related items.

d. Facility

- i. MCP will develop a use rate and use of the course and interior facilities for PRPD activities, programs, and meetings.
- ii. PRPD will explore the legality, mechanisms, and terms to extend discounts on park fixtures or equipment to MCP.
- iii. MCP and PRPD may explore Property partnership opportunities.
- iv. Changes to the long-term status of the Property ownership or agreements will trigger

Revision (5/5/23)

a review of this agreement.

e. **Development of Annual and Final Report**

- i. MCP will provide a written annual update on the status of the organization, activities, and facilities at a regularly scheduled PRPD Board of Directors meeting.
- ii. During the term of the MOU, MCP will develop an annual report to outline progress under this MOU. A final joint report from MCP and PRPD will outline what, if any, next steps may be recommended. These written reports will provide recommendations and be submitted to MCP and PRPD boards.

Executed in Butte County, California on the dates set forth below opposite the parties' signatures below.

MCP:
Magalia Community Park, a California nonprofit public benefit corporation

_____, 2023 By: _____
_____, President

_____, 2023 By: _____
_____, Secretary

PRPD:
Paradise Recreation and Park District, a California recreation and park district

_____, 2023 By: _____
Steve Rodowick, Board Chair

_____, 2023 By: _____
Dan Efseaff, District Manager

Revision: **Draft --NOT-- Reviewed by Counsel**

https://paradisepdp-my.sharepoint.com/personal/defseaff_paradisepdp_com/Documents/Dan_OneDrive/Admin/Agreements/PRPD.MCP.Partnership.MOU_23.0428.docx

Paradise Recreation & Park District - General Fund (2510) Budget Resolution #23-XX-x-XXX

Fiscal Year:

2023-2024

Draft Attachment A

5/1/2023

			FY 2023-2024
Description	Code	Budget	
Operating Budget			
Funding Resources			
Income			
4100 · Tax Revenue	4100	1,146,000	
4200 · Impact Fee revenue	4200	103,000	
4300 · Program Income	4300	286,900	
4350 · Concession & Merchandise sales	4350	1,600	
4400 · Donation & Fundraising Income	4400	67,000	
4500 · Grant Income	4500	1,194,000	
4600 · Other Revenue	4600	480,000	
4900 · Interest Income	4900	1,187,200	
Total Income		4,465,700	
Expense			
5000 · Payroll Expenses	5000	2,816,000	
5100 · Program Expenses	5100	49,800	
5140 · Fundraising Expense	5140	4,000	
5200 · Advertising & Promotion	5200	24,500	
5220 · Bank & Merchant Fees	5220	5,300	
5230 · Contributions to Others	5230	20,000	
5240 · Copying & Printing	5240	17,700	
5260 · Dues, Mbrshps, Subscr, & Pubs	5260	30,000	
5270 · Education, Training & Staff Dev	5270	17,800	
5280 · Equip., Tools & Furn (<\$5k)	5280	78,100	
5290 · Equipment Rental	5290	171,100	
5300 · Insurance	5300	117,000	
5310 · Interest Expense	5310	400	
5320 · Miscellaneous Expense	5320	300	
5330 · Professional & Outside services	5330	660,800	
5340 · Postage & Delivery	5340	1,500	
5350 · Rent-Facility use fees	5350	23,700	
5360 · Repair & Maintenance	5360	182,200	
5370 · Supplies - Consumable	5370	30,000	
5380 · Taxes, Lic., Notices & Permits	5380	8,000	
5390 · Telephone & Internet	5390	19,800	
5400 · Transportation, Meals & Travel	5400	66,000	
5410 · Utilities	5410	197,700	
Total Expense		4,541,700	
Total Net Operating Income and Expenses		-76,000	

Paradise Recreation & Park District - General Fund (2510) Budget Resolution #23-XX-x-XXX

Fiscal Year: 2023-2024 Draft Attachment A

5/1/2023

Description	Code	<u>FY 2023-2024</u> Budget
Summary		
Grand Total Budget		
Total Income		4,465,700
Expense		
Total Salary and Benefits		2,816,000
Total Services and Supplies		1,725,700
Total Contributions to Others		20,000
Total Expense		4,541,700
Total Net Operating Income and Expenses		-76,000

DRAFT

Paradise Recreation & Park District - General Fund (2510) Budget Resolution #23-XX-x-XXX

Fiscal Year: 2023-2024

Draft Attachment A

5/1/2023

		FY 2023-2024		
Description	Code	Budget		
Projected Equity				
Beginning Assigned		FY 2023-2024	FY 2023-2024	FY 2023-2024
Description	Code	Beginning Balance	Fund Allocation (TBD)	Projected Ending Balance
Accumulated Capital Outlay (ACO)	1012	606,700.00	-	606,700.00
Designated Treasury Funds	1100	148,806.37		
Reserves	1150			
CalPERS 115 Trust	1151	180,000.00		180,000.00
Capital Improvement & Acquisition	1152	9,781,000.00		9,781,000.00
Current Operations	1153	816,500.00		816,500.00
Designated Project/Special Use/Grant Ma	1154	765,000.00		765,000.00
Future Operations	1155	19,136,000.00		19,136,000.00
Technology	1156	153,000.00		153,000.00
Vehicle Fleet & Equipment	1157	765,000.00		765,000.00
Impact & Development	1119	790,446.35		790,446.00
Ending Assigned		33,142,452.72	-	32,993,646.00
Reserve Funds & Unassigned		Beginning Balance	Fund Allocation	Projected Ending Balance
General Reserve	1013	3,000	-	3,000
Imprest Reserve	1005	300	-	300
Ending Reserve Funds & Unassigned		3,300.00	-	3,300.00

* Additional income will be distributed per the reserve polic

Estimates as of Version Date:

**Notice of Public Hearing
Paradise Recreation and Park District
Terry Ashe Recreation Center, Room B
6626 Skyway, Paradise, California
Wednesday, June 28, 2023 – 6:00 p.m.**

FY 2023-24 Paradise Recreation & Park District Operations Budget			
Draft			5/16/2023
Fund 2010			
Salaries and Employee Benefits		2,816,000	
Services and Supplies		1,725,700	
Contributions to Others		20,000	
Debt Service			
		4,541,700	
Allocations from General Fund (FY 2022-23 Funds)			
	Fund		
Imprest Reserve	1005		
Accumulated Capital Outlay (ACO)	1012		
General Reserve	1013		
Designated Treasury Funds	1100		
Sub-Division/Impact Fee Funds (Funds 2520-2528)	1119	790,446	
Reserves	1150		
CalPERS 115 Trust Reserve	1151		
Capital Improvement & Acquisition Reserve	1152		
Current Operations Reserve	1153		
Designated Project/Special Use/Grant Matching Reserve	1154		
Future Operations Reserve	1155		
Technology Reserve	1156		
Vehicle Fleet & Equipment Reserve	1157		
Construction in Progress (CIP)/Fixed Assets		0	
Reserves for Future Expenditure		0	
		790,446	
Reserves			
Fund	Code	Amount	
Imprest Reserve	1005	300	
Accumulated Capital Outlay (ACO)	1012	606,700	
General Reserve	1013	3,000	
Designated Treasury Funds	1100	148,806	
Impact & Development	1119	790,446	
Reserves	1150	38,944,500	Maximum Reserve
CalPERS 115 Trust	1151	180,000	500,000
Capital Improvement & Acquisition	1152	9,781,000	25,000,000
Current Operations	1153	8,164,500	8,000,000
Designated Project/Special Use/Grant Matching	1154	765,000	1,500,000
Future Operations	1155	19,136,000	25,000,000
Technology	1156	153,000	150,000
Vehicle Fleet & Equipment	1157	765,000	1,000,000
		40,493,753	

The preliminary budget above has been adopted and is available at the Paradise Recreation and Park District Business Office, 6626 Skyway, Paradise, CA from 9:00 a.m. to 3:00 p.m., Monday through Friday; on the District’s website at www.paradisepprd.com; and at the Town of Paradise, 6626 Skyway, during business hours, for inspection by interested taxpayers.

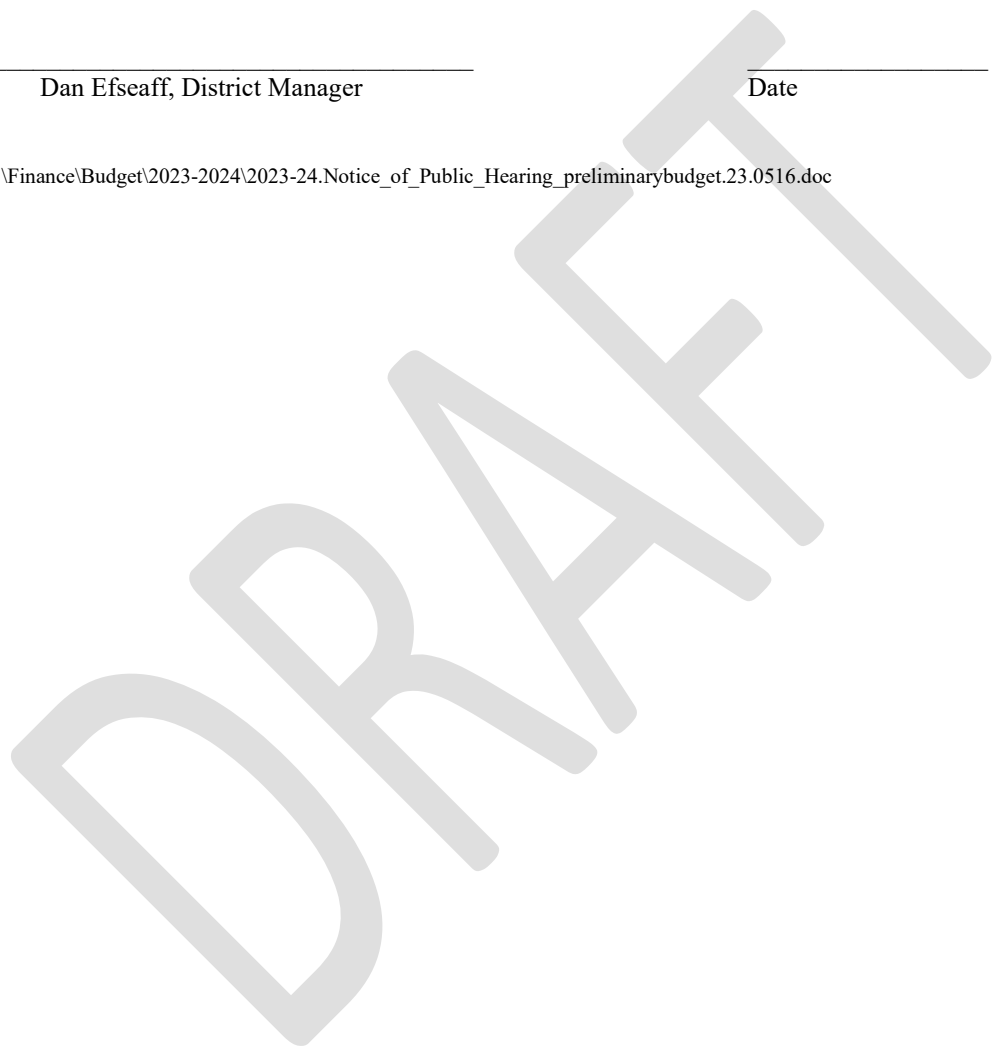
On June 28, 2023, at 6:00 p.m. at the Terry Ashe Recreation Center in Room B, 6626 Skyway, Paradise, California, during a regular meeting of the Board of Directors, a Public Hearing has been set. Any taxpayer may appear and be heard regarding the increase, decrease, or omission of any item, or for the inclusion of additional items concerning the budget. After the Public Hearing, the Board of Directors may approve the Final Budget.

Signed:

Dan Efseaff, District Manager

Date

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2023

NRPA AGENCY PERFORMANCE REVIEW

Paradise Recreation and Park District



NATIONAL RECREATION
AND PARK ASSOCIATION

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 2020 – 2022 data in the *NRPA Park Metrics* database as of February 2023. 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 *2023 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 2020 through 2022 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 2023 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.

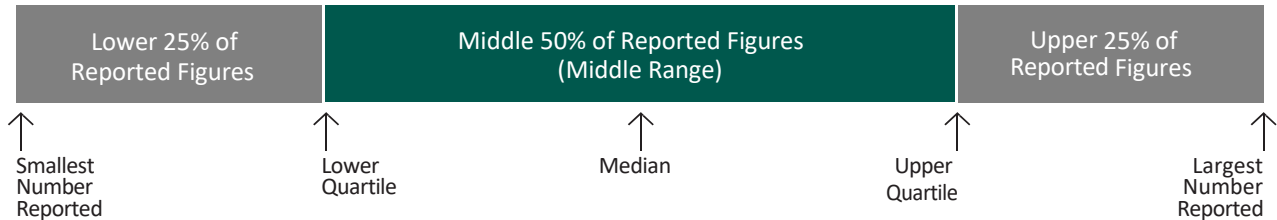
2023 NRPA Agency Performance Review Key Findings



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):

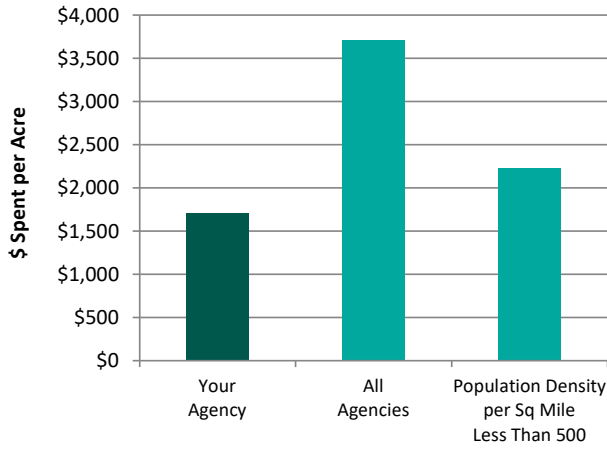
The observation point below which 25% of the responses lie (e.g., 25% of the respondents reported a figure less than this amount and 75% a figure higher than this amount).

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 Less Than 500
Lower Quartile		\$1,704	\$991
Median	\$1,704	\$3,714	\$2,229
Upper Quartile		\$7,998	\$4,688

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.

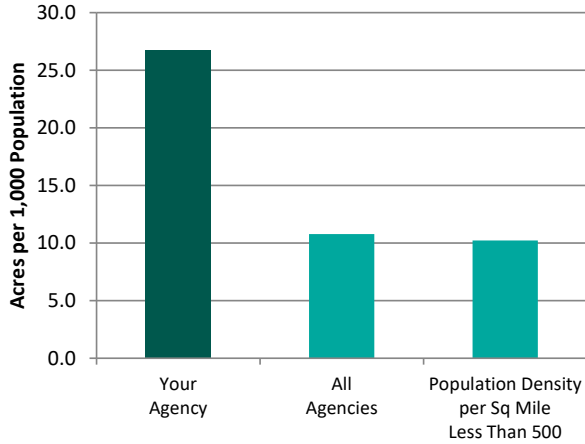
Operating Expenditures Per Capita



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		\$53.23	\$20.75
Median	\$75.83	\$94.77	\$60.73
Upper Quartile		\$173.05	\$116.03

Are you adequately funded?

Acres of Parkland per 1,000 Population



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		5.3	4.8
Median	26.7	10.8	10.2
Upper Quartile		18.4	19.2

Do you have enough parkland?

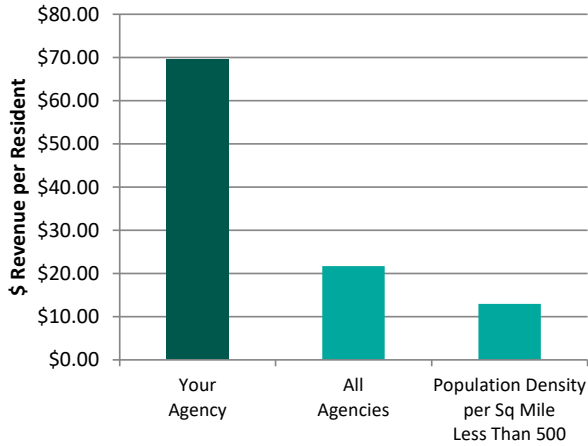
The “acres of parkland per 1,000 population” metric is the most common technique for determining whether a community has “enough” parkland. It is also known as a community’s “acreage level of service (LOS).” There is no standard acreage LOS in the United States, and LOS can vary widely due to a community’s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

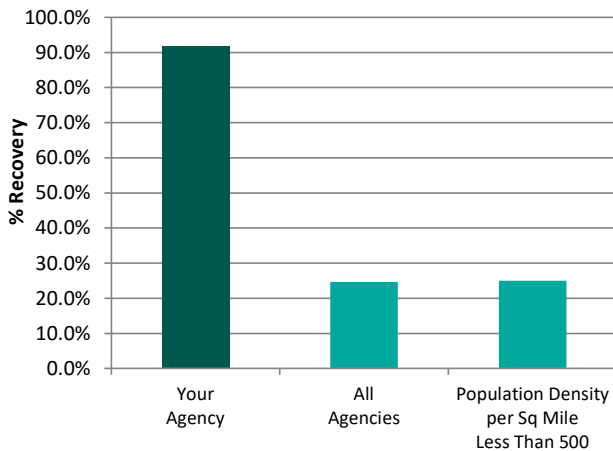
Acreage LOS should be used in conjunction with other needs assessment techniques to gauge a community’s need for additional parkland. For example a community may conclude that it is not necessary to acquire additional parkland after comparing its acreage LOS to other communities. However other needs 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 Less Than 500
Lower Quartile		\$6.66	\$3.01
Median	\$69.55	\$21.71	\$12.93
Upper Quartile		\$57.51	\$42.62

Revenue as a % of Operating Expenditures (Cost Recovery)



	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
Lower Quartile		11.6%	10.6%
Median	91.7%	24.6%	25.0%
Upper Quartile		44.5%	46.9%

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 Less Than 500
1. Operating expenditures per capita	\$75.83	\$94.77	\$60.73
2. Revenue per capita	\$69.55	\$21.71	\$12.93
3. Total revenue to total operating expenditures	91.7%	24.6%	25.0%
4. Total tax expenditures per capita	\$6.29	\$66.83	\$34.62
5. Park operating expenditures per acre of parkland	\$1,704	\$3,714	\$2,229
6. Operating expenditures per acre of parkland	\$2,840	\$8,499	\$4,819
7. Operating expenditures per acres of parks and non-park sites	\$2,826	\$7,388	\$4,359
8. Operating expenditures per FTE	\$81,366	\$105,484	\$97,861
9. FTE's per 10,000 population	9.3	8.9	5.8
10. Acres of parks per 1,000 residents	26.7	10.8	10.2
11. Number of residents per park	3,000	2,287	3,688
12. Number of acres per park	80.1	23.4	39.2
13. Number of participants per program	7	50	51
14. Ratio of fee programs to all programs	92.5	81.2	81.4
15. Ratio of building attendance to park attendance	100.0	39.6	35.9

Agency Operations: Operating Budget

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency's total annual operating expenditures			
<i>Number of Responses</i>		875	170
Lower Quartile		\$2,045,100	\$713,895
Median	\$2,275,000	\$5,500,000	\$2,220,978
Upper Quartile		\$14,841,451	\$6,419,252
2. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		848	168
Parks	60.0%	46.0%	48.8%
Recreation	20.0%	41.1%	40.9%
Other	20.0%	12.9%	10.3%
3. Percentage of agency's total operating expenditures for the following categories:			
<i>Number of Responses</i>		831	161
Personnel services	55.0%	54.6%	53.2%
Operating expenses	40.0%	37.8%	37.6%
Capital expense not in CIP	5.0%	5.4%	6.4%
Other	0.0%	2.2%	2.8%
4. Percentage of agency's total operating expenditures from the following sources:			
<i>Number of Responses</i>		817	156
General Fund Tax Support	32.0%	61.5%	63.1%
Dedicated Levies	0.0%	7.7%	7.5%
Earned/Generated Revenue	9.0%	22.5%	22.3%
Other Dedicated Taxes	0.0%	2.9%	2.2%
Sponsorships	2.0%	0.8%	1.0%
Grants	28.0%	1.9%	2.2%
Other	29.0%	2.8%	1.7%
5. Agency's total annual non-tax revenues			
<i>Number of Responses</i>		807	154
Lower Quartile		\$343,592	\$153,250
Median	\$2,086,439	\$1,279,340	\$479,749
Upper Quartile		\$4,193,482	\$1,951,282

Capital Budget

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 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>		696	134
Lower Quartile		\$1,844,875	\$700,000
Median	\$40,425,000	\$10,000,000	\$3,272,800
Upper Quartile		\$30,509,975	\$14,467,138
b. Capital budget for the fiscal year			
<i>Number of Responses</i>		778	147
Lower Quartile		\$303,378	\$115,799
Median	\$9,485,000	\$1,596,933	\$575,000
Upper Quartile		\$7,477,884	\$3,481,357
2. Agency's current year's capital budget expenditures from the following sources:			
<i>Number of Responses</i>		676	124
Bonds (general obligation and/or revenue) tied directly to the park and recreation agencies	0.0%	13.2%	7.9%
Bonds (general obligation and/or revenue) tied to my jurisdiction (e.g., city, town, county)	0.0%	11.7%	9.0%
Federal and/or state grants	20.0%	10.6%	15.2%
Nonprofit group grants/fundraising (e.g., friends groups, foundations)	1.0%	1.7%	2.4%
Private sector grants/gifts raised directly by the park and recreation agency	1.0%	1.8%	3.7%
General fund tax support	5.0%	41.1%	42.5%
Other	73.0%	20.1%	19.2%
3. Percentage of agency's current fiscal year's capital budget designated for the following purposes:			
<i>Number of Responses</i>		720	135
Renovation	12.0%	55.2%	46.4%
New Development	7.0%	31.4%	37.1%
Acquisition	21.0%	7.7%	9.1%
Other	60.0%	5.7%	7.4%
4. Value of deferred maintenance projects your agency faces:			
<i>Number of Responses</i>		624	125
Lower Quartile		\$0	\$0
Median	\$8,500,000	\$500,000	\$200,000
Upper Quartile		\$6,050,000	\$4,000,000
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>		602	112
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$809,375	\$7,500
b. Value of revenue bonds authorized			
<i>Number of Responses</i>		554	105
Lower Quartile		\$0	\$0
Median	\$0	\$0	\$0
Upper Quartile		\$0	\$0

Personnel

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Number of funded employees at your agency:			
a. Number of full-time employees			
<i>Number of Responses</i>		827	167
Lower Quartile		11	6
Median	18	31	15
Upper Quartile		82	40
b. Number of non-full-time employees			
<i>Number of Responses</i>		790	156
Lower Quartile		23	10
Median	97	85	39
Upper Quartile		230	101
c. Total annual hours worked by non-full-time employees			
<i>Number of Responses</i>		734	144
Lower Quartile		9,650	4,017
Median	20,724	37,514	13,008
Upper Quartile		114,850	40,548
d. Total number of full-time equivalent employees (FTEs)			
<i>Number of Responses</i>		831	167
Lower Quartile		17.3	8.8
Median	28.0	51.5	22.3
Upper Quartile		134.7	63.9
2. Percentage of total full-time equivalents (FTEs) involved in the following operational areas:			
<i>Number of Responses</i>		776	151
Administration	15.0%	17.0%	20.4%
Operations/Maintenance	75.0%	45.7%	44.6%
Programmers	10.0%	30.1%	26.5%
Capital Development	0.0%	2.9%	3.3%
Other	0.0%	4.5%	5.2%
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>		736	142
Lower Quartile		30	20
Median	32	138	68
Upper Quartile		512	219
b. Total hours worked by volunteers			
<i>Number of Responses</i>		686	131
Lower Quartile		763	600
Median	4,336	3,000	2,000
Upper Quartile		13,250	5,500
4. Percentage of agency's that have staff covered by collective bargaining (i.e., are union members)			
<i>Number of Responses</i>		821	162
Yes		38.9%	31.5%
No	X	61.1%	68.5%

Workload

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 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>		808	156
Lower Quartile		10.0	5.8
Median	10.0	22.0	11.0
Upper Quartile		48.0	25.3
b. Total park acres			
<i>Number of Responses</i>		789	151
Lower Quartile		180.2	126.0
Median	801.0	571.0	475.0
Upper Quartile		1,712.0	1,605.5
c. Total number of non-park sites			
<i>Number of Responses</i>		808	156
Lower Quartile		0.0	0.0
Median	1.0	3.0	1.0
Upper Quartile		11.0	7.0
d. Total acres of non-park sites			
<i>Number of Responses</i>		789	151
Lower Quartile		0.0	0.0
Median	4.0	12.0	4.0
Upper Quartile		113.0	50.0
Total number of parks + non-park sites			
<i>Number of Responses</i>		808	156
Lower Quartile		13.0	7.0
Median	11.0	30.0	15.0
Upper Quartile		64.0	37.3
Total acres of parks + non-park sites			
<i>Number of Responses</i>		789	151
Lower Quartile		229.0	143.3
Median	805.0	675.9	650.0
Upper Quartile		2,100.0	1,986.0
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>		727	135
Lower Quartile		96.0	63.0
Median	331.0	317.0	175.0
Upper Quartile		1,026.3	847.5
b. Undeveloped			
<i>Number of Responses</i>		720	134
Lower Quartile		36.5	31.0
Median	473.0	214.5	226.9
Upper Quartile		916.5	718.8
3. Total number of trail miles managed or maintained by the agency			
<i>Number of Responses</i>		748	145
Lower Quartile		5.0	4.0
Median	10.0	15.0	12.0
Upper Quartile		44.0	29.0

Workload (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 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>		744	147
Lower Quartile		3	2
Median	5	7	5
Upper Quartile		19	12
b. Square footage of operated buildings			
<i>Number of Responses</i>		635	119
Lower Quartile		26,206.0	7,988.5
Median	15,000.0	90,000.0	34,700.0
Upper Quartile		230,500.0	104,750.0
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>		685	138
Lower Quartile		50	21
Median	67	200	66
Upper Quartile		1,030	227
b. Number of fee based programs			
<i>Number of Responses</i>		650	128
Lower Quartile		29	15
Median	62	141	55
Upper Quartile		820	158
c. Total program contacts (estimate as necessary)			
<i>Number of Responses</i>		604	107
Lower Quartile		5,000	1,450
Median	500	20,046	5,875
Upper Quartile		72,009	24,241
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>		571	110
Lower Quartile		9,888	3,100
Median	25,000	66,385	21,193
Upper Quartile		261,687	100,000
b. Total park facility contacts			
<i>Number of Responses</i>		571	110
Lower Quartile		15,000	10,000
Median	25,000	150,000	67,500
Upper Quartile		925,109	595,500
c. Total facilities and parks contacts			
<i>Number of Responses</i>		571	110
Lower Quartile		62,818	23,614
Median	50,000	341,000	156,500
Upper Quartile		1,311,957	975,000

Agency Responsibilities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency Responsibilities			
a. Operate and maintain park sites	X	97.7%	96.0%
b. Operate and maintain indoor facilities	X	91.2%	82.2%
c. Operate, maintain, or contract golf courses		34.9%	14.4%
d. Operate, maintain, or contract campgrounds		18.9%	23.0%
e. Operate, maintain, or contract indoor swim facilities/water parks	X	31.1%	21.3%
f. Operate, maintain, or contract outdoor swim facilities/water parks	X	65.8%	45.4%
g. Operate, maintain, or contract racquet sport activities/courts/facilities	X	69.3%	54.0%
h. Operate, maintain, or contract tourism attractions	X	38.2%	37.9%
i. Provide recreation programming and services	X	94.2%	89.1%
j. Operate and maintain non-park sites	X	68.2%	55.2%
k. Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	83.8%	78.7%
l. Operate, maintain, or manage special purpose parks and open spaces	X	74.6%	64.9%
m. Manage or maintain fairgrounds		6.3%	9.2%
n. Maintain, manage or lease indoor performing arts center		20.0%	13.8%
o. Administer or manage farmer's markets		22.1%	8.1%
p. Administer community gardens	X	47.4%	31.0%
q. Manage large performance outdoor amphitheaters		36.8%	22.4%
r. Administer or manage professional or college-type stadium/arena/racetrack		10.2%	5.8%
s. Administer or manage tournament/event quality indoor sports complexes		19.8%	10.3%
t. Administer or manage tournament/event quality outdoor sports complexes		57.0%	40.8%
u. Conduct jurisdiction wide special events	X	80.0%	69.5%
v. Have budgetary responsibility for your administrative staff	X	88.1%	81.0%
w. Include in its operating budget the funding for planning and development functions	X	73.0%	65.5%
x. Operate, maintain or contract marinas	X	12.2%	11.5%
y. Maintain or manage beaches (inclusive of all waterbody types)	X	24.6%	32.2%

Facilities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Median jurisdiction population per facility or activity areas within facilities			
a. Recreation centers	30,000	31,215	21,000
b. Community centers		29,494	26,106
c. Senior centers		59,727	33,167
d. Teen centers		55,494	32,269
e. Stadiums		79,866	33,597
f. Ice rink		53,224	26,135
g. Arena		79,828	69,354
h. Performance amphitheater		67,862	69,089
i. Nature centers		120,000	101,500

Facilities (continued)

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
2. Median jurisdiction population per outdoor facility			
a. Playgrounds	6,000	3,759	6,681
b. Totlots		11,649	15,052
c. Community gardens		31,395	31,395
d. Basketball courts		7,404	8,078
e. Multiuse courts -basketball, volleyball	30,000	17,475	24,325
f. Diamond fields: baseball - youth	30,000	6,863	6,468
g. Diamond fields: baseball - adult		20,228	15,553
h. Diamond fields: softball fields - youth	30,000	11,384	10,000
i. Diamond fields: softball fields - adult		15,345	16,190
j. Skate park		53,144	40,118
k. Dog park	30,000	43,532	44,435
l. Ice rink (outdoor only)	30,000	17,741	9,789
m. Rectangular fields: multi-purpose		9,177	10,684
n. Rectangular fields: cricket field		139,248	259,547
o. Rectangular fields: field hockey field		20,909	18,077
p. Rectangular fields: football field		26,780	24,000
q. Rectangular fields: lacrosse field		26,411	15,585
r. Rectangular fields: soccer field - adult		13,692	13,923
s. Rectangular fields: soccer field - youth		7,228	6,266
t. Overlay field		14,763	10,000
u. Multipurpose synthetic field		36,884	31,289
3. Median jurisdiction population per golf facility			
a. Driving range stations		25,930	25,594
b. Regulation 18-hole courses		94,109	106,175
c. Regulation 9-hole courses		118,413	70,714
d. Executive 9-hole courses		228,577	ISD
e. Executive 18-hole courses		115,431	ISD
f. Par 3; 18-hole courses		227,257	ISD
g. Par 3; 9-hole courses		131,943	75,000
4. Median jurisdiction population per swimming facility			
a. Aquatics centers		53,950	31,885
b. Swimming pools (outdoor only)	15,000	38,635	34,807
c. Indoor competitive swimming pools: 50 meters		201,800	63,000
d. Indoor competitive swimming pools: 25 meters		67,662	48,012
e. Other indoor competitive swimming pools		66,721	ISD
f. Indoor separated diving well		108,795	ISD
g. Total indoor competitive swimming pools		60,517	42,250
h. Indoor pool designated exclusively for leisure (i.e. non-competitive)		65,140	37,500
i. Therapeutic pool		83,659	54,353
5. Median jurisdiction population per racquet sports facility			
a. Tennis courts (outdoor)		5,860	7,750
b. Tennis courts (indoor)		19,786	ISD
c. Pickleball (outdoor)	10,000	13,922	10,215
d. Pickleball (indoor)		18,439	14,925
e. Multiuse courts- Tennis, Pickleball (outdoor)		15,948	10,000
f. Multiuse courts- Tennis, Pickleball (indoor)		14,858	8,511
g. Racquetball/handball/squash courts (outdoor)		50,504	ISD
h. Racquetball/handball/squash courts (indoor)		39,941	41,672

Activities

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Percentage of agencies offering the following activities:			
a. Health and wellness education	X	79.5%	69.2%
b. Safety training	X	71.3%	63.5%
c. Fitness enhancement classes	X	80.6%	66.7%
d. Team sports	X	86.1%	76.9%
e. Individual sports		76.5%	63.5%
f. Running/cycling races		52.3%	46.8%
g. Racquet sports	X	70.9%	56.4%
h. Martial arts	X	56.5%	37.2%
i. Aquatics	X	69.1%	52.6%
j. Golf		48.5%	25.6%
k. Social recreation events	X	88.0%	81.4%
l. Cultural crafts		62.0%	43.6%
m. Performing arts		62.1%	41.0%
n. Visual arts		60.6%	43.6%
o. Natural and cultural history activities	X	63.4%	52.6%
p. Themed special events	X	89.4%	78.9%
q. Trips and tours	X	60.6%	46.2%
r. eSports/eGaming		22.6%	12.2%
2. Percentage of agencies offering the following Out-of-School Time (OST) activities:			
a. Summer camp	X	82.1%	73.0%
b. Before school programs		18.7%	15.0%
c. After school programs		53.3%	37.5%
d. Preschool	X	32.9%	21.5%
e. Full daycare		7.3%	4.9%
f. Specific teen programs		65.4%	44.2%
g. Specific senior programs		76.6%	59.0%
h. Programs for people with disabilities		63.1%	45.7%
i. STEM programs	X	57.8%	43.2%

Policies

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 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>		777	156
Yes, at all locations	X	54.3%	52.6%
Yes, at select locations		25.7%	21.2%
No		18.7%	23.7%
N/A		1.3%	2.6%
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>		770	156
Yes, at all locations		17.3%	19.9%
Yes, at select locations	X	57.8%	45.5%
No		24.3%	32.7%
N/A		0.7%	1.9%
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>		774	157
Yes, at all locations		3.2%	1.3%
Yes, at select locations	X	47.9%	31.9%
No		47.3%	63.7%
N/A		1.6%	3.2%
4. Does your agency provide healthy food options in its vending machines?			
<i>Number of Responses</i>		764	155
Yes, at all locations		16.5%	12.9%
Yes, at select locations		25.9%	13.6%
No		22.5%	24.5%
N/A	X	35.1%	49.0%
5. Does your agency provide healthy food options at its concession stands?			
<i>Number of Responses</i>		758	152
Yes, at all locations		17.9%	14.5%
Yes, at select locations		33.6%	22.4%
No		20.7%	23.7%
N/A	X	27.7%	39.5%
6. Does your agency charge a parking fee at its parks or facilities?			
<i>Number of Responses</i>		775	155
Yes, at all locations		0.5%	0.0%
Yes, at select locations	X	16.1%	19.4%
No		80.1%	75.5%
N/A		3.2%	5.2%
7. Does your agency charge an admission fee to enter its parks?			
<i>Number of Responses</i>		776	157
Yes, at all locations		1.2%	3.2%
Yes, at select locations		17.1%	19.8%
No	X	79.3%	72.6%
N/A		2.5%	4.5%
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>		568	105
Yes, at all locations	X	73.9%	65.7%
Yes, at select locations		2.5%	0.0%
No		18.8%	27.6%
N/A		4.8%	6.7%

Policies (continued)

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

<i>Number of Responses</i>		572	108
Yes, at all locations	X	86.4%	88.0%
Yes, at select locations		1.1%	0.9%
No		9.3%	8.3%
N/A		3.3%	2.8%

Jurisdiction Information

	Your Agency	All Agencies	Population Density per Sq Mile Less Than 500
1. Agency/department's jurisdiction type			
<i>Number of Responses</i>		1,055	213
Borough		0.3%	0.5%
Village		2.8%	3.8%
City		54.2%	17.4%
Town		9.7%	16.0%
Township		3.6%	5.2%
County		15.6%	43.7%
State		0.2%	0.0%
Special District	X	10.1%	8.5%
Regional/Metro Authority		0.7%	1.4%
Independent District/Authority		1.4%	2.8%
School District		0.5%	0.5%
Military Department		0.3%	0.5%
Tribal Lands/Reservation		0.0%	0.0%
Other		0.7%	0.0%
2. Country			
<i>Number of Responses</i>		1,054	213
United States	X	99.4%	99.5%
Canada		0.4%	0.5%
Mexico		0.0%	0.0%
Other		0.2%	0.0%
3. Jurisdiction's total annual operating and capital budget			
a. Jurisdiction annual total operating budget			
<i>Number of Responses</i>		964	194
Lower Quartile		\$4,448,685	\$1,677,191
Median	\$2,401,300	\$23,916,135	\$7,992,475
Upper Quartile		\$127,769,611	\$69,884,693
b. Jurisdiction annual capital budget			
<i>Number of Responses</i>		928	188
Lower Quartile		\$612,697	\$252,300
Median	\$9,485,000	\$4,523,790	\$1,635,159
Upper Quartile		\$33,393,630	\$8,919,176
4. Square mileage and population of the incorporated jurisdiction the agency serves			
a. Square mileage of incorporated jurisdiction			
<i>Number of Responses</i>		1,021	213
Lower Quartile		13.2	68.0
Median	172.0	32.0	403.0
Upper Quartile		154.0	767.0
b. Population of jurisdiction			
<i>Number of Responses</i>		1,037	213
Lower Quartile		18,500	12,162
Median	30,000	45,000	35,000
Upper Quartile		137,550	111,385



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