

# TOPICAL REPORT SUPPLEMENT: KEY BENCHMARK ANALYSIS

---

## Introduction to This Supplemental Report

Benchmarking allows park and recreation agencies to compare various areas of operation with other agencies. The consultant team collected 93 data points from which the Boulder Parks and Recreation Department (BPRD) could draw comparisons. After an initial analysis of the list of 93 questions (presented in the Benchmarks Topical Report, attached as Appendix A), 12 “key benchmarks” were identified and are presented in this supplemental report. The status of research for this supplemental topical report is presented in Table 1.

**Table 1: Topical Area Research Progress**

| Development Phase  | Notes  |
|--|--|
| ✓ Research methodology approved  |  |
| ✓ Preliminary research and analysis complete   |  |
| ✓ Data gaps identified and remaining research assigned                                 | Some discrepancies in data between original research and this detailed analysis. Critical data will be verified and reconciled before being used for final analyses. |
| ✓ Preliminary department leadership review   |  |
| ✓ Board (PRAB) review  |  |
| ✓ All data obtained  |  |
| <input type="checkbox"/> Department leadership review                                  |  |
| <input type="checkbox"/> Topical Report research and analysis complete                 |  |
| <input type="checkbox"/> Synthesis for needs assessment and community plan integration |  |

## Purpose of This Supplemental Report

Key benchmarks are those data points that have been selected from among the total set of 93 questions as most important to focus on during the planning process and beyond. The 12 key indicators explored in this report are derived from the research to date including stakeholder interviews, the community survey, open houses, study sessions, and topical report research. These 12 key benchmarks are listed below and discussed in additional detail in this report:

1. Form of organization
2. NRPA Gold Medal Award and CAPRA accreditation
3. Agency staffing
4. Urban parkland acres per resident
5. Urban parkland acres as percentage of total service area
6. Key facilities
7. Debt service
8. Agency cost recovery
9. Agency spending per resident

10. Provision of in-house competitive programs
11. Partnerships with public health organizations and schools
12. Volunteerism

Typically, cities use benchmarks to compare aspects of the organization (e.g., FTEs, park acreage per capita, facilities, etc.), and they choose a ranking (e.g., selecting a desired quartile to be in for each category) that they can use to assess performance. It would be appropriate for PRAB to discuss a desired target ranking for BPRD (e.g., within the top quartile of all benchmark comparison agencies, in the top half of all benchmark agencies with a number-one ranking in percentage of recreation revenue raised in comparison to total department budget, etc.), and then make such recommendations for the City Council to consider.

### Introduction and Methods

The information that follows may be represented by, and in some ways identical to, information reported in Appendix A (the overall Topical Report on benchmark research). Research on these 12 key benchmarks is ongoing. As information is gathered, the report will be revised to reflect the most current information.

### Key Benchmark #1: Form of Organization

Table 2 lists all benchmark agencies used for the analysis. All are traditional municipal departments, except as noted.

**Table 2: Form of Organization**

| Benchmark              | Scale    | Population Served | Notes   |
|------------------------|----------|-------------------|---|
| <b>Boulder, CO</b>     | --       | <b>97,385</b>     |   |
| Broomfield, CO         | Local    | 55,889            | City and County of Broomfield are consolidated. Community Resources Department provides recreation, open space, and trails. The Public Works Department provides parks maintenance. |
| Foothills PRD, CO      | Local    | 90,000            | Operates as Foothills Parks and Recreation District, a quasi-municipal corporation and political subdivision of the State of Colorado.  |
| Fort Collins, CO       | Local    | 143,986           |   |
| South Suburban PRD, CO | Local    | 150,000           | Operates as South Suburban Parks and Recreation District, a quasi-municipal corporation and political subdivision of the State of Colorado.   |
| Westminster, CO        | Local    | 106,114           | Operates as Department of Parks, Recreation, and Libraries.   |
| Ann Arbor, MI          | National | 113,934           |   |
| Asheville, NC          | National | 83,393            |   |
| Bend, OR               | National | 76,639            | Unable to provide data for benchmarking analysis.   |
| Berkeley, CA           | National | 112,580           |   |
| Bloomington, IN        | National | 80,405            |   |
| Naperville PRD, IL     | National | 143,000           | Operates as Naperville Parks and Recreation District, a quasi-municipal corporation.  |
| Tempe, AZ              | National | 161,719           | Community Services Department provides recreation. Public Works Department provides urban parkland. Open space is provided by several other agencies.                               |

### Key Benchmark #2: NRPA Gold Medal Award and CAPRA Accreditation

The National Recreation and Park Association (NRPA) bestows the Gold Medal Award each year to communities that “demonstrate excellence in long-range planning, resource management, and agency recognition.”<sup>1</sup> The Commission for Accreditation of Park and Recreation Agencies (CAPRA) recognizes park and recreation agencies for excellence in operation and service. Of the cities listed below in Table 3, only Boulder and Broomfield have never been an NRPA Gold Medal finalist, Gold Medal winner, or CAPRA certified. Local agencies such as South Suburban, Westminster, Foothills, and Fort Collins have all received recognition in at least one of the categories.

**Table 3: Gold Medal Awards and CAPRA Accreditation**

|                | Gold Medal Finalist                      | Gold Medal Winner | CAPRA Accredited |
|----------------|--|-------------------|------------------|
| <b>Boulder</b> | -  | -                 | -                |
| Ann Arbor      | -  | 1981              | -                |
| Asheville      | 2000, 2001                               | 2002              | 1994             |
| Bend           | -  | 1966, 2006        | -                |
| Berkeley       | -  | 1967              | -                |
| Bloomington    | -  | 2007              | 2001             |
| Broomfield     | -  | -                 | -                |
| Foothills      | -  | 1986, 1991        | -                |
| Fort Collins   | -  | 1986              | -                |
| Naperville     | 2002                                     | -                 | 2011             |
| South Suburban | 1976, 1987, 1995, 2001, 2008, 2011, 2012 | 1980, 1988, 1996  | -                |
| Tempe          | -  | 1975, 1995, 2006  | -                |
| Westminster    | 1990, 1998, 2005, 2006                   | 1991, 1999        | -                |

### Key Benchmark #3: Agency Staffing

Full-time equivalent (FTE) measures were examined from the benchmark communities (see Table 4). When possible, FTEs were divided among recreation and park (or park maintenance) staff. Because departments often employ other personnel that do not fit into these two categories (e.g., administrative staff), the combined total of recreation and park maintenance staff may not equal the total FTE. In some cases, agencies have reported FTE totals that are suspect. For example, some agencies may have reported total individuals instead of FTEs. As such, some information is still being collected and is unavailable for this report. BPRD’s 222 total FTEs rank toward the median of the benchmarking cities. South Suburban and Foothills (both organized as districts) have more FTEs across all categories.

**Table 4: Agency Staffing**

|                | Total FTEs <sup>2</sup> | Full-Time FTEs  | Non-Full-Time FTEs (i.e., all others) | Recreation FTEs | Maintenance FTEs | Other FTEs    |
|----------------|-------------------------|-----------------|---------------------------------------|-----------------|------------------|---------------|
| South Suburban | 485<br>(100%)           | 224<br>(46.19%) | 261<br>(53.81%)                       | 339<br>(69.90%) | 115<br>(23.71%)  | 31<br>(6.39%) |
| Foothills      | 379<br>(100%)           | 104<br>(27.44%) | 275<br>(72.56%)                       | 278<br>(73.35%) | 101<br>(26.65%)  | 0<br>(0%)     |
| Ann Arbor      | 345<br>(100%)           | 45<br>(13.04%)  | 300<br>(86.96%)                       | unavail.        | unavail.         | unavail.      |

<sup>1</sup> Source: www.nrpa.org

<sup>2</sup> Table is sorted by this column.

|                |                             |                               |                               |                               |                              |                              |
|----------------|-----------------------------|-------------------------------|-------------------------------|-------------------------------|------------------------------|------------------------------|
| Tempe          | 291.3<br>(100%)             | 148<br>(50.86%)               | 143.3<br>(48.14%)             | 197.52<br>(67.88%)            | 93.24<br>(32.04%)            | 0.24<br>(0.08%)              |
| <b>Boulder</b> | <b>222</b><br><b>(100%)</b> | <b>118</b><br><b>(53.15%)</b> | <b>104</b><br><b>(46.85%)</b> | <b>110</b><br><b>(49.55%)</b> | <b>51</b><br><b>(22.97%)</b> | <b>61</b><br><b>(27.48%)</b> |
| Fort Collins   | 201<br>(100%)               | 36<br>(17.91%)                | 165<br>(82.09%)               | 116<br>(57.71%)               | 80<br>(39.80%)               | 35<br>(17.41%)               |
| Westminster    | 176.65<br>(100%)            | unavail.                      | unavail.                      | unavail.                      | unavail.                     | unavail.                     |
| Berkeley       | 164<br>(100%)               | 100<br>(60.98%)               | 64<br>(39.02%)                | 85.98<br>(52.43%)             | 7<br>(4.27%)                 | 71.02<br>(43.30%)            |
| Bloomington    | 143,092<br>(100%)           | 58,375<br>(40.80%)            | 84,717<br>(59.20%)            | 25,375<br>(17.73%)            | 57,75<br>(40.36%)            | 59,967<br>(41.91%)           |
| Asheville      | 137<br>(100%)               | 123<br>(89.78%)               | 14<br>(10.22%)                | 49<br>(35.77%)                | 57<br>(41.61%)               | 31<br>(2.63%)                |
| Broomfield     | 133.74<br>(100%)            | 62<br>(46.36%)                | 71.74<br>(53.64%)             | unavail.                      | unavail.                     | unavail.                     |
| Naperville     | unavail.                    | unavail.                      | unavail.                      | unavail.                      | unavail.                     | unavail.                     |

### Key Benchmark #4: Urban Parkland Acres Per Resident

Urban parkland is developed and includes neighborhood, community, and regional parks. Bloomington Parks and Recreation has 29 acres for every 1,000 citizens in the community (see Table 5). Westminster Parks and Recreation and South Suburban Parks and Recreation District each have 27 acres of urban parkland per 1,000 residents in their respective service areas. Berkeley Parks and Recreation has only two acres of parkland for every 1,000 residents in the city. It should be noted that Ann Arbor has by far the most square miles for total land area served.

**Table 5: Urban Parkland Acres Per Resident**

|                | Urban Parkland Acres | Population of Service Area | Per 1,000 Population <sup>3</sup> |
|----------------|----------------------|----------------------------|-----------------------------------|
| Bloomington    | 2,342                | 80,405                     | 29.13                             |
| Westminster    | 2,814                | 106,114                    | 26.52                             |
| South Suburban | 3,604                | 136,000                    | 26.50                             |
| <b>Boulder</b> | <b>1,810</b>         | <b>97,385</b>              | <b>18.59</b>                      |
| Foothills      | 1,704                | 91,947                     | 18.53                             |
| Broomfield     | 1,015                | 56,000                     | 18.13                             |
| Naperville     | 2,505                | 141,853                    | 17.66                             |
| Tempe          | 2,714                | 161,719                    | 16.78                             |
| Asheville      | 869                  | 83,393                     | 10.42                             |
| Ann Arbor      | 2,089                | 344,000                    | 6.07                              |
| Fort Collins   | 820                  | 141,000                    | 5.82                              |
| Berkeley       | 235                  | 117,580                    | 2.00                              |

<sup>3</sup> Table is sorted by this column.

**Key Benchmark #5: Urban Parkland Acres as Percentage of Total Service Area**

Table 6 reports urban parkland as a percentage of the total service area. Bloomington reported the highest percentage of parkland of total service area with 15.2%. Ann Arbor claims only 0.5%. Boulder ranks near the middle, with 11.0%.

**Table 6: Urban Parkland as Percentage of Total Service Area**

|                | Urban Parkland Acres | Total Land Area of Area Served (sq. miles) | Total Land Area of Area Served (acres) | Percentage of Total Service Area <sup>4</sup> |
|----------------|----------------------|--|--|---|
| Bloomington    | 2,342                | 24   | 15,360                                 | 15.2%   |
| South Suburban | 3,604                | 41   | 26,240                                 | 13.7%   |
| Westminster    | 2,814                | 33.7                                       | 21,568                                 | 13.0%   |
| Foothills      | 1,704                | 21.5                                       | 13,760                                 | 12.4%   |
| <b>Boulder</b> | <b>1,810</b>         | <b>25.8</b>                                | <b>16,512</b>                          | <b>11.0%</b>                                  |
| Tempe          | 2,714                | 40.1                                       | 25,664                                 | 10.6%   |
| Naperville     | 2,505                | 41   | 26,240                                 | 9.5%  |
| Broomfield     | 1,015                | 34   | 21,760                                 | 4.7%  |
| Berkeley       | 235                  | 18   | 11,520                                 | 2.0%  |
| Ann Arbor      | 2,089                | 710  | 454,400                                | 0.5%  |
| Asheville      | 869                  | unavail.                                   | unavail.                               | unavail.                                      |
| Fort Collins   | 820                  | unavail.                                   | unavail.                               | unavail.                                      |

**Key Benchmark #6: Key Facilities**

BPRD has identified specific facilities for benchmarking analysis (see Table 7). Currently, baseball and softball fields have not been delineated by adult, youth, regulation, or convertible. Therefore, the number shown is the number reported from the agency based on the original data collected. Further research will be conducted to ascertain a clearer picture of benchmark facilities, especially baseball and softball fields. The numbers of playgrounds and baseball fields are the lowest-ranking categories for BPRD. Conversely, BPRD ranks highly in the number of dog parks and indoor pools. Rectangular or multi-use fields exhibit the greatest variance in number with a range from four (Fort Collins) to 119 (South Suburban). Boulder’s 20 multi-use fields are around the median number benchmarked.

<sup>4</sup> Table is sorted by this column.

**Table 7: Key Benchmark Facilities**

| Playgrounds         | Baseball Fields      | Softball Fields <sup>5</sup> | Rectangular or Multi-use Fields | Skate Parks        | Dog Parks          | Outdoor Swimming Pools | Indoor Swimming Pools | Recreation Centers |
|---------------------|----------------------|------------------------------|---------------------------------|--------------------|--------------------|------------------------|-----------------------|--------------------|
| Ann Arbor (75)      | South Suburban (100) | Westminster (26)             | South Suburban (119)            | Naperville (3)     | <b>Boulder (5)</b> | South Suburban (5)     | Foothills (4)         | Ann Arbor (14)     |
| Naperville (67)     | Broomfield (37)      | Naperville (26)              | Naperville (66)                 | Tempe (3)          | Tempe (5)          | Foothills (4)          | Berkeley (3)          | Asheville (12)     |
| Berkeley (64)       | Fort Collins (35)    | Foothills (25)               | Foothills (47)                  | Foothills (2)      | Westminster (3)    | Ann Arbor (3)          | <b>Boulder (3)</b>    | Fort Collins (11)  |
| South Suburban (59) | Ann Arbor (34)       | Bloomfield (22)              | Broomfield (34)                 | South Suburban (2) | Ann Arbor (2)      | Asheville (3)          | Fort Collins (3)      | Westminster (7)    |
| Broomfield (45)     | Naperville (32)      | <b>Boulder (10)</b>          | Westminster (30)                | Asheville (1)      | Asheville (2)      | Berkeley (3)           | South Suburban (3)    | Berkeley (4)       |
| Tempe (42)          | Tempe (30)           | Bloomington (8)              | <b>Boulder (20)</b>             | Berkeley (1)       | South Suburban (2) | Bloomington (2)        | Broomfield (2)        | South Suburban (4) |
| Westminster (42)    | Asheville (20)       | Ann Arbor (N/A)              | Ann Arbor (15)                  | <b>Boulder (1)</b> | Berkeley (1)       | <b>Boulder (2)</b>     | Westminster (2)       | <b>Boulder (3)</b> |
| Foothills (41)      | <b>Boulder (14)</b>  | Asheville (N/A)              | Berkeley (9)                    | Bloomington (1)    | Bloomington (1)    | Broomfield (1)         | Ann Arbor (1)         | Foothills (2)      |
| <b>Boulder (40)</b> | Bloomington (9)      | Berkeley (N/A)               | Asheville (7)                   | Broomfield (1)     | Broomfield (1)     | Fort Collins (1)       | Tempe (1)             | Bloomington (1)    |
| Fort Collins (39)   | Berkeley (8)         | Fort Collins (N/A)           | Tempe (7)                       | Fort Collins (1)   | Foothills (0)      | Naperville (1)         | Asheville (0)         | Broomfield (1)     |
| Bloomington (26)    | Foothills (1)        | South Suburban (N/A)         | Fort Collins (5)                | Westminster (1)    | Naperville (0)     | Westminster (1)        | Bloomington (0)       | Tempe (1)          |
| Asheville (25)      | Westminster (N/A)    | Tempe (N/A)                  | Bloomington (4)                 | Ann Arbor (0)      | Fort Collins (N/A) | Tempe (0)              | Naperville (N/A)      | Naperville (0)     |

<sup>5</sup> It has been noted that softball fields may have been recorded with baseball fields in original data (denotes "N/A" responses as well). Further research will reconcile this discrepancy.

**Key Benchmark #7: Debt Service**

Information was collected regarding benchmark agencies’ bond debt specific to parks and recreation (see Table 8). Three data points were requested: current value of community bond obligation, to what projects the bond(s) are allocated, and current value of overall community bond obligations. Broomfield is the only benchmark agency to date that has provided complete information. Further research will continue to delve into benchmark bond debt service.

**Table 8: Debt Service**

|                | <b>Bond Debt<br/>(Parks and<br/>Recreation)</b> | <b>Allocated Projects</b>   | <b>Bond Debt<br/>(Overall<br/>Community)</b> |
|----------------|---|---|--|
| Ann Arbor      | -   | Golf course   | -  |
| Asheville      | -   | -   | \$960,000                                    |
| Berkeley       | -   | -   | -\$500,000 -<br>\$600,000                    |
| Bloomington    | -   | -   | -  |
| <b>Boulder</b> | <b>\$8,775,550</b>                              | <b>Capital Improvements</b>   | -  |
| Broomfield     | \$1,267,731                                     | Park Improvements   | \$294,800,747                                |
|                | \$8,892,090                                     | Open Space Acquisitions   |  |
|                | \$27,351,818                                    | Recreation Center   |  |
| Foothills      | -   | -   | -  |
| Fort Collins   | \$2,100,000                                     | Golf clubhouse, irrigation systems  | -  |
| Naperville     | -   | -   | \$178,175,000                                |
| South Suburban | -   | -   | -  |
| Tempe          | \$50,761,900                                    | Renovations to stadium, parks, lighting and electrical systems, playgrounds, irrigation, pools, restrooms, and landscaping. | \$706,840,646                                |
| Westminster    | -   | -   | -  |

**Key Benchmark #8: Cost Recovery**

Total department cost recovery was generated by dividing the total of recreation program revenue and golf program revenue by the total parks and recreation operating budget (see

Table 9). Further research and analysis is being conducted related to total revenue vs. fees and charges to obtain the highest reasonable degree of accuracy. Special circumstances may exist in some communities that affect revenue or expenditures. For instance, BPRD operates and maintains the Pearl Street Mall – a unique public plaza that should be taken into account when examining expenditures.

**Table 9: Cost Recovery**

|                | Total Parks and Recreation Budget | Non-Tax Recreation Program Revenue | Percentage of Revenue to Total Parks and Recreation Budget <sup>6</sup> |
|----------------|-----------------------------------|------------------------------------|---|
| Foothills      | \$21,661,551                      | \$12,339,958                       | 57%   |
| South Suburban | \$39,651,442                      | \$20,488,403                       | 52%   |
| Bloomington    | \$8,161,501                       | \$3,190,360                        | 39%   |
| Naperville     | \$22,913,420                      | \$8,413,657                        | 37%   |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$8,758,199</b>                 | <b>33%</b>  |
| Tempe          | \$21,781,949                      | \$6,135,329                        | 28%   |
| Ann Arbor      | \$15,500,000                      | \$3,600,000                        | 23%   |
| Broomfield     | \$11,659,261                      | \$2,114,778                        | 18%   |
| Westminster    | \$15,690,731                      | \$2,682,141                        | 17%   |
| Berkeley       | \$22,000,000                      | \$3,000,000                        | 14%   |
| Asheville      | \$9,318,812                       | \$1,225,719                        | 13%   |
| Fort Collins   | \$15,179,102                      | \$1,400,000                        | 9%  |

**Key Benchmark #9: Agency Spending Per Resident**

South Suburban spends \$291 per district member and Ann Arbor spends \$45 (see Table 10). Park districts enjoy a dedicated revenue source, which accounts for the higher level of per capita spending to operate and maintain their parks and recreation systems. Foothills PRD spends \$236 on each member of their district. Boulder ranks near the top with \$274 per person.

**Table 10: Agency Spending per Resident**

|                | Total City/District Budget | Total Parks and Recreation Budget <sup>7</sup> | Recreation Programs Operating Budget | Recreation Facilities Maintenance Budget | Athletic Fields Maintenance Budget | Park Maintenance Operating Budget | Marketing Program Budget | Total Administrative Budget |
|----------------|----------------------------|--|--------------------------------------|--|------------------------------------|-----------------------------------|--------------------------|-----------------------------|
| South Suburban | \$355                      | \$291  | \$135                                | \$11                                     | \$2                                | \$44                              | \$1                      | \$32                        |
| Naperville     | \$290                      | \$290  | \$25                                 |  |                                    | \$21                              | \$4                      | \$83                        |
| <b>Boulder</b> | <b>\$2,659</b>             | <b>\$274</b>                                   | <b>\$103</b>                         | <b>\$8</b>                               | <b>\$9</b>                         | <b>\$37</b>                       | <b>\$4</b>               | <b>\$16</b>                 |
| Foothills      | \$236                      | \$236  | \$74                                 | \$4                                      | \$16                               | \$32                              | \$2                      | \$26                        |
| Broomfield     | \$2,846                    | \$208  | \$101                                | \$19                                     | \$11                               | \$102                             | \$0.18                   | \$3                         |
| Berkeley       | \$3,155                    | \$187  | \$63                                 |  |                                    | \$9                               | \$0.30                   | \$12                        |
| Westminster    | \$882                      | \$148  | \$70                                 |  |                                    |                                   |                          | \$8                         |
| Tempe          | \$3,096                    | \$135  | \$52                                 |  |                                    | \$66                              | \$0.39                   |                             |
| Asheville      | \$1,632                    | \$112  | \$34                                 |  |                                    | \$35                              | \$0.12                   | \$5                         |
| Fort Collins   | \$3,347                    | \$108  | \$49                                 |  |                                    | \$50                              | \$0.67                   | \$53                        |
| Bloomington    | \$691                      | \$102  | \$26                                 |  |                                    | \$18                              | \$4                      | \$8                         |
| Ann Arbor      | \$228                      | \$45   | \$10                                 | \$8                                      | \$0.60                             | \$6                               | \$0.18                   | \$1.80                      |

**Key Benchmark #10: Provision of In-house Competitive Programs**

This benchmark item is intended to compare the extent to which agencies administer and manage competitive traveling recreation activities for their residents. This information was not included in the consulting team’s initial research, but the team has attempted to collect details about these programs since they were identified as a key benchmark question. To date, data has been received from Broomfield, Naperville, and Ann Arbor. Broomfield and

<sup>6</sup> Table sorted by this column.

<sup>7</sup> Table is sorted by this column.

Naperville both stated that they offer no competitive traveling programs. Ann Arbor has indicated that they provide some competitive traveling swim teams.

### Key Benchmark #11: Partnerships with Schools and Public Health Organizations

Benchmark agencies were asked whether or not they currently engage in formal partnerships with any school or health organizations (see Table 11). All benchmark agencies reported having a formal partnership with at least one local school corporation; however, South Suburban, Westminster, Foothills, and Tempe omitted the specific school(s). Only one agency (Broomfield) acknowledged a formal partnership with a local health system. One agency did report an informal partnership, but it was not recorded in the table below.

**Table 11: Partnerships**

|                | School Partnerships? | With Whom?   | Health Partnerships? | With Whom?                                     |
|----------------|----------------------|--|----------------------|--|
| Ann Arbor      | Yes                  | Ann Arbor Public Schools                                       | No                   | -  |
| Asheville      | Yes                  | City and county school systems, UNC at Asheville               | N/A                  | -  |
| Berkeley       | Yes                  | Berkeley Unified School District                               | No                   | -  |
| Bloomington    | Yes                  | Local school system  | Yes                  | Active Living Coalition                        |
| <b>Boulder</b> | <b>Yes</b>           | <b>Boulder Valley School District</b>                          | <b>No</b>            | -  |
| Broomfield     | Yes                  | Boulder Valley School District, Jefferson County, Adams County | Yes                  | County Department of Health and Human Services |
| Foothills      | Yes                  | -  | N/A                  | -  |
| Fort Collins   | Yes                  | Poudre School District   | No                   | -  |
| Naperville     | Yes                  | Illinois Public Schools (203, 204 districts)                   | No                   | -  |
| South Suburban | Yes                  | -  | N/A                  | -  |
| Tempe          | Yes                  | -  | N/A                  | -  |
| Westminster    | Yes                  | -  | N/A                  | -  |

### Key Benchmark #12: Volunteerism

Volunteers provide intangibles that cannot be numerically measured. Table 12 below lists the volunteer hours (not number of volunteers) donated for each benchmark agency. While it is difficult to assign a dollar amount to volunteer time, as an additional measure of donated service we have included the financial value of volunteerism based upon estimates provided by the federal government.<sup>8</sup> BPRD has the second-highest total number of volunteer hours

<sup>8</sup> This number reflects the 2010 Independent Sector state dollar amount and accounts for fringe benefits. For more information, please see [www.volunteeringinamerica.gov](http://www.volunteeringinamerica.gov).

donated and total dollar value of those donated hours. Fort Collins and South Suburban were the only two omitting a response.

**Table 12: Volunteerism**

|                | Number of Volunteer Hours Donated <sup>9</sup> | Dollar Value of a Volunteer Hour | Total Dollar Value of Volunteer Hours |
|----------------|--|----------------------------------|---------------------------------------|
| Tempe          | 50,613   | \$19.71                          | \$997,582.23                          |
| <b>Boulder</b> | <b>44,821</b>                                  | <b>\$22.03</b>                   | <b>\$987,406.63</b>                   |
| Asheville      | 25,475   | \$18.80                          | \$478,930.00                          |
| Broomfield     | 22,405   | \$22.03                          | \$493,582.15                          |
| Berkeley       | 20,000   | \$24.18                          | \$483,600.00                          |
| Foothills      | 15,605   | \$22.03                          | \$343,778.15                          |
| Bloomington    | 14,000   | \$18.04                          | \$252,560.00                          |
| Westminster    | 7,918  | \$22.03                          | \$174,433.54                          |
| Ann Arbor      | 5,000  | \$20.07                          | \$100,350.00                          |
| Naperville     | 3,540  | \$22.77                          | \$80,605.80                           |
| Fort Collins   | N/A  | \$22.03                          | N/A                                   |
| South Suburban | N/A  | \$22.03                          | N/A                                   |

### Closing Comment

Further research is required to obtain key benchmark data and reconcile data discrepancies uncovered during this in-depth analysis. From the information obtained, PRAB can begin to have a discussion about the key indicators and what ranking BPRD should have for each category. As more data is obtained, the above information will be updated. From the information gleaned, it is clear that it will be important to establish rankings for athletic fields and FTEs (especially maintenance), as BPRD is below the median benchmarks. Further study will continue to incorporate benchmark information into the key issues derived from all other research analyses.

<sup>9</sup> Table is sorted by this column.

# APPENDIX A:

## BENCHMARKS TOPICAL REPORT

---

### Intro to Topical Report

This Topical Report represents subject-specific research findings that will ultimately inform the content of the Parks and Recreation Master Plan. The information contained in this report does not necessarily constitute the final narrative that will be presented in the plan. After the findings of this report are reviewed and deemed to be accurate and sufficiently comprehensive, they will be fully synthesized with research from other topical areas as part of the Needs Assessment process. The final content of the Master Plan may reflect significant portions of this report, but will not consist entirely of it. **Error! Reference source not found.** depicts the progress of research and planning for this topical area.

### Introduction and Methods

Conducting benchmark analyses provides a degree of insight into how the City of Boulder, and specifically the Parks and Recreation Department, compares to others across the region, state, or nation. Benchmarking is the process of measuring an organization's internal processes and then identifying, understanding, and adopting desirable, outstanding practices from other organizations considered to be best-in-class with the aim of increasing some aspect of performance. Benchmarking studies explore the parks and recreation facilities, programs, and administration of multiple communities deemed comparable with the organization under study, in this case, the Boulder Parks and Recreation Department (BPRD). With the results of a benchmarking analysis, goals can be set, standards redefined, and action plans established.

The BPRD Master Plan Technical Advisory Group collaborated with the consultant team to identify criteria for selecting benchmark agencies. When determining benchmark agencies, the group aimed to consider communities and agencies with similar demographics, services, and social characteristics. But, the selection process was not intended to find cities exactly like Boulder. Instead, the goal was to find similar agencies that allow for insightful comparisons for measurement and establishing standards. Through a consensus-based process, the group identified criteria to guide the selection of benchmark communities. It was desired that the benchmarks be similar to Boulder regarding as many of these characteristics as possible:

- Population
- Demographics
- Geography
- Presence of a major university or college
- Presence of a well-developed alternative transportation infrastructure
- Presence of a strong environmental ethic
- Policies or goals related to cost recovery
- Relatively similar program/service offerings
- NRPA Gold Medal Award recipient
- CAPRA accredited

It was also decided that the analysis include 12 benchmarks – five local communities (i.e., within the Denver metropolitan area) and seven national communities. Table 13 lists the chosen benchmark agencies.

**Table 13: Benchmark Community Profile**

| Benchmark                     | Scale    | Population Served | NRPA Class <sup>10</sup> | Universities    | Gold Medal       | CAPRA      |
|-------------------------------|----------|-------------------|--------------------------|-----------------|------------------|------------|
| <i>Boulder, CO</i>            | --       | 97,385            | III                      | CU              | --               | --         |
| <b>Broomfield, CO</b>         | Local    | 55,889            | III                      | --              | --               | --         |
| <b>Foothills PRD, CO</b>      | Local    | 90,000            | III                      | --              | 1991, 1986       | --         |
| <b>Fort Collins, CO</b>       | Local    | 143,986           | II                       | CSU             | 1986             | --         |
| <b>South Suburban PRD, CO</b> | Local    | 150,000           | II                       | --              | 1980, 1988, 1996 | --         |
| <b>Westminster, CO</b>        | Local    | 106,114           | II                       | --              | 1999, 1991       | --         |
| <b>Ann Arbor, MI</b>          | National | 113,934           | II                       | U of M          | 1981             | --         |
| <b>Asheville, NC</b>          | National | 83,393            | III                      | UNC - Asheville | 2002             | Since 1994 |
| <b>Bend, OR</b>               | National | 76,639            | III                      | --              | 2006, 1966       | --         |
| <b>Berkeley, CA</b>           | National | 112,580           | II                       | UC - Berkeley   | 1967             | --         |
| <b>Bloomington, IN</b>        | National | 80,405            | III                      | IU              | 2007             | Since 2001 |
| <b>Naperville PRD, IL</b>     | National | 143,000           | II                       | --              | --               | Since 2011 |
| <b>Tempe, AZ</b>              | National | 161,719           | II                       | ASU             | 2006, 1995, 1975 | --         |

The data collection process for the benchmark analysis was divided into four phases:

- I. Secondary source-based information gathering using existing documents or other credible internet sources.
- II. Primary research by contacting agency staff via telephone. A worksheet was used to aid in data reporting (see Appendix A).

<sup>10</sup> NRPA population classification for Gold Medal Awards:

- Class I – 250,000+
- Class II – 100,000-250,000
- Class III – 50,000-100,000
- Class IV – 20,000-50,000
- Class V – under 20,000

- III. Calculation of additional benchmark metrics using available data (e.g., acres per 1,000 population; department's percentage of city's budget).
- IV. Follow-up primary research, if needed, to clarify data or ask additional questions.

## Response

Eleven of the 12 benchmark communities were able to comply with the research team's request for data. Bend, Oregon, indicated they were unable to participate in the analysis.

## A Caution Regarding Benchmarking

In comparing data among different parks and recreation agencies and districts, one must recognize that there are practical limitations in the benchmarking process. Each agency and its service area have a different identity, operate using their own business model, are surrounded by unique political environments, and reflect different community values and priorities. Most importantly, the variables that are researched are almost always determined in different ways by each benchmark agency. The methods used in calculating, measuring, and reporting relevant data are determined by local government requirements and traditions; there is no uniform method of calculating and reporting much of the data used in the benchmark analysis. As a result, the responses from benchmark agencies require a degree of subjective interpretation. It is important to remember that regardless of the precision or validity implied by the findings, this benchmark analysis is intended to provide highly informed yet anecdotal information to support the development of goals, standards, and strategies.

Historically, benchmarking was derived from private industry efforts to find competitors that a specific business wanted to emulate in order to improve services and profitability. In this business practice, a desirable competitor is identified, researched, and compared to the business; benchmark business success factors are preliminarily identified for further analysis by the competing business. This detailed analysis is used for modification of product, management, or approach by the business conducting the benchmark research.

In emulating the benchmarking model used by business, Boulder Parks and Recreation should use this comparative analysis to determine any general factors it wishes to emulate in other park agencies, then complete further research to determine how to emulate the selected factor. The ultimate goal, of course, is to enhance Boulder park and recreation services.

## Benchmark Agency Narrative Profiles

### Broomfield (CO) Recreation Services

#### *Organization, Demographics, and Geography*

Broomfield Recreation Services serves 56,000 people in suburban Denver with a service area of 34 square miles in the City and County of Broomfield. Organizationally, parks and recreation are decentralized. Recreation Services operates under the Community Resources Department, as does a similar agency, Open Space and Trails. Furthermore, the Public Works Department has a Parks Maintenance division. In total, Broomfield manages approximately 1,000 acres of developed parkland plus 3,900 acres in natural areas and open space. The city and county have 16 acres of developed parks and playgrounds for every 1,000 citizens in their service area.

### *General Facilities and Operations*

Broomfield manages 80 miles of hard-surface multi-use trails and 23 miles of soft-surface trails primarily for walking, hiking, and passive recreation. The Recreation Services Department operates a community center and a recreation center for a total 130,000 square feet of indoor space and offers 6,900 recreation programs among all of its parks and facilities. The agency has an agreement with two local school districts and maintains 12 acres at four different school sites to provide recreation programming. Broomfield's staffing levels include 81 FTEs in Recreation Services and 53 FTEs working in Park Maintenance. Non-permanent FTEs total 54 in recreation and 18 in parks.

### *Finances*

The total budget for the City and County of Broomfield is \$159 million. Broomfield Recreation's budget is \$5.7 million, and the Parks Maintenance division budget is also \$5.7 million. Recreation facilities maintenance spends \$1.1 million, and \$600,000 is allocated for athletic field maintenance. Recreation special events receive a budget totaling \$194,000, and the marketing budget is \$10,000. Broomfield Parks and Recreation's capital budget was \$2.7 million in 2010. Revenue from fees and charges augment Broomfield's budget by \$2.1 million, which is almost a 40% cost recovery in the Recreation budget.

### *Specialized Facilities*

Broomfield possesses a variety of outdoor and indoor recreation facilities. All of Broomfield's 45 play areas are ADA accessible. The agency owns two 18-hole golf courses, one of which is leased to a golf management organization.

## Westminster (CO) Department of Parks, Recreation, and Libraries

### *Organization, Demographics, and Geography*

The Westminster Department of Parks, Recreation, and Libraries is a municipal agency that serves a population of 106,114 residents in a service area that covers 34 square miles. Westminster manages 3,400 acres of developed parkland and 3,000 acres of designated open space. It also owns 2,800 acres of parkland administered by outside agencies.

### *General Facilities and Operations*

Westminster has developed 63 miles of combined hard- and soft-surface trails for bicyclists and pedestrians. The seven recreation centers that Westminster operates offer the public 228,000 square feet of enclosed space for a variety of activities. A total of 4,500 programs and classes are scheduled in recreation centers and parks annually. Westminster has joint-use agreements with the local school district and nonprofit organizations to enhance its recreation programs.

### *Finance*

The total budget for the City of Westminster is \$93.6 million. The operating budget for the Department of Parks, Recreation, and Libraries is \$15.7 million. The agency earns \$4.3 million in program revenue. The capital improvement budget for the department is also \$4.3 million.

### *Specialized Facilities*

Westminster Parks and Recreation has 26 baseball fields, 30 designated softball fields, and two multi-use fields used primarily for soccer, football, and other field activities. Parks and Recreation manages one 18-hole golf course and 19 disc golf courses. Aquatics programs are offered at an outdoor swimming pool and indoor swimming pool. Boating, fishing, and camping are offered at Standley Lake Regional Park.

### Fort Collins (CO) Parks and Recreation

#### *Organization, Demographics, and Geography*

Fort Collins Parks and Recreation serves a population of 141,000. The system includes 800 acres of urban parkland and 33,000 acres of natural areas and open space.

#### *General Facilities and Operations*

Fort Collins's trail system includes 28 miles of hard-surface trails and 33 miles of soft-surface trails. The agency operates 11 recreation centers with a total of 231,000 square feet of indoor recreation space. A joint-use agreement is used with the local school district for athletic and recreation programs. Fort Collins's staffing level is 85 FTEs with 36 on PFT status. There are 116 employees working in the recreation division and 49 in the parks division.

#### *Finance*

The total operating budget for the City of Fort Collins is \$471.9 million. Parks and Recreation's total operating budget is \$27.5 million, and the budget allocates \$6.9 million to recreation programs, \$7.0 million to park maintenance, and \$1.2 million to urban forestry. The department spends \$94,000 on marketing its parks, recreation programs, and special events.

#### *Specialized Facilities*

Fort Collins offers an array of outdoor and indoor recreation facilities, including 35 combined baseball and softball fields and three multi-purpose athletic fields. Parks and Recreation manages three 18-hole golf courses and 50 disc golf courses throughout the city. Fort Collins's 59 indoor basketball courts, seven indoor tennis courts, and array of fitness facilities offer the community opportunities for recreation exercise.

### South Suburban (CO) Parks and Recreation District

#### *Organization, Demographics, and Geography*

The South Suburban Parks and Recreation District (PRD) is a quasi-municipal corporation and a political subdivision of the State of Colorado. The district serves a population of 136,000 residents in the cities of Littleton, Bow Mar, Centennial, Columbine Valley, Lone Tree, and Sheridan – all in the greater Denver area. South Suburban manages 1,200 acres of developed parkland and 2,400 acres of natural areas and open space.

#### *General Facilities and Operations*

The district manages a 92-mile trail system, including 51 miles of hard-surface bicycle and pedestrian trails and 41 miles of soft-surface trails for walking and hiking. The district operates four recreation centers, which total 229,000 square feet of indoor recreation space. Joint-use agreements are used with the local school district and nonprofit organizations for both programming and maintenance. South Suburban PRD employs 485 FTEs, including 224 PFT

employees and 261 non-PFT personnel. A total of 115 FTEs are in maintenance and 339 in recreation programs.

#### *Finances*

The total budget for South Suburban PRD is \$48.4 million, including a \$39.7 million operating budget and a capital budget of \$8.7 million. Recreation programs operate with a budget of \$18.4 million. Total district revenue is \$45.7 million, including \$11.8 million generated by recreation programs and \$8.7 million by the golf program.

#### *Specialized Facilities*

South Suburban PRD owns or manages 100 combined baseball and softball fields as well as 139 athletic fields that support a diversity of sports and recreation activities. All but one of the district's 59 playgrounds are ADA accessible.

### Foothills (CO) Park and Recreation District

#### *Organization, Demographics, and Geography*

Foothills Parks and Recreation District covers 22 square miles and serves a population of 92,000 residents in south Jefferson County. Foothills PRD manages 330 acres of developed parkland and 1,400 acres of natural areas and open space.

#### *General Facilities and Operations*

Foothills PRD maintains 15 miles of hard-surface trails and 3.5 miles of soft-surface trails. The agency operates two recreation centers and one community center, which total 304,000 square feet of indoor space. Throughout the year Foothills PRD offers more than 2,000 classes and programs. There are 379 FTEs at Foothills PRD, including 104 PFT and 275 non-PFT employees. Of the 379 FTEs in the department, 278 are associated with recreation programs and 101 are associated with the parks and facilities maintenance division, including part-time and seasonal staff.

#### *Finance*

The Foothills PRD has an operating budget of \$21.7 million and a capital budget of \$1.5 million. The recreation program's operating budget is \$6.8 million, and the park's maintenance operating budget is \$3.0 million. The agency's budget for administrative services is \$2.4 million. Revenue earned in recreation programs totals \$7.7 million. The golf program earned revenue totaling \$4.6 million.

#### *Specialized Facilities*

Foothills PRD owns and operates a variety of outdoor and indoor recreation facilities, including one dedicated baseball field and 25 diamonds used for both baseball and softball. Of the 41 playgrounds in the Foothills PRD, two are ADA accessible.

### Ann Arbor (MI) Parks and Recreation Department

#### *Organization, Demographics, and Geography*

The Ann Arbor Parks and Recreation Department serves a population of 344,000 in the City of Ann Arbor and Washtenaw County. Ann Arbor is the home of the University of Michigan, which is the major employer in the area. The department manages 157 parks on its 2,100 acres of

parkland, including 1,200 acres of natural areas. Washtenaw County Parks and Recreation administers another 2,200 acres of open space and greenways. The University of Michigan has 800 acres of land available for public recreation.

#### *General Facilities and Operations*

Ann Arbor Parks and Recreation manages 52 miles of hard- and soft-surface recreational trails for bicycling, hiking, and walking. The department operates 14 recreation centers and two community centers that provide 502,000 square feet of indoor space. Ann Arbor has joint-use agreements with the local school district for recreational use and maintenance of facilities. The department also has a joint-use agreement with the nonprofit Leslie Science and Nature Center for youth programming. There are 59 FTEs, including 45 employees on PFT status. Non-permanent FTEs include 300 part-time and seasonal workers. A total of 27 FTEs work in the maintenance section, and 12 FTEs are assigned to the recreation programs section.

#### *Finance*

The City of Ann Arbor's operating budget is \$78.4 million, and Parks and Recreation's operating budget is \$15.5 million. Recreation programs are budgeted at \$3.6 million, and the recreation facility maintenance budget is \$2.6 million. A six-year voter-approved parks millage supports the operation and maintenance of the city parks. The park maintenance operating budget is allocated \$2.1 million. Ann Arbor's urban forestry program received \$1.3 million. The department generated \$2.2 million in revenue, with recreation programs generating \$2 million from fees and charges. Ann Arbor Parks and Recreation's capital budget is \$1.2 million for parkland acquisition and facility development and rehabilitation. The City of Ann Arbor's total capital budget is \$60 million.

#### *Specialized Facilities*

Ann Arbor Parks and Recreation's 157 park sites include 34 combined baseball and softball fields as well as 34 athletic fields for soccer, football, and rugby. The department has 75 playgrounds, and 65 are ADA accessible.

### Berkeley (CA) Parks and Recreation

#### *Organization, Demographics, and Geography*

Berkeley Parks and Recreation serves a population of 113,000 citizens in a compact 18-square-mile area. The University of California at Berkeley is the largest employer in the community. Berkeley has 230 acres of city-owned parkland, but other state and regional entities manage parks and trails accessible to Berkeley residents.

#### *General Facilities and Operations*

Berkeley provides 105 miles of hard- and soft-surface recreational trails in its service area. The department operates four recreation centers, six community centers, and three designated senior centers encompassing 47,000 square feet of indoor space. The department has joint-use and maintenance agreements with the local school district to support playground projects. Berkeley Parks and Recreation employs 165 FTEs, which include 100 PFT employees and an additional 64 non-PFT staff. A total of seven FTEs are in the maintenance section, and 86 FTEs are in the recreation section.

### *Finance*

The City of Berkeley's total operating budget is \$371 million, and its capital budget is \$17.8 million. Parks and Recreation's operating budget is \$22 million, of which 23% is derived from the city's general fund. Parks and Recreation put \$7.4 million in the recreation program's operating budget. The park maintenance operating budget, which includes athletic fields and recreation facilities, is \$1.1 million. The capital budget is \$1.7 million. Recreation programs generate \$3 million in revenue.

### *Specialized Facilities*

Parks and Recreation has eight combined baseball and softball diamonds as well as nine multi-purpose fields primarily used for soccer and football. The department has 64 play areas, all of which are ADA accessible. The department also manages nine community gardens.

## Bloomington (IN) Parks and Recreation Department

### *Organization, Demographics, and Geography*

Bloomington Parks and Recreation serves a population of 80,400 citizens in south central Indiana. Indiana University is the largest employer in Bloomington and the region. The department manages 2,300 acres of urban parkland throughout the city, and an additional 1,900 acres in natural areas and open space.

### *General Facilities and Operations*

The department has 11 miles of hard-surface trails for bicyclists and walkers, and 19 miles of soft-surface trails available to walkers and hikers. The department operates one recreation center and two community centers, which include a total of 135,000 square feet of indoor space. More than 1,000 recreation, sports, arts, and outdoor/environmental education programs and classes are offered throughout the year. The department has a cooperative agreement with the local school district, with each having priority over other entities in the use of facilities. Schools now share in the cost of maintaining the jointly used parks, golf course, ball fields, and ice arena. Bloomington Parks and Recreation employs 143 FTEs, of which 58 are PFT. There are 84 non-PFT FTEs, including part-time and seasonal workers. FTEs working in the maintenance section total 58, and FTEs in recreation programs total 25.

### *Finance*

The City of Bloomington's operating budget is \$55.6 million, and its capital budget is \$2.7 million. The Parks and Recreation Department's operating budget is \$8.2 million, of which \$2.1 million is budgeted for recreation programs. The department's capital budget is \$260,000. The operating budget of \$1.5 million incorporates recreation facilities and athletic field maintenance spending. The department's urban forestry program is budgeted at \$230,000. Parks and recreation generates revenue totaling \$3.4 million, of which \$2.4 million is generated in recreation programs. The golf program receives \$800,000 in revenue.

### *Specialized Facilities*

The agency operates and maintains outdoor and indoor recreation facilities, which include nine baseball fields, eight softball fields, and four multi-use fields for sports and recreation activities. A disc golf course is popular with the student population. Parks and Recreation operates 22 outdoor tennis courts and 19 outdoor basketball courts. One public 27-hole golf

course is managed by the department. All 26 of the playgrounds in the park system have accessible features, but only one playground is fully accessible.

### Naperville (IL) Parks and Recreation District

#### *Organization, Demographics, and Geography*

Naperville Parks and Recreation District is an independent municipal agency serving a population of 142,000 citizens in the greater Chicago area. The district oversees 2,500 acres of urban parkland featuring 140 parks and facilities. It also manages 750 acres in natural areas and open space in this densely populated urban setting. Other entities provide oversight for 500 acres of parkland.

#### *General Facilities and Operations*

The Naperville Park District manages 60 miles of hard-surface trails for bicycling and walking. The district operates one community center with 36,000 acres of indoor space. More than 1,400 programs and classes are offered in Naperville's parks and its recreation center. The agency has a joint-use agreement with the local school district to offer recreation programs. There are 100 FTEs, of which all are PFT employees. Non-PFT staff includes 1,100 seasonal workers. Forty FTEs work in the maintenance section, and 22 FTEs work in the recreation programs section.

#### *Finance*

The City of Naperville's total operating budget is \$41.1 million. The Naperville Park District operating budget is \$9.8 million. The district earns \$9.9 million in revenue between recreation programs and the golf program. The capital improvement budget for the agency is \$14.7 million.

#### *Specialized Facilities*

Naperville manages 66 multi-use fields, including 45 soccer fields. The agency's 67 playgrounds are all ADA accessible. It also offers 525 community garden plots to residents.

### Tempe (AZ) Parks and Recreation Department

#### *Organization, Demographics, and Geography*

Tempe, a city of 162,000 people, serves an expansive land area of 40 square miles in the greater Phoenix area. Tempe is the home of Arizona State University, which has one of the nation's largest student populations. The Recreation Services Division, which oversees recreation programming and special events citywide, is under the City of Tempe's Community Services Department. Tempe's Parks Division is under the Public Works Department, which manages 1,900 acres of urban parkland. An additional 850 acres are managed by other entities.

#### *General Facilities and Operations*

Tempe has 60 miles of hard-surface bike trails and 15 miles of soft-surface trails for walking and hiking. The Recreation Services Division operates one recreation center and five community centers, of which two are multi-generational, comprising a total of 152,000 acres of indoor space. Joint-use agreements with the local school district leverage resources to maximize the

delivery of recreational afterschool programs and services to the community. Tempe Recreation Services has a total of 215 FTEs, and an additional 77 FTEs involved in the Kid Zone Enrichment Program under the city's Social Service Department, of which 148 are PFT employees. There are 143 non-PFT employees, which include part-time and seasonal workers. The Parks Division, under the Public Works Department, employs 93 FTEs.

### *Finance*

The City of Tempe's operating budget is \$500.7 million, and its capital budget is \$96.3 million. Recreation Services Division's operating budget is \$21.8 million, which includes the Kids Zone Enrichment Program administered by the Social Services Department. Recreation and afterschool enrichment programs are allocated \$11.9 million. Community and special event programs are allocated \$484,000, which is included in the Recreation Services budget. Parks, athletic fields, and forestry maintenance are allocated \$10.7 million. Recreation Services generates \$5.0 million in revenue, and an additional \$3.6 million in the Kid Zone Enrichment Program. Golf program revenue is \$2.2 million and is included in the Recreation Services total earned revenue. The City of Tempe allocates \$9.0 million for the acquisition, development, and rehabilitation of parks and recreation facilities.

### *Specialized Facilities*

Tempe offers its citizens strategically located facilities that support a variety of recreation and sports programs. These include 30 combined baseball and softball fields, two large multi-use fields, two indoor and three outdoor swimming pools, two 18-hole golf courses, and 51 disc golf courses, as well as outdoor and indoor tennis, volleyball, and basketball courts. Tempe has 23 playgrounds, of which one is totally accessible.

Comparison Tables

Organization, Demographics, and Geography

|   | Boulder   | Broomfield   | Foothills | Fort Collins       | S. Suburban | Westminster | Ann Arbor                                   | Asheville            | Berkeley                          | Bloomington | Naperville | Tempe                    |
|---|---|--|-----------|--------------------|-------------|-------------|---|----------------------|-----------------------------------|-------------|------------|--------------------------|
| Population of area served (2010)  | 97,385  | 56,000   | 91,947    | 141,000            | 136,000     | 106,114     | 344,000                                     | 83,393               | 112,580                           | 80,405      | 141,853    | 161,719                  |
| Total land area of area served (sq. mi.)  | 25.8  | 34   | 21.5      | not provided (n/p) | 41          | 33.7        | 710   | 46                   | 18                                | 24          | 41         | 40.1                     |
| Urban parkland area administered by agency (acres)  | 1,810   | 1,015  | 328       | 800                | 1,160       | 3,418       | 2,089                                       | 869                  | 235                               | 2,342       | 2,505      | 1,877                    |
| Urban parkland area administered by other agency (acres)                                  | n/p   | n/p  | 0         | n/p                | 0           | 2,815       | 1,700; U. of M. - 485                       | not applicable (n/a) | yes, various (state and regional) | 0           | 525        | 837                      |
| Natural areas, open space, and greenways area administered by agency (acres)              | 763   | 3,951  | 1,376     | 33,000             | 2,444       | 3,000       | 1,200                                       | n/a                  | Ohlone Greenway                   | 1,901       | 752        | included in number above |
| Natural areas, open space, and greenways area administered by other agency/entity (acres) | 45,000 City Open Space and Mountain Parks Dept., 35,000 Boulder County Open Space | Natural Areas by Others: 2,421 (IGA land) + 371 (C. Easements) + 11 (private open space) = 2,803 | 0         | n/p                | 0           | n/a         | 2,214 (Washtenaw County Parks & Recreation) | n/a                  | yes, various (state and regional) | 0           | 0          | included in number above |

General Facilities and Operations

|  | Boulder   | Broomfield  | Foothills | Fort Collins                                      | S. Suburban | Westminster    | Ann Arbor                              | Asheville   | Berkeley                            | Bloomington                                     | Naperville | Tempe                            |
|--|---|---|-----------|---|-------------|----------------|--|---|-------------------------------------|---|------------|----------------------------------|
| <b>Hard-surface trails (m)</b>                               | 15<br>(maintained by P&R Dept.)   | Hard-Surface Trails: 80 (multi-use paths) + 110 (8-foot detached sidewalks) = 190 miles   | 14.9      | 28 (8 trails)                                     | 51          | 63             | 52 miles (hard and soft surface total) | 14  | 105                                 | 11  | 60         | 13 miles / 170 miles of bikeways |
| <b>Soft-surface trails (m)</b>                               | 93<br>(maintained by several city agencies, 146 (OSMP), 110 (Boulder County Open Space) | 23  | 3.41      | 33  | 41          | not designated | 52 miles (hard and soft surface total) | 1   | included in figure above            | 19  | 0          | 14.5                             |
| <b>Recreation Centers</b>                                    | 3   | 1   | 2         | 11  | 4           | 7              | 14                                     | 12  | 4                                   | 1   | 0          | 1                                |
| <b>Community Centers</b>                                     | 2 Senior Centers managed by Human Services  | 1   | 1         | n/p   | 0           | 0              | 2                                      | Our recreation centers also serve as community centers  | 6 + 3 senior centers                | 2   | 1          | 5                                |
| <b>Total area of Recreation/Community Centers (sq ft)</b>    | 138,000   | 130,000   | 304,000   | 231,243   | 228,862     | 228,225        | 501.56                                 | 58,000  | 47,000                              | 135,000   | 36,000     | 152,000                          |
| <b>Programs offered</b>                                      | 2,500   | 6,900   | 2,000     | n/p   | n/p         | 4,741          | n/p                                    | n/p   | n/p                                 | 1,000   | 1,400      | n/p                              |
| <b>Joint-use or -maintenance of facilities with schools?</b> | Yes. JUA with Boulder Valley School District  | Yes we have a joint-use agreement with two school districts. As part of that agreement we maintain 12 acres of park land at 4 school sites. | 14        | Athletic/recreation programs with school district | Yes         | Yes            | Yes - Recreation Advisory Commission   | Joint-use agreements with both city and county school systems and University of North Carolina at Asheville | yes, to support playground projects | Cooperative agreement with local school system. | n/p        | Yes                              |
| <b>Joint-use or -maintenance</b>                             | No  | No  | 3         | Trails with Larimer                               | Yes         | Yes            | Yes - Non Profits (Leslie)             | n/p   | yes, various                        | Numerous partnerships                           | 0          | Yes                              |



|                                    |  |  |  |        |  |  |  |  |  |   |  |  |
|------------------------------------|--|--|--|--------|--|--|--|--|--|---|--|--|
| of facilities with other entities? |  |  |  | County |  |  | Science & Nature Center, Community Action Network) |  |  | with other service providers. Some call out maint duties in exchange for facility access. |  |  |
|------------------------------------|--|--|--|--------|--|--|--|--|--|---|--|--|

Finance

|  | Boulder                  | Broomfield  | Foothills    | Fort Collins              | S. Suburban  | Westminster                             | Ann Arbor     | Asheville   | Berkeley   | Bloomington       | Naperville                                   | Tempe  |
|--|--------------------------|---|--------------|---------------------------|--------------|---|---------------|---|--|-------------------|--|--|
| <b>Total City Budget (FY2010, all funds)</b>                                       | \$258,927,000            | 2010 Combined City / County Budget - \$159,378,217  | \$21,661,551 | \$471,887,683 (Operating) | \$48,350,827 | \$93,609,000                            | \$78,400,000  | \$136,095,766   | \$371 million  | \$55,588,875      | n/p  | \$500,735,021  |
| <b>Total parks and recreation operating budget (FY 2010; all applicable funds)</b> | \$26,674,693             | Recreation \$5,687,031; OS and T \$232,170 for 2012 | \$21,661,551 | n/p                       | \$39,651,442 | \$15,690,731                            | \$15,500,000  | \$9,318,812   | \$22,000,000 (of which 23% is derived from City general (discretionary) funds) | \$8,161,501       | \$41,149,943                                 | \$18,325,748 include Kid Zone (before and afterschool program) add \$3,456,201 |
| <b>Recreation programs operating budget (FY 2010)</b>                              | \$10,012,175             | Recreation \$5,687,031                              | \$6,809,983  | \$6,885,023               | \$18,397,850 | \$2,234,129                             | \$3,600,000   | \$2,834,946   | \$7,400,000  | \$2,055,229       | \$3,507,372                                  | \$8,472,251 include Kid Zone (before and afterschool program) add \$3,456,201  |
| <b>Recreation facility maintenance operating budget (FY 2010)</b>                  | Facility R&R = \$725,807 | \$1,071,363   | \$401,966    | n/p                       | \$1,549,143  | \$4,336,345                             | \$2.6 million | We do not budget to that degree. All Maintenance costs are within the greater Park Maintenance budget | included in parks maintenance budget below                                     | included in above | \$331,552                                    | n/p  |
| <b>Athletic fields maintenance operating budget (FY 2010)</b>                      | \$869,405                | \$604,412   | \$1,476,330  | n/p                       | \$311,449    | Not tracked separately from parks maint | \$200,000     | We do not budget to that degree. All Maint costs are within the greater Park Maint budget             | included in parks maint budget below   | included in above | included in recreation facility maint budget | included in parks maint budget   |

|  | Boulder   | Broomfield                                | Foothills    | Fort Collins                                | S. Suburban  | Westminster                                | Ann Arbor   | Asheville   | Berkeley     | Bloomington | Naperville   | Tempe   |
|--|---|---|--------------|---|--------------|--|-------------|---|--------------|-------------|--------------|---|
| Park maintenance operating budget (FY 2010)  | \$3,651,481   | \$5,740,060                               | \$2,961,901  | \$7,000,000                                 | \$5,951,967  | n/p  | \$2,100,000 | \$2,949,678   | \$1,100,000  | \$1,481,831 | \$3,045,748  | \$10,667,748  |
| Forestry program budget (FY 2010)            | \$726,145   | \$242,266                                 | 0            | \$1,200,000                                 | \$691,396    | combined in parks budget not designated    | \$1,300,000 | COA PRCA does not have a forestry program                                       | \$1,700,000  | \$229,749   | 0            | included in parks maint budget  |
| Community/special event budget (FY 2010)     | Philanthropy, Volunteers, Comm. Events, Historic & Cultural Mgmt. \$128,785   | Recreation Special Event budget \$194,430 | \$ 46,019    | n/p   | \$6,371      | n/p  | \$300,000   | In 2010, PRCA did not drill down the recreation budget to this level of detail. | \$100,000    | \$466,536   | 0            | \$484,913 included in recreation programs budget                              |
| Marketing program budget (FY 2010)           | \$404,596   | Recreation \$10,000                       | \$ 199,412   | \$94,079                                    | \$203,689    | Not tracked separately from admin expenses | \$60,000    | \$1,000   | \$35,000     | \$324,318   | \$637,043    | \$62,635  |
| Total administrative budget (FY 2010)        | \$1,528,004   | Recreation Admin budget \$146,041         | \$2,404,030  | Recreation - \$476,883; Parks - \$7 million | \$4,403,037  | \$841,816                                  | \$620,000   | \$425,843   | \$1,400,000  | \$656,568   | \$11,775,037 | included in parks and recreation operating budget                             |
| Total parks and recreation revenue (FY 2010) | <b>\$20,343,465</b> (from GF- \$129,731; from Lottery funds and proceeds = \$914,850; from 117 = \$294,407; from 118 = \$6,715,266; from 130 = \$9,476,042; from 230 = \$2,813,169) | Recreation Division Revenue \$4,635,744   | \$21,661,551 | n/p   | \$45,668,637 | \$4,339,050                                | \$2,200,000 | \$1,572,507   | \$21,000,000 | \$3,405,360 | \$9,884,841  | \$4,978,992 include Kid Zone (before and afterschool program) add \$3,579,125 |
| Recreation program revenue (FY 2010)         | \$7,468,261   | Recreation Program Revenue \$2,114,778    | \$7,694,409  | \$1,400,000 including grants                | \$11,760,092 | n/p  | \$2,000,000 | \$497,842   | \$3,000,000  | \$2,387,184 | \$4,268,338  | \$2,556,204 include Kid Zone (before and afterschool program) add \$3,579,125 |

|  |  |  |  |                     |                              |   |                               |                  |  |  |                   |  |
|--|--|--|--|---------------------|------------------------------|---|-------------------------------|------------------|--|--|-------------------|--|
| <b>Golf program revenue (FY 2010)</b>  | \$1,289,938  | 0  | \$4,645,549                                  | n/p                 | \$8,728,311                  | Charges for Services Only - \$2,682,141 | \$1,600,000                   | \$727,877        | do not have a golf program   | \$803,176  | \$4,145,319       | \$2,235,245 included in parks and recreation revenue |
|  | <b>Boulder</b>   | <b>Broomfield</b>                                | <b>Foothills</b>                             | <b>Fort Collins</b> | <b>S. Suburban</b>           | <b>Westminster</b>                      | <b>Ann Arbor</b>              | <b>Asheville</b> | <b>Berkeley</b>  | <b>Bloomington</b>   | <b>Naperville</b> | <b>Tempe</b>   |
| <b>Total city capital budget (FY 2010; all funds)</b>                            | \$43,352,000   | \$43,126,434                                     | \$1,536,809                                  | \$2,700,000         | \$8,699,385                  | 36,302,000                              | \$60,000,000                  | \$9,817,868      | \$17,800,000   | \$2,682,405  | \$14,725,033      | \$96,310,568   |
| <b>Total parks and recreation capital budget (FY 2010; all applicable funds)</b> | \$9,226,712  | \$2,695,641                                      | \$1,536,809.00                               | n/p                 | \$8,699,385                  | \$4,274,000                             | \$1,200,000                   | \$550,000        | \$1,700,000  | \$262,123  | \$14,725,033      | \$9,044,875  |
| <b>Other typical fund sources</b>  | Sales tax, interest, grants and donations, fees, lottery funds, property tax, parks development excise taxes, excise tax -land acquisition, other revenues, and OSMP Sales - Kentucky and Papini | n/p  | Property Tax, Ownership Tax, Lottery, Grants | n/p                 | property taxes, fees, grants | N/A                                     | Millage                       | n/p              | Parks Tax, Recreation Fund, Camps Fund, Marina Fund, City Discretionary Funds, Federal and State Grants, Local Bond Measure proceeds | Grants for trails, TIF for projects in certain areas.  | Bond proceeds     | Grants and Donations                                 |
| <b>Offer financial assistance for recreation programs for low-income users?</b>  | Recreation Services offers a scholarship program   | Recreation Services offers a scholarship program | Yes  | grants/donations    | n/p                          | Yes                                     | grants, scholarship donations | n/p              | yes, Policy available on request   | Yes. Fee waivers for pools. Scholarships to programs through Parks Foundation averaging \$25,000 per year. | Yes               | Yes  |

Specialized Facilities

|                                 | Boulder | Broomfield                                | Foothills   | Fort Collins          | S. Suburban                      | Westminster             | Ann Arbor         | Asheville | Berkeley                                | Bloomington  | Naperville                          | Tempe                                  |
|---------------------------------|---------|---|---|-----------------------|----------------------------------|-------------------------|-------------------|-----------|---|--------------|-------------------------------------|--|
| Baseball fields                 | 14      | 37  | 1 - (dedicated baseball only)                       | 35 baseball/soft ball | 100 (combined softball/baseball) | 26                      | 34                | 20        | 8 combined baseball/soft ball           | 9            | 32                                  | Included in number for baseball fields |
| Softball fields                 | 10      | 22  | 25 (use for both baseball and softball)             | 5                     | 100 (combined softball/baseball) | 30                      | included in above | See above | 8 combined softball/baseball            | 8            | 26                                  | 7                                      |
| Rectangular or multi-use fields | 20      | 34  | 47  | 3                     | 119                              | 2                       | 15                | 7         | 9                                       | 4            | 66 multi use incl. 45 soccer fields | 2                                      |
| Golf courses                    | 1       | 1 - Own the land and lease the management | 4 (2-18 hole, 1- Executive 9 hole, 1 Par -3/9 hole) | 3                     | 4                                | 1                       | 2                 | 1         | 0                                       | 1 - 27 holes | two 18 hole courses                 | 2                                      |
| Disc golf courses               | 2       | 3   | 1   | 50                    | 1                                | 19                      | 2                 | 3         | 0                                       | 1            | 1                                   | 51                                     |
| Outdoor tennis courts           | 40      | 16  | 22  | n/p                   | 48                               | 0                       | 31                | 26        | 24                                      | 22           | 34                                  | 0                                      |
| Indoor tennis courts            | 0       | 0   | 0   | 7                     | 6                                | 5                       | 0                 | 0         | 0                                       | 0            | 0                                   | 22                                     |
| Outdoor volleyball courts       | 25      | 3   | 8   |                       | 0                                | Shared recreation space | 0                 | 3         | 6                                       | 4            | 7                                   | 8                                      |
| Indoor volleyball courts        | 6       | Basketball courts are used for volleyball | 3(gym space)  | 23                    | 0                                | 24                      | 0                 | 10        | 0                                       | 5            | leased                              | 39.5                                   |
| Outdoor basketball courts       | 12      | 15  | 13  | 5                     | 29                               | 2                       | 35                | 25        | 24                                      | 19           | 26                                  | 5                                      |
| Indoor basketball courts        | 4       | 3   | 3   | 59                    | 0                                | 54                      | 0                 | 4         | see attached City Parks Guide           | 6            | leased                              | 53                                     |
| Picnic shelters                 | 34      | 34  | 47  | 39                    | 71                               | 42                      | 16                | 14        | 36                                      | 15           | 31                                  | 42                                     |
| Playground/play structures      | 40      | 45  | 41  |                       | 59                               | all                     | 75                | 25        | 28 tot play; 35 school age; 1 adventure | 26           | 67                                  | 23                                     |

|   | Boulder | Broomfield | Foothills | Fort Collins                         | S. Suburban | Westminster | Ann Arbor | Asheville  | Berkeley                                 | Bloomington  | Naperville                                | Tempe  |
|---|---------|------------|-----------|--------------------------------------|-------------|-------------|-----------|--|--|--|---|--|
| Of those, accessible playground/play structures | 22      | all        | 2         | 1 and 4 more scheduled               | 58          | 2           | 65        | We are currently in the process of auditing our facilities and playgrounds for ADA accessibility. Thus, this information is not currently available. | see attached City Parks Guide            | All 26 have accessible features. Only one has all elements that are completely accessible. | All 67 meet ADA access. Requirements      | 1  |
| Community gardens                               | 4       | 0          | 0         | n/p                                  | 0           | 2           | 5         | 1  | 9  | 4  | 525 garden plots                          | 2  |
| Amphitheaters /performance areas                | 1       | 3          | 1         | 0                                    | 1           | 0           | 1         | 1  | 7  | 2  | 1 at Central Park leased by NPD from City | 0  |
| Swimming beaches                                | 1       | 0          | 0         | 3                                    | 0           | 2           | 0         | 0  | yes, used for kayak and wind surf access | 0  | 1   | 1  |
| Indoor swimming pools                           | 3       | 2          | 4         | 1                                    | 3           | 1           | 1         | 0  | 3  | 0  | Agreements with school district           | 2  |
| Outdoor swimming pools                          | 2       | 1          | 4         | 1                                    | 5           | 1           | 3         | 3 including 1 splash pad   | 3  | 2  | 1   | 3  |
| Skate parks                                     | 1       | 1          | 2         | n/p                                  | 2           | 3           | 0         | 1  | 1  | 1  | 3   | 5  |
| Dog parks                                       | 5       | 1          | 0         | n/p                                  | 2           | 1           | 2         | 2  | 1  | 1  | 0   | 2  |
| Boat ramps/launch areas                         | 1       | 0          | 0         | 1 Pottery Studio; 2 Indoor Ice Rinks | 0           |             | 2         | 0  | 1 marina/launch ramps                    | 1 (Griffy Lake)  | 4 canoe/kayak launches                    | ponds & lakes - 6 / Cemetery - 1 / Batting range - 1 / Splash Pads - 4 |

|  |  |  |  |     |  |                             |  |                                     |                            |          |  |     |
|--|--|--|--|-----|--|-----------------------------|--|-------------------------------------|----------------------------|----------|--|-----|
| <b>Other specialized use areas? (e.g., pottery lab, ice rinks, etc.)</b> | Pottery Lab-1, Inline Rinks-3, Gymnastics Gym-1, Platform Tennis Courts-2, Bike Park, Pearl St. Mall (pedestrian), Horseshoe Pits-8, Boulder Reservoir | Horseshoe Pits - 12<br>Inline Hockey Rinks - 4 | 4 (indoor sports arena, ice arena, pottery studio, gymnastics) | n/p | 2 ice arenas; 2 mini golf courses; 1 BMX track | Ice Centre at the Promenade | 2 ice rinks, science center, farmer's market | WNC Nature Center, 2 Senior Centers | rose garden; nature center | Ice rink | 1 nature center; 7 ice rinks; 2 inline skate | n/p |
|--|--|--|--|-----|--|-----------------------------|--|-------------------------------------|----------------------------|----------|--|-----|

Other

|  | <b>Boulder</b>                            | <b>Broomfield</b>                   | <b>Foothills</b>          | <b>Fort Collins</b> | <b>S. Suburban</b> | <b>Westminster</b>                        | <b>Ann Arbor</b>                                      | <b>Asheville</b>   | <b>Berkeley</b>                       | <b>Bloomington</b> | <b>Naperville</b>                       | <b>Tempe</b> |
|--|---|-------------------------------------|---------------------------|---------------------|--------------------|---|---|--|---------------------------------------|--------------------|---|--------------|
| <b>Have foundation and/or friends group(s)?</b>                | PLAY Foundation                           | Broomfield Open Space Foundation    | Foundation                | n/p                 | n/p                | Legacy Foundation; Friends of the Library | Yes   | 2  | yes, several. See website for listing | Yes                | Yes                                     | No           |
| <b>Number of volunteer hours donated (FY 2010)</b>             | 44,821                                    | Recreation - 20,000; Parks - 2,405  | 15,605                    | WebTrac             | n/p                | 7,918                                     | 5,000   | 25,475.00  | 20,000 hours                          | 14,000             | 3,540                                   | 50,613       |
| <b>Offer online program registration? If so, what program?</b> | Yes - Econnect CLASS program registration | Econnect CLASS program registration | Rec Biz, Kinderstreet     | 27%                 | n/p                | Web Trac via Rec Trac                     | Yes - day camps, season passes, instructional lessons | Yes  | Active Network, Inc.                  | RecTrac            | CLASS                                   | CLASS 7.1    |
| <b>Average percentage of participants registering online?</b>  | 42%                                       | 11%                                 | 69%                       | 95%                 | n/p                | 20%                                       | 40%   | Very low   | 50%                                   | 22%                | 49%                                     | 48%          |
| <b>Percentage of facilities accessible to ADA standards?</b>   | 41%                                       | Recreation Facilities - 60%         | 90% Buildings to 1991 ADA | Yes                 | n/p                | Yes                                       | 95%   | We are currently in the process of auditing our facilities and playgrounds for ADA accessibility. Thus, this information is not currently available. | 44%                                   | approximately 90%  | implementing new ADA accessibility regs | n/p          |

|  |     |                            |     |           |     |             |     |    |   |  |     |                          |
|--|-----|----------------------------|-----|-----------|-----|-------------|-----|----|---|--|-----|--------------------------|
| Have Integrated Pest Management program? | Yes | yes                        | Yes | 1         | n/p | n/p         | Yes | No | no, but follow the principles & IPM; City does not allow use of pesticides or herbicides on City property | Yes  | Yes | Yes (contracted service) |
| Number of LEED certified facilities?     | 1   | 1 - Fleet Shop             | 0   | 77        | n/p | 45          | 0   | 1  | 2   | 0 Working on LEED cert. for 1 building in 2013 | 1   | 0                        |
| Number of vehicles in fleet?             | 57  | Recreation - 6; Parks - 55 | 55  | all owned | 120 | none leased | 20  | 41 | 52  | 63   | 70  | 297                      |

|   | Boulder    | Broomfield  | Foothills                      | Fort Collins | S. Suburban | Westminster | Ann Arbor          | Asheville | Berkeley   | Bloomington  | Naperville | Tempe  |
|---|------------|---|--------------------------------|--------------|-------------|-------------|--------------------|-----------|--|--|------------|--|
| Number of vehicles owned vs. leased?                                | 100% owned | All owned   | 55 owned                       | 2            | all owned   | none        | all vehicles owned | All owned | 98% owned  | All owned.   | 70 owned   | 171 owned / 126 leased   |
| Number of energy-efficient vehicles (e.g., hybrid, E-85, dual fuel) | 37         | 0   | 0                              | Yes          | 3 (E-85)    | City wide   | 0                  | 2         | 1  | 5  | 6          | n/p  |
| Core competencies identified for management/leadership?             | Yes        | High level of service to our residents and recreational users | Yes, Commitments to Excellence | n/p          | n/p         | n/p         | Yes                |           | yes. Management staff receive ongoing training in areas such as: effective communication, conflict resolution, customer service, team building, time management and supervision and employee development | Experience/knowledge of financial, personnel, facility management practices; analytical/critical thinking; research/trends analysis; public speaking and writing capabilities; good judgment; ability to work in teams/groups and leadership skills. | Yes        | Inclusion, Integrity, Communication, Professionalism, Interpersonal Skills, Willingness to Learn, Teamwork, initiative, Customer Service, Dependability and Reliability, Staffing, Delegating, Support Others, Monitoring Work, Development and Mentoring, Preparing and Evaluating Budgets, Motivating and Inspiring, Monitoring and Controlling Resources, Entrepreneurship, Networking, Organizational Vision |



## Comparative Analysis

### Levels of Service

#### *Urban Parkland per 1,000 Residents*

Urban parkland is developed and includes neighborhood, community, and regional parks. Bloomington Parks and Recreation has 29.13 acres for every 1,000 citizens in the community. Westminster Parks and Recreation and South Suburban Parks and Recreation District each have approximately 26.5 acres of urban parkland per 1,000 residents in their respective service areas. Berkeley Parks and Recreation has only two acres of parkland for each 1,000 residents in the city.

|                | Urban Parkland Acres | Population of Service Area | Per 1,000 Population <sup>11</sup> |
|----------------|----------------------|----------------------------|------------------------------------|
| Bloomington    | 2,342                | 80,405                     | 29.13                              |
| South Suburban | 3,604                | 136,000                    | 26.50                              |
| Westminster    | 2,814                | 106,114                    | 26.52                              |
| <b>Boulder</b> | <b>1,810</b>         | <b>97,385</b>              | 18.59                              |
| Foothills      | 1,704                | 91,947                     | 18.53                              |
| Broomfield     | 1,015                | 56,000                     | 18.13                              |
| Naperville     | 2,505                | 141,853                    | 17.66                              |
| Tempe          | 2,714                | 161,719                    | 16.78                              |
| Asheville      | 869                  | 83,393                     | 10.42                              |
| Fort Collins   | 820                  | 141,000                    | 5.82                               |
| Ann Arbor      | 2,089                | 344,000                    | 6.07                               |
| Berkeley       | 235                  | 117,580                    | 2.00                               |

#### *Total FTE per 1,000 Residents*

Foothills PRD commits 4.119 FTEs to serve each 1,000 residents in its district, which was more than any of the other benchmark agencies, followed by South Suburban PRD's 3.566 FTEs per 1,000 district residents. Boulder follows with 2.280.

|                | Total FTEs | Population    | Per 1,000 Population <sup>12</sup> |
|----------------|------------|---------------|------------------------------------|
| Foothills      | 379        | 91,947        | 4.119                              |
| South Suburban | 485        | 136,000       | 3.566                              |
| <b>Boulder</b> | <b>222</b> | <b>97,385</b> | <b>2.280</b>                       |
| Broomfield     | 133.74     | 56,000        | 2.388                              |
| Tempe          | 291.3      | 161,719       | 1.798                              |
| Bloomington    | 143.092    | 80,405        | 1.779                              |
| Westminster    | 176.65     | 106,114       | 1.664                              |
| Asheville      | 137        | 83,393        | 1.642                              |
| Fort Collins   | 201        | 141,000       | 1.426                              |
| Berkeley       | 164        | 117,580       | 1.403                              |
| Ann Arbor      | 345        | 344,000       | 1.003                              |
| Naperville     | unavail.   | 141,853       | 8.46                               |

<sup>11</sup> Table sorted by this column.

<sup>12</sup> Table sorted by this column.

*Maintenance FTEs per 1,000 Population*

Foothills PRD supports 1.1 FTEs in maintenance for every 1,000 residents in their district. South Suburban PRD assigns .85 maintenance FTEs for every 1,000 residents in their district.

|                | Total Maintenance FTEs | Population    | Per 1,000 Population <sup>13</sup> |
|----------------|------------------------|---------------|------------------------------------|
| Foothills      | 101                    | 91,947        | 1.1                                |
| South Suburban | 115                    | 136,000       | 0.85                               |
| Bloomington    | 57.75                  | 80,405        | 0.72                               |
| Asheville      | 57                     | 83,393        | 0.68                               |
| Tempe          | 93.24                  | 161,719       | 0.58                               |
| Fort Collins   | 80                     | 141,000       | 0.57                               |
| <b>Boulder</b> | <b>51</b>              | <b>97,385</b> | <b>0.52</b>                        |
| Berkeley       | 7                      | 117,580       | 0.06                               |
| Ann Arbor      | unavail.               | 344,000       | unavail.                           |
| Broomfield     | unavail.               | 56,000        | unavail.                           |
| Naperville     | unavail.               | 141,853       | unavail.                           |
| Westminster    | unavail.               | 106,114       | unavail.                           |

*Indoor Recreation Space per 1,000 Population*

Space under roof includes recreation/fitness centers and community centers that offer an array of health, recreation, and social services for adult and senior populations as well as youth programs. Foothills Parks and Recreation District in Colorado operates 3,304 square feet of indoor space. Broomfield Parks and Recreation and Westminster Parks and Recreation, both in Colorado, follow with 2,321 and 2,151 square feet of indoor space respectively.

|                | Indoor Recreation Space (square feet) | Population    | Per 1,000 Population <sup>14</sup> |
|----------------|---------------------------------------|---------------|------------------------------------|
| Foothills PRD  | 304,000                               | 91,947        | 3,304                              |
| Broomfield     | 130,000                               | 56,000        | 2,321                              |
| Westminster    | 228,225                               | 106,114       | 2,151                              |
| South Suburban | 228,862                               | 136,000       | 1,683                              |
| Bloomington    | 135,000                               | 80,405        | 1,679                              |
| Fort Collins   | 231,243                               | 141,000       | 1,640                              |
| Ann Arbor      | 501,560                               | 344,000       | 1,458                              |
| <b>Boulder</b> | <b>138,000</b>                        | <b>97,385</b> | <b>1,417</b>                       |
| Tempe          | 152,000                               | 161,719       | 938                                |
| Berkeley       | 47,000                                | 117,580       | 400                                |
| Naperville     | 36,000                                | 141,853       | 254                                |
| Asheville      | n/a                                   | 83,393        | n/a                                |

<sup>13</sup> Table sorted by this column.

<sup>14</sup> Table sorted by this column.

Finance

*Total Annual Parks and Recreation Budgets*

South Suburban PRD’s budget of \$39,651,442 is the highest of the benchmark agencies, while Bloomington’s \$8,161,501 and Asheville’s \$9,318,812 budgets are at the low end of the ranking. Translating those same figures on a per capita basis, South Suburban spends \$297 per district member and Bloomington and Asheville spend \$97 and \$112, respectively. Park districts enjoy a dedicated revenue source, which accounts for the higher level of per capita spending to operate and maintain their parks and recreation systems. Foothills PRD spends \$235 on each member of their district, while Fort Collins spends \$108 on each city resident.

**Total Annual Parks and Recreation Budgets**

|                | Total City/District Budget | Total Parks and Recreation Budget <sup>15</sup> | Recreation Programs Operating Budget | Recreation Facilities Maintenance Budget | Athletic Fields Maintenance Budget | Park Maintenance Operating Budget | Marketing Program Budget | Total Administrative Budget |
|----------------|----------------------------|---|--------------------------------------|--|------------------------------------|-----------------------------------|--------------------------|-----------------------------|
| South Suburban | \$48,350,827               | \$39,651,442                                    | \$18,397,850                         | \$1,549,143                              | \$311,449                          | \$5,951,967                       | \$203,689                | \$4,403,037                 |
| <b>Boulder</b> | <b>\$258,927,000</b>       | <b>\$26,674,693</b>                             | <b>\$10,012,175</b>                  | <b>\$725,807</b>                         | <b>\$869,405</b>                   | <b>\$3,651,481</b>                | <b>\$404,596</b>         | <b>\$1,528,004</b>          |
| Naperville     | \$41,149,943               | \$22,913,420                                    | \$3,507,372                          | n/a                                      | n/a                                | \$3,045,748                       | \$637,043                | \$11,775,037                |
| Berkeley       | \$371,000,000              | \$22,000,000                                    | \$7,400,000                          | n/a                                      | n/a                                | \$1,100,000                       | \$35,000                 | \$1,400,000                 |
| Tempe          | \$500,735,021              | \$21,781,949                                    | \$8,472,251                          | n/a                                      | n/a                                | \$10,667,748                      | \$62,635                 | n/a                         |
| Foothills      | \$21,661,551               | \$21,661,551                                    | \$6,809,983                          | \$401,966                                | \$1,476,330                        | \$2,961,901                       | \$199,412                | \$2,404,030                 |
| Westminster    | \$93,609,000               | \$15,690,731                                    | \$7,400,000                          | n/a                                      | n/a                                | n/a                               | n/a                      | \$841,816                   |
| Ann Arbor      | \$78,400,000               | \$15,500,000                                    | \$3,600,000                          | \$2,600,000                              | \$200,000                          | \$2,100,000                       | \$60,000                 | \$620,000                   |
| Fort Collins   | \$471,887,683              | \$15,179,102                                    | \$6,885,023                          | n/a                                      | n/a                                | \$7,000,000                       | \$94,079                 | \$7,476,883                 |
| Broomfield     | \$159,378,217              | \$11,659,261                                    | \$5,687,031                          | \$1,071,363                              | \$604,412                          | \$5,740,060                       | \$10,000                 | \$146,041                   |
| Asheville      | \$136,095,766              | \$9,318,812                                     | \$2,834,946                          | n/a                                      | n/a                                | \$2,949,678                       | \$1,000                  | \$425,843                   |
| Bloomington    | \$55,588,875               | \$8,161,501                                     | \$2,055,229                          | n/a                                      | n/a                                | \$1,481,831                       | \$324,318                | \$656,568                   |

**Total Annual Parks and Recreation Budgets Per Capita**

|                | Total City/District Budget | Total Parks and Recreation Budget <sup>16</sup> | Recreation Programs Operating Budget | Recreation Facilities Maintenance Budget | Athletic Fields Maintenance Budget | Park Maintenance Operating Budget | Marketing Program Budget | Total Administrative Budget |
|----------------|----------------------------|---|--------------------------------------|--|------------------------------------|-----------------------------------|--------------------------|-----------------------------|
| <b>Boulder</b> | <b>\$2,659</b>             | <b>\$274</b>                                    | <b>\$103</b>                         | <b>\$8</b>                               | <b>\$9</b>                         | <b>\$37</b>                       | <b>\$4</b>               | <b>\$16</b>                 |
| South Suburban | \$355                      | \$291   | \$135                                | \$11                                     | \$2                                | \$44                              | \$1                      | \$32                        |
| Naperville     | \$290                      | \$290   | \$25                                 |  |                                    | \$21                              | \$4                      | \$83                        |
| Foothills      | \$236                      | \$236   | \$74                                 | \$4                                      | \$16                               | \$32                              | \$2                      | \$26                        |
| Broomfield     | \$2,846                    | \$208   | \$101                                | \$19                                     | \$11                               | \$102                             | \$0.18                   | \$3                         |
| Berkeley       | \$3,155                    | \$187   | \$63                                 |  |                                    | \$9                               | \$0.30                   | \$12                        |
| Westminster    | \$882                      | \$148   | \$70                                 |  |                                    |                                   |                          | \$8                         |
| Tempe          | \$3,096                    | \$135   | \$52                                 |  |                                    | \$66                              | \$0.39                   |                             |
| Asheville      | \$1,632                    | \$112   | \$34                                 |  |                                    | \$35                              | \$0.12                   | \$5                         |
| Fort Collins   | \$3,347                    | \$108   | \$49                                 |  |                                    | \$50                              | \$0.67                   | \$53                        |
| Bloomington    | \$691                      | \$102   | \$26                                 |  |                                    | \$18                              | \$4                      | \$8                         |
| Ann Arbor      | \$228                      | \$45  | \$10                                 | \$8                                      | \$0.60                             | \$6                               | \$0.18                   | \$1.80                      |

*Percentage of Recreation Revenue to Total Parks and Recreation Budget*

<sup>15</sup> Table sorted by this column.

<sup>16</sup> Table sorted by this column.

The revenue used in this analysis is the sum of recreation program and golf program revenue reported by each agency. Foothills Parks and Recreation District recovers the highest percentage of its budget at 57%. Boulder ranks near the middle at 33%.

|                | Total Parks and Recreation Budget | Non-Tax Recreation Program Revenue | Percentage of Revenue to Total Parks and Recreation Budget <sup>17</sup> |
|----------------|-----------------------------------|------------------------------------|--|
| Foothills      | \$21,661,551                      | \$12,339,958                       | 57%  |
| South Suburban | \$39,651,442                      | \$20,488,403                       | 52%  |
| Bloomington    | \$8,161,501                       | \$3,190,360                        | 39%  |
| Naperville     | \$22,913,420                      | \$8,413,657                        | 37%  |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$8,758,199</b>                 | <b>33%</b>   |
| Tempe          | \$21,781,949                      | \$6,135,329                        | 28%  |
| Ann Arbor      | \$15,500,000                      | \$3,600,000                        | 23%  |
| Broomfield     | \$11,659,261                      | \$2,114,778                        | 18%  |
| Westminster    | \$15,690,731                      | \$2,682,141                        | 17%  |
| Berkeley       | \$22,000,000                      | \$3,000,000                        | 14%  |
| Asheville      | \$9,318,812                       | \$1,225,719                        | 13%  |
| Fort Collins   | \$15,179,102                      | \$1,400,000                        | 9%   |

#### *Percentage of Maintenance Operating Budget to Total Parks and Recreation Budget*

Broomfield Parks and Recreation and Fort Collins Parks and Recreation allocate 49% and 46% respectively to their park maintenance operations. Berkeley Parks and Recreation has a small park maintenance staff due to the limited number of acres in park land. Also, BPRD operates and maintains the Pearl Street Mall – a unique public plaza that should be taken into account when examining expenditures. It is not certain if other benchmark communities have a unique urban plaza such as the Pearl Street Mall.

|                | Total Parks and Recreation Budget | Park Maintenance Operating Budget | Percentage of Maintenance Operating Budget to Total Parks and Recreation Budget <sup>18</sup> |
|----------------|-----------------------------------|-----------------------------------|---|
| Broomfield     | \$11,659,261                      | \$5,740,060                       | 49%   |
| Fort Collins   | \$15,179,102                      | \$7,000,000                       | 46%   |
| Tempe          | \$21,781,949                      | \$10,667,748                      | 39%   |
| Asheville      | \$9,318,812                       | \$2,949,678                       | 32%   |
| Bloomington    | \$8,161,501                       | \$1,481,831                       | 18%   |
| South Suburban | \$39,651,442                      | \$5,951,967                       | 15%   |
| Foothills      | \$21,661,551                      | \$2,961,901                       | 14%   |
| Ann Arbor      | \$15,500,000                      | \$2,100,000                       | 14%   |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$3,651,481</b>                | <b>7%</b>   |
| Naperville     | \$41,149,943                      | \$3,045,748                       | 7%  |
| Westminster    | \$15,690,731                      | \$4,419,241                       | 6%  |
| Berkeley       | \$22,000,000                      | \$1,100,000                       | 5%  |

<sup>17</sup> Table sorted by this column.

<sup>18</sup> Table sorted by this column.

*Percentage of Recreation Programs Budget to Total Parks and Recreation Budget*

Broomfield Parks allocates 49% of its total operating budget to recreation programming, but is closely followed by other Colorado agencies including Westminster at 47%, South Suburban PRD at 46%, and Fort Collins at 45%. Typically, recreation programming will consume 25% to 50% of a parks and recreation agency’s total budget.

|                | Total Parks and Recreation Budget | Recreation Programs Operating Budget | Percentage of Recreation Programs Budget to Total Parks and Recreation Budget <sup>19</sup> |
|----------------|-----------------------------------|--------------------------------------|---|
| Broomfield     | \$11,659,261                      | \$5,687,031                          | 49%   |
| Westminster    | \$15,690,731                      | \$7,400,000                          | 47%   |
| South Suburban | \$39,651,442                      | \$18,397,850                         | 46%   |
| Fort Collins   | \$15,179,102                      | \$6,885,023                          | 45%   |
| Tempe          | \$21,781,949                      | \$8,472,251                          | 39%   |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$10,012,175</b>                  | <b>38%</b>  |
| Berkeley       | \$22,000,000                      | \$7,400,000                          | 34%   |
| Naperville     | \$10,278,417                      | \$3,507,372                          | 34%   |
| Foothills      | \$21,661,551                      | \$6,809,983                          | 31%   |
| Asheville      | \$9,318,812                       | \$2,834,946                          | 30%   |
| Bloomington    | \$8,161,501                       | \$2,055,229                          | 25%   |
| Ann Arbor      | \$15,500,000                      | \$3,600,000                          | 23%   |

*Percentage of Administrative Budget to Total Parks and Recreation Budget*

Administrative expenses include the salaries of personnel in top management positions, e.g., directors, deputy and assistant directors, and superintendents. Some of the benchmark agencies include a broader category of personnel salaries and other administrative expenses including marketing. Almost half of Fort Collins Parks and Recreation’s budget is considered administrative, well above the 6.5% average of other agencies.

|                | Total Parks and Recreation Budget | Administrative Operating Budget | Percentage of Administrative Budget to Total Parks and Recreation Budget <sup>20</sup> |
|----------------|-----------------------------------|---------------------------------|--|
| Fort Collins   | \$15,179,102                      | \$7,476,883                     | 49%  |
| Foothills PRD  | \$21,661,551                      | \$2,404,030                     | 11%  |
| South Suburban | \$39,651,442                      | \$4,403,037                     | 11%  |
| Bloomington    | \$8,161,501                       | \$656,568                       | 8%   |
| Berkeley       | \$22,000,000                      | \$1,400,000                     | 7%   |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$1,528,004.00</b>           | <b>6%</b>  |
| Westminster    | \$15,690,731                      | \$841,816                       | 6%   |
| Asheville      | \$9,318,812                       | \$425,843                       | 5%   |
| Ann Arbor      | \$15,500,000                      | \$620,000                       | 4%   |
| Broomfield     | \$11,659,261                      | \$146,041                       | 1.25%  |
| Naperville     | n/a                               | n/a                             | n/a  |

<sup>19</sup> Table sorted by this column.

<sup>20</sup> Table sorted by this column.

|       |              |     |     |
|-------|--------------|-----|-----|
| Tempe | \$21,781,949 | n/a | n/a |
|-------|--------------|-----|-----|

*Percentage of Marketing Budget to Total Parks and Recreation Budget*

Marketing budgets of benchmark agencies vary from about 0% to 4% of total park and recreation operating budgets. Most agencies' marketing funds promote recreation programs. Bloomington records the highest percentage of total parks and recreation budget dedicated to marketing activities at 3.97%. The agency with the next-highest proportion is Naperville with less than half of that, at 1.55%. It should be noted that parks and recreation agencies often incorporate marketing in their administrative budgets without identifying a specific dollar amount, which is the case with Broomfield. No data was available from Westminster.

|                | Total Parks and Recreation Budget | Total Marketing Budget | Percentage of Marketing Budget to Total Parks and Recreation Budget <sup>21</sup> |
|----------------|-----------------------------------|------------------------|---|
| Bloomington    | \$8,161,501                       | \$324,318              | 3.97%   |
| Naperville     | \$41,149,943                      | \$637,043              | 1.55%   |
| <b>Boulder</b> | <b>\$26,674,693</b>               | <b>\$404,596</b>       | <b>1.52%</b>  |
| Foothills      | \$21,661,551                      | \$199,412              | 0.92%   |
| Fort Collins   | \$15,179,102                      | \$94,079               | 0.62%   |
| South Suburban | \$39,651,442                      | \$203,689              | 0.51%   |
| Ann Arbor      | \$15,500,000                      | \$60,000               | 0.39%   |
| Tempe          | \$21,781,949                      | \$62,635               | 0.29%   |
| Berkeley       | \$22,000,000                      | \$35,000               | 0.16%   |
| Broomfield     | \$11,659,261                      | \$10,000               | 0.09%   |
| Asheville      | \$9,318,812                       | \$1,000                | 0.01%   |
| Westminster    | \$15,690,731                      | n/a                    | n/a   |

**Closing Comment**

The benchmarking data, agency master plans, and budgets generally reflect the issues and trends facing parks and recreation agencies and districts across the country today. Health, the environment, the economy, and quality of life are embedded in the missions of parks and recreation agencies and districts. These agencies are called on to address obesity and other chronic diseases, preserve open space, conserve natural resources, engage children and families with nature and the outdoors, and find creative ways to meet the increasing demands of the populations they serve in a climate of tight budgets and limited resources. The proliferation of trails provides opportunities for people to bike, hike, and walk. There is an emphasis on protecting land and water resources, implementing energy-efficient conservation practices, and forming partnerships to stretch dollars and get economies of scale.

<sup>21</sup> Table sorted by this column.

# APPENDIX B: DATA COLLECTION WORKSHEET

|  | Item   | Format / Unit          |
|--|--|------------------------|
| <b>Demographics</b>                      |  |                        |
|  | Population of area served (2010)   | #                      |
| <b>Geography</b>                         |  |                        |
|  | Total land area of area served   | sq mi & ac             |
|  | Urban parkland area administered by agency                                   | ac                     |
|  | Urban parkland area administered by other agency/entity                      | ac; identify entities  |
|  | Natural areas, open space, and greenways area administered by agency         | ac                     |
|  | Natural areas, open space, and greenways administered by other agency/entity | ac; identify entities  |
| <b>General Facilities and Operations</b> |  |                        |
|  | Hard-surface trails  | mi                     |
|  | Soft-surface trails  | mi                     |
|  | Recreation centers   | #                      |
|  | Community centers  | #                      |
|  | Total area of recreation/community centers                                   | sq ft                  |
|  | Recreation/community center amenities  | list                   |
|  | Programs offered   | list                   |
|  | Joint-use or -maintenance of facilities with schools?                        | y/n                    |
|  | Joint-use or -maintenance of facilities with other entities?                 | y/n; identify entities |
| <b>Staffing</b>                          |  |                        |
|  | Total FTE (FY2010)   | #                      |
|  | Permanent full-time FTE (FY2010)   | #                      |
|  | Non-PFT (i.e., all others) FTE (FY2010)                                      | #                      |
|  | Total maintenance FTE (FY2010)   | #                      |
|  | Total recreation programs FTE (FY2010)                                       | #                      |
| <b>Finance</b>                           |  |                        |
|  | Total city budget (FY2010; all funds)  | \$                     |
|  | Total parks and recreation operating budget (FY2010; all applicable funds)   | \$                     |
|  | Recreation programs operating budget (FY2010)                                | \$                     |
|  | Recreation facility maintenance operating budget (FY2010)                    | \$                     |
|  | Athletic fields maintenance operating budget (FY2010)                        | \$                     |
|  | Golf program operating budget (FY2010)                                       | \$                     |
|  | Park maintenance operating budget (FY2010)                                   | \$                     |
|  | Forestry program budget (FY2010)   | \$                     |

|                               |  |                    |
|-------------------------------|--|--------------------|
|                               | Community/special event budget (FY2010)                                  | \$                 |
|                               | Marketing program budget (FY2010)  | \$                 |
|                               | Total administrative budget (FY2010)                                     | \$                 |
|                               | Total parks and recreation revenue (FY2010)                              | \$                 |
|                               | Recreation program revenue (FY2010)                                      | \$                 |
|                               | Golf program revenue (FY2010)  | \$                 |
|                               | Total city capital budget (FY2010; all funds)                            | \$                 |
|                               | Total parks and recreation capital budget (FY2010; all applicable funds) | \$                 |
|                               | Other typical fund sources   | list               |
|                               | Offer financial assistance for recreation programs for low-income users? | y/n; describe      |
| <b>Other</b>                  |  |                    |
|                               | Have foundation and/or friends group(s)?                                 | y/n; identify them |
|                               | Number of volunteer hours donated (FY2010)                               | hours              |
|                               | Offer online program registration? If so, what program?                  | y/n; identify      |
|                               | Average percentage of participants registering online?                   | %                  |
|                               | Percentage of facilities accessible to ADA standards?                    | %                  |
|                               | Have Integrated Pest Management (IPM) program?                           | y/n                |
|                               | Number of LEED certified facilities?                                     | #                  |
|                               | Number of vehicles in fleet?   | #                  |
|                               | Number of vehicles owned vs leased?                                      | #                  |
|                               | Number of energy-efficient vehicles (e.g., hybrid, E-85, dual fuel)      | #                  |
|                               | Core competencies identified for management/leadership?                  | y/n; identify them |
| <b>Specialized Facilities</b> |  |                    |
|                               | Baseball fields  | #                  |
|                               | Softball fields  | #                  |
|                               | Rectangular or multi-use fields  | #                  |
|                               | Golf courses   | # courses & holes  |
|                               | Disc golf courses  | # courses & holes  |
|                               | Outdoor Tennis courts  | #                  |
|                               | Indoor Tennis Courts   | #                  |
|                               | Outdoor volleyball courts  | #                  |
|                               | Indoor volleyball courts   | #                  |
|                               | Outdoor basketball courts  | # hoops            |
|                               | Indoor basketball courts   | # hoops            |
|                               | Picnic shelters  | #                  |
|                               | Playgrounds/play structures  | #                  |
|                               | Of those, accessible playgrounds/play structures                         | #                  |
|                               | Community gardens  | #                  |
|                               | Amphitheaters / performance areas  | #                  |
|                               | Swimming beaches   | #                  |

|  |   |                 |
|--|---|-----------------|
|  | Indoor swimming pools   | # pools & lanes |
|  | Outdoor swimming pools  | # pools & lanes |
|  | Skate parks   | #               |
|  | Dog parks   | #               |
|  | Boat ramps / launch areas   | #               |
|  | Other specialized use areas? (e.g., pottery lab, ice rinks, etc.) | list            |