

Appendix 5 – Benchmark Analysis

CHAPTER ONE - INTRODUCTION

PROS Consulting, LLC, along with the Maricopa County, identified operating metrics to be benchmarked to comparable systems largely in the northwest region. The complexity in this analysis was ensuring direct comparisons through a methodology of statistics and ratios in order to ensure that operating parameters are directly comparable.

Similar-sized systems nationwide were identified and the challenge was ensuring that the agencies would turn around the information in a short time frame. Every effort was made, in working directly with the benchmark agencies, to obtain the most accurate information and organize the data in a consistent and comparable format. The information sought was a combination of operating metrics with budgets and acreages and a subjective element with performance measures and indicators from a best practice standpoint. In some instances, the information was not tracked or not available. The attributes considered in this benchmark study included:

- Population / Demographics
- Size of City (sq. miles)
- Budget Spending
- Parks and Recreation System

Careful attention was paid to incorporate a mix of systems that are comparable and industry leaders and they include:

- Clark County, Nevada
- East Bay Regional Park District, California
- Pima County, Arizona
- San Diego County, California
- Three Rivers Park District, Minnesota

Due to differences in how each system collects, maintains and reports data, variances exist. The goal was to evaluate the resources, spending and operating procedures. The survey is organized into broad categories to obtain data that offers an encompassing view of each system's operating metrics in comparison to Maricopa County's Parks and Recreation Department. The benchmark categories included:

- Funding – this explores the various budget elements, including per capita budget and percentage of individual departmental budgets to the total
- Parks and Staffing – this section evaluates the total park acreages available and maintained as well as the Full Time Equivalents (FTEs) and their ratios per 1000 people
- Programming and Marketing – this considers total programming numbers, core program areas for various systems, the registration processes, customer feedback and types of marketing / communications channels used

- Organizational Structure – this section analyzes the Department structure, the levels of authority, staff longevity and job descriptions
- Performance Measures and Standards – this section lists the various performance measures that each system undertakes
- Partnerships – this sections mentions out the various public, private and not-for-profit partnerships that each system has developed
- Volunteer Use – the volunteer use section describes the extent of volunteer assistance that each system obtains and the various sources from where they obtain it
- Number of Revenue Producing Facilities – this sections details the total number of and the various types of revenue producing facilities that each system possesses
- Use of Technology – this section describes the extent of technology use by each system

Complete survey responses from each system are presented in the **Appendix 1 -6**.

CHAPTER TWO - BENCHMARK COMPARISON

2.1 FINANCIAL

2.1.1 TOTAL PARKS AND RECREATION BUDGET BY CATEGORY

Total Annual Parks and Recreation Budgets by Category:							
Agency	Area (Square Miles)	Actual '05 Population	Population per Square Mile	Marketing and Admin	Parks Maintenance	Programming	Total
Maricopa County	9,226.0	3,768,123	408	\$ 1,146,119	\$ 3,679,841	\$ 720,657	\$ 7,284,829
Clark County	8,012.0	1,912,654	239	\$ 5,100,000	\$ 12,500,000	\$ 17,604,256	\$ 35,204,256.0
East Bay Regional PD	1,000.0	2,485,000	2,485	\$ 13,728,515	\$ 68,785,984	\$ 8,371,223	\$ 90,885,722.0
Pima County	2,553.0	1,000,000	392	\$ 1,440,000	\$ 7,750,000	\$ -	\$ 14,524,994.0
San Diego County	324.3	2,941,454	9,070	\$ 5,996,919	\$ 18,182,429	\$ 6,490,422	\$ 33,154,144.0
Three Rivers PD	548.0	753,042	1,374	\$ 12,004,869	\$ 13,861,494	\$ 9,178,928	\$ 35,045,291.0

Note: Findings are based on survey response. In some cases budget numbers may be included in more than one category due to individual budgeting practices.

Figure 1 - Total Annual Parks and Recreation Budgets by Category

Maricopa County (\$7,284,829) is in the lower end as far as Total Park and Recreation Budgets are concerned. East Bay Regional Park District has the highest budget (\$90,885,722) while the rest of the systems, with the exception of Pima County (\$14.5 million approx.) are similar in their total budgets for parks and recreation. See **Figure 1** and **Figure 2**. Consequently, Maricopa County’s individual department budgets are also much smaller in comparison to the other systems. However, as mentioned earlier, different systems have differing metrics that are used for calculating and in East Bay’s case, the Park Maintenance Budget includes the total operations and public safety budget as well.

The Maintenance budget is the total budget dedicated towards all parks and recreation related maintenance services. The Recreation Program budget includes the total budget allocated towards all recreation programming, including staffing that is offered by the agency. A number of agencies do not separate out the marketing costs and tend to include them as a part of the admin budget itself and hence to ensure a fair comparison the Marketing and Admin budgets have been combined into one unit for the purpose of the analysis. A detailed breakout of the budgets is presented in **Appendix 1-6**.

It must be noted that the size and population numbers of all the benchmark systems vary and thus the absolute numbers may not present a true picture of actual spending. The per capita numbers are a more accurate depiction of the financial spending.

Figure 3 demonstrates the Population Density per Square Mile for each agency.

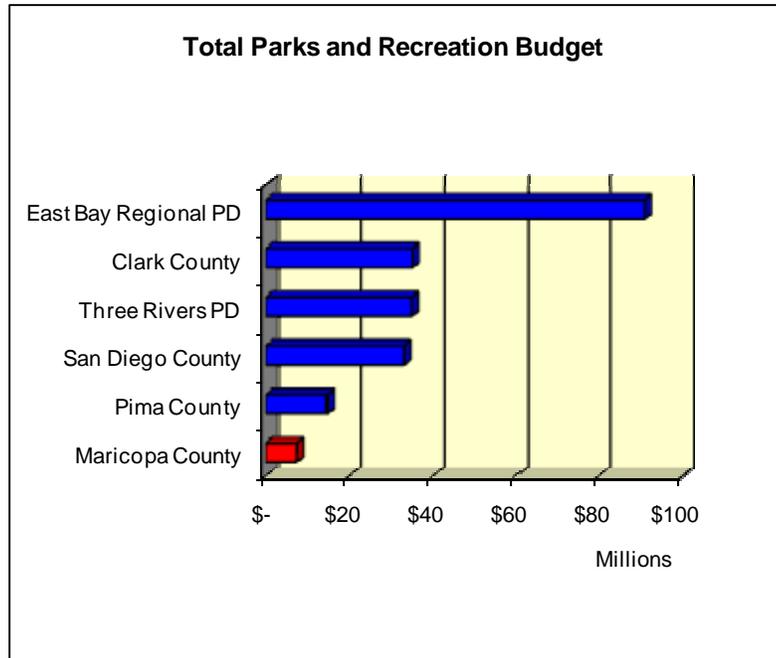


Figure 2 - Total Park and Recreation Budget per Agency (including all funds)

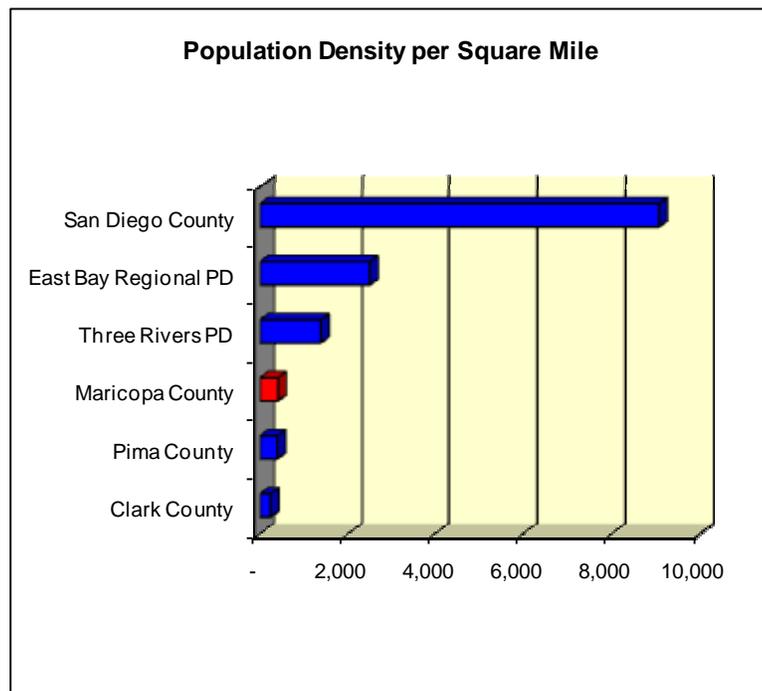


Figure 3 - Population Density per Square Mile

2.1.2 PARKS AND RECREATION BUDGET PER CAPITA

Maricopa County (\$1.93 per capita) is much lower than other systems where Total Annual Parks and Recreation Budgets are concerned. Three Rivers Park District (\$46.54 per capita) and East Bay Regional Park District (\$36.57 per capita) are the two highest systems. One of the reasons for this disparity could be that Park District’s tend to have a more consistent dedicated funding stream as compared to agencies that face greater competition for budgetary dollars and could see funding levels change based on legislative decisions. Maricopa County’s per capita numbers also look smaller in comparison due to the high population number. See **Figure 4** and **Figure 5**.

Total Annual Parks and Recreation Budgets Per Capita by Category:							
Agency	Area (Square Miles)	Actual '05 Population	Population per Square Mile	Marketing and Admin per Capita	Parks Maintenance per Capita	Programming per Capita	Total per Capita
Maricopa County	9,226.0	3,768,123	2,961	\$ 0.30	\$ 0.98	\$ 0.19	\$ 1.93
Clark County	8,012.0	1,912,654	239	\$ 2.67	\$ 6.54	\$ 9.20	\$ 18.41
East Bay Regional PD	1,000.0	2,485,000	2,485	\$ 5.52	\$ 27.68	\$ 3.37	\$ 36.57
Pima County	2,553.0	1,000,000	392	\$ 1.44	\$ 7.75	-	\$ 14.52
San Diego County	324.3	2,941,454	9,070.2	\$ 2.04	\$ 6.18	\$ 2.21	\$ 11.27
Three Rivers PD	548.0	753,042	1,374.2	\$ 15.94	\$ 18.41	\$ 12.19	\$ 46.54

Note: Findings are based purely on survey response.

Figure 4 - Total Annual Parks and Recreation Budgets Per Capita by Category

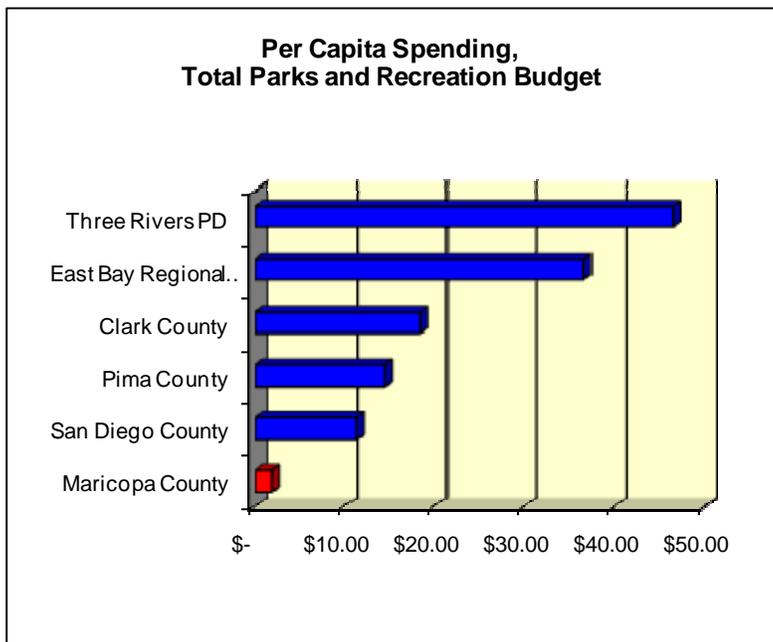


Figure 5 – Annual Per Capita Spending, Total Parks and Recreation Budget

Maricopa County ranks the lowest in the Parks Maintenance Spending Per Capita, while East Bay Regional Park District is the highest with \$27.68 per capita. See **Figure 6**. *Note: East Bay's Park Maintenance Budget includes the total operations and public safety budget.*

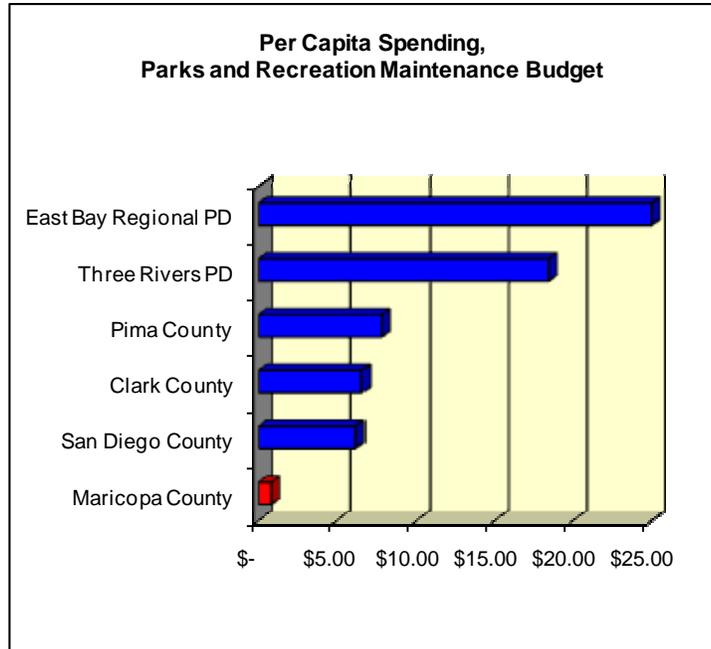


Figure 6 – Annual Per Capita Spending, Parks and Recreation Maintenance Budget

Maricopa County (\$0.79 per capita) is on the lower end of the Programming Spending Per Capita. Three Rivers Park District (\$12.19 per capita) and Clark County (\$9.20 per capita) are the highest in this category. See **Figure 7**. Pima County has not provided a recreation budget breakup.

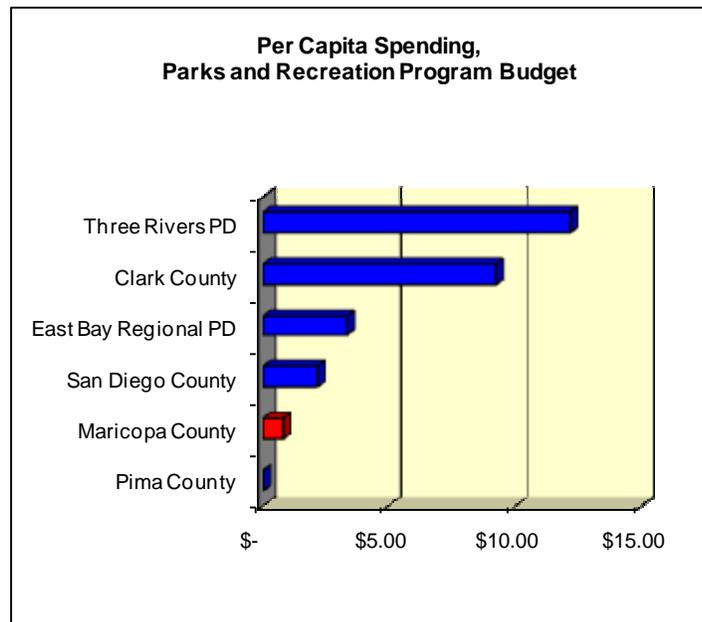


Figure 7 – Annual Per Capita Spending, Parks and Recreation Program Budget

Maricopa County (\$0.33 per capita) is on the lower end of the Marketing / Admin Spending Per Capita. Three Rivers Park District (\$15.94 per capita) and East Bay Regional Park District (\$5.52 per capita) are the highest in this category. See **Figure 8**.

Note: In the case of Maricopa County, the Information Technology program budget (\$32,614) has been included in the Marketing and Admin budget. Clark County has a Marketing Budget of \$100,000 only while its Admin Budget is \$5 million. Pima County does not have a marketing budget. For a system of the size of Maricopa County, it would likely help to have some funding allotted towards marketing and promotions to create greater awareness and draw additional users into its programs and facilities.

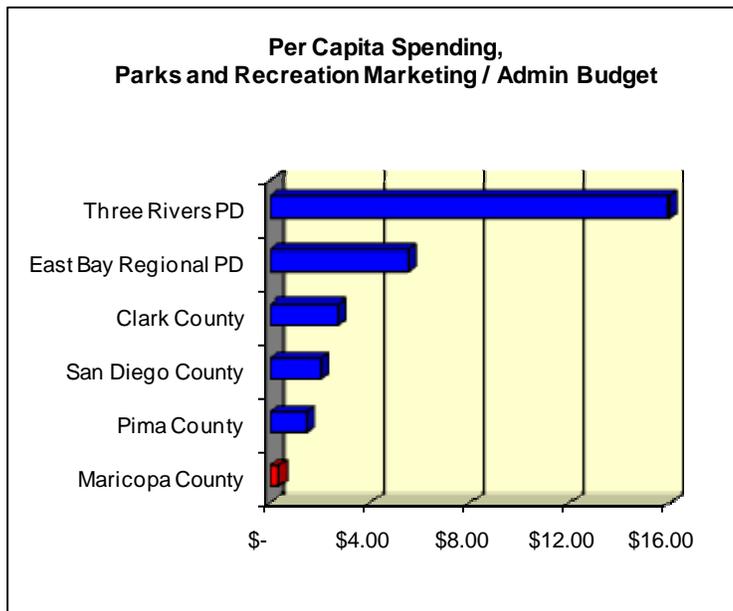


Figure 8 – Annual Per Capita Spending, Parks and Recreation Marketing / Admin Budget

2.1.3 PARKS AND RECREATION BUDGET PER CATEGORY BY PERCENTAGE

Figure 9 highlights the Annual Parks and Recreation Budgets by Percentage allocation. It must be noted that due to rounding (in the case of Maricopa County and Three Rivers PD) and partly insufficient information provided by San Diego County and Pima County, the percentages may not sum up to 100%. This is an occurrence that has occurred in other benchmark studies too and in most cases the analysis is done on the basis of the majority of the information that is actually available.

Maricopa County fares well in terms of percentage allocation towards Recreation Programming (40.6%) and Marketing / Admin (16.8%). It is also comparable in terms of Park Maintenance dedication (42.2%).

Total Annual Parks and Recreation Budgets by Percentage:					
Agency	Area (Square Miles)	Actual '05 Population	Marketing and Admin Percentage	Parks Maintenance Percentage	Programming Percentage
Maricopa County	9,226.0	3,768,123	15.7%	50.5%	9.9%
Clark County	8,012.0	1,912,654	14.5%	35.5%	50.0%
East Bay Regional PD	1,000.0	2,485,000	15.1%	75.7%	9.2%
Pima County	2,553.0	1,000,000	9.9%	53.4%	0.0%
San Diego County	324.3	2,941,454	18.1%	54.8%	19.6%
Three Rivers PD	548.0	753,042	34.3%	39.6%	26.2%

Figure 9 - Total Annual Parks and Recreation Budgets by Percentage

East Bay Regional Park District has the highest allocation towards Park Maintenance (75.7%) followed by San Diego County (54.8%). However, as mentioned earlier, East Bay Regional Park District’s maintenance budget also includes Public Safety and Operations, which could warrant a larger percentage allocation of the total budget. **Figure 10** also depicts the Percentage of Park Maintenance Budget to the Total Budget.

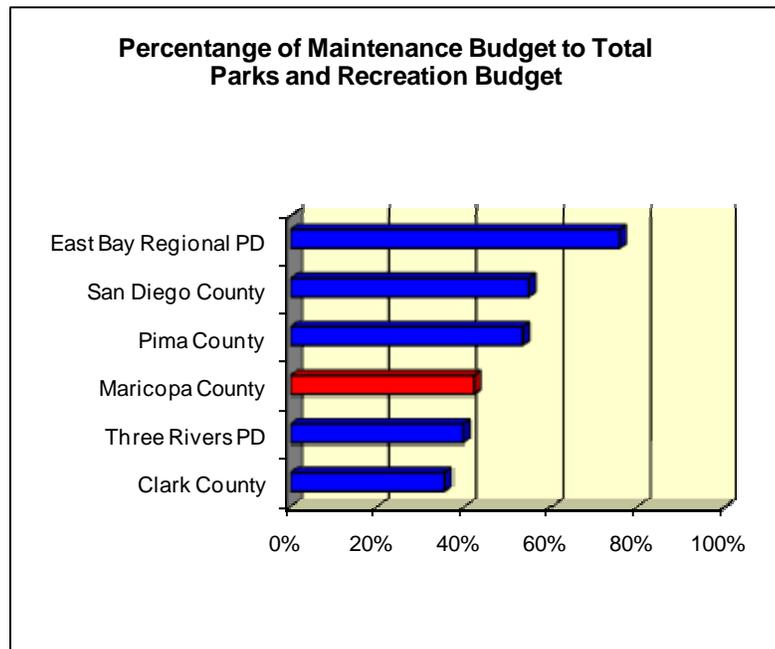


Figure 10 - Percentage of Maintenance Budget to Total Parks and Recreation Budget

Clark County allocates the highest percentage (50%) towards its program budget followed by Maricopa County (40.6%). However, it must be noted that, though, Maricopa County has a higher percentage allocation, its total recreation budget (\$2.9 million) is still lower than East Bay which has a 9% allocation (total budget - \$9.1million). .

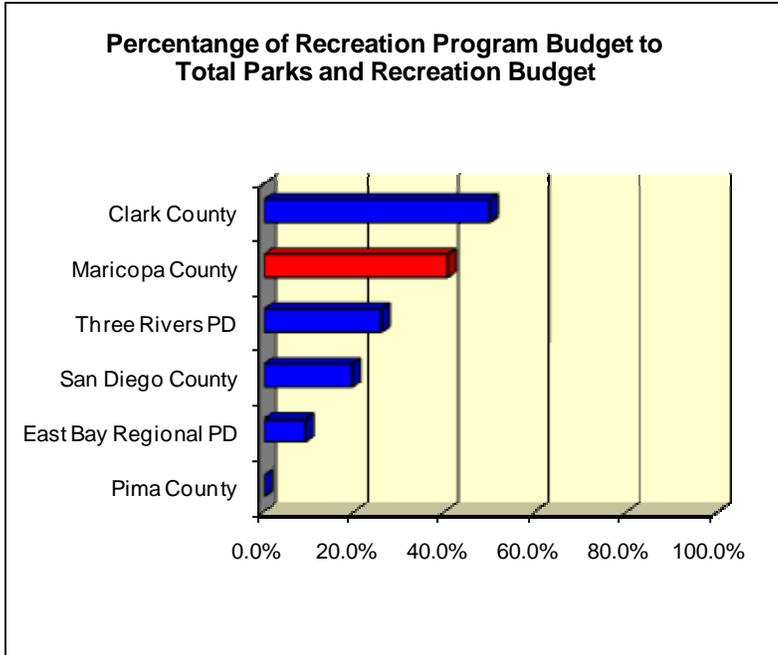


Figure 11 - Percentage of Recreation Program Budget to Total Parks and Recreation Budget

Maricopa County falls in the mid-level in terms of Percentage of Marketing / Admin Budget to Total Budget with 17%. Three Rivers Park District is the highest with 34% followed by San Diego County with 18%. See Figure 12.

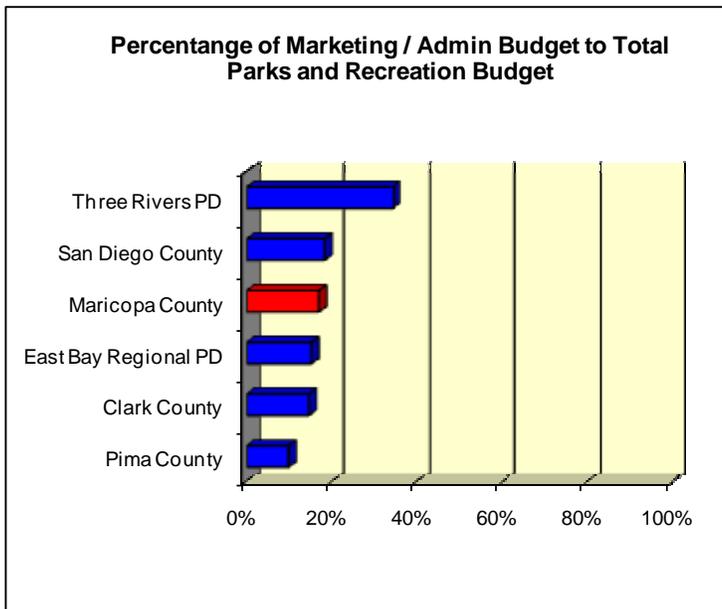


Figure 12 - Percentage of Marketing / Admin Budget to Total Parks and Recreation Budget

2.1.4 REVENUES AND COST RECOVERY

Maricopa County fares well in terms of cost recovery percentage with a 76% ratio that is second only to East Bay Regional Park District (144% cost recovery). In the case of East Bay, it must be noted that it gets an 87% tax support to its total operating budget and its revenues from taxes and assessments stand at \$111.5 million, while Maricopa’s revenues are generated from its programs and facilities. See **Figure 13**.

Though, Maricopa County’s current cost recovery percentage is commendable, there needs to be a greater impetus to create additional earned income opportunities to further help offset the operational costs, expand the budget and allocate additional funding towards marketing and staffing. See **Figure 14**.

City/State	Total Cost Recovery		
	Total Revenues	Total Budget	Total Cost Recovery
Maricopa County	\$ 5,426,359.0	\$ 7,284,829.0	74%
Clark County	\$ 10,000,000.0	\$ 35,204,256.0	28%
East Bay Regional PD	\$ 130,822,487.0	\$ 90,885,722.0	144%
Pima County	\$ 2,850,000.0	\$ 14,524,994.0	20%
San Diego County	\$ 4,456,354.0	\$ 33,154,144.0	13%
Three Rivers PD	\$ 14,558,745.0	\$ 35,045,291.0	42%

Figure 13 - Total Cost Recovery

Note: Total revenues include the following: Revenues from fees and charges / Revenues from grants, partnerships, and sponsorships.

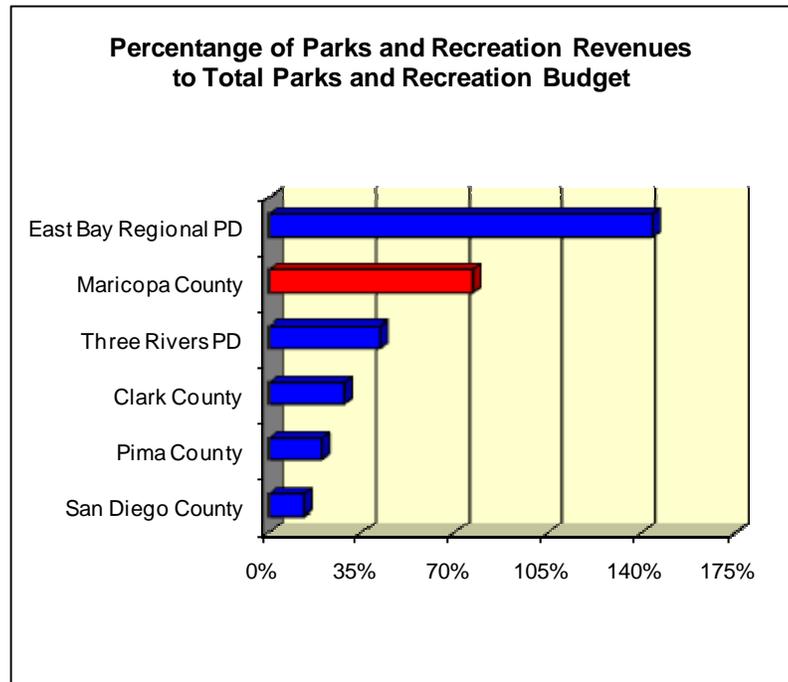


Figure 14 - Percentage of Parks and Recreation Revenues to Total Parks and Recreation Budget

2.2 PROGRAMMING

Maricopa County has annual visitation numbers of 1.31 million visitors in 2007, an increase from 1.27 million who visited in 2006. The benchmark template defines its core programs, but there is some room for improvement in ensuring that the service offerings are organized by these core programs. The programs are organized by age segment and program needs, which is a good practice. There is however, no provision for online registration and point of sale by cash register is the only method used. Customer feedback is performed through Arizona State University surveys and by individual park rangers in some cases. There is however, no system-wide program assessment method.

In comparison, East Bay Regional Park District has an estimated 14 million visitors, San Diego has 4.75 million visitors, Pima County has over 1 million and Three Rivers Park District has 5.4 million annual visitors. The visitation data was not provided for Clark County.

With the exception of Pima County that is currently transitioning to an online registration system, all other systems have an online registration system. In addition, each system has multiple core programs that are broken up by various specialties.

Maricopa County organizes its programs by audience segment, identified demand and needs, and cultural/natural resources. It offers the following core programs:

- Outdoor/Environmental Education
- Recreation Programming
- Fitness and Wellness
- Special Events
- Summer Camp

Three Rivers PD's core programs include:

- Natural history
- Outdoor skills / recreation
- Special events
- Competitive events
- Wellness-related events

These core programs are organized by lessons/classes, events, demonstrations, and/or lecture/presentation.

Clark County offers the following as its core programs:

- Community centers
- Sports
- Aquatics
- Before/after school programs

- Day camps
- Residential camps
- Rec mobile
- Gang intervention
- Instructional classes

East Bay Regional PD's programs can be park / subject or based on seasons and the core programs are:

- Naturalist programs
- Recreation
- Aquatics
- Visitors Centers

Pima County has the following core program offerings:

- Environmental education
- Cultural site preservation
- Natural area programming
- Urban recreation
- Sports
- Arts and leisure activities

San Diego County's programs are organized by age and target audience and the core programs include:

- Youth sports
- Youth enrichment activities
- Teen center
- Senior programs
- Outdoor adventures
- Adult enrichment
- Special events
- Adult and senior sports
- Environmental education programs

The detailed responses can be viewed in the **Appendix 1 -6**.

Most systems use internal and external surveys and as well as program evaluations at the end of their programs to obtain customer feedback. Three Rivers Park District performs the most comprehensive job of collecting a variety of objective and subjective data from various sources including surveys, focus groups, demographic studies etc.

2.3 PARKS AND STAFFING

This sections looks at the total park acres, acres maintained (total park and non park acres maintained by the agency), acres maintained per 1,000 population and the FTE’s for parks and recreation in total as well as by various departments.

City/State	Area (Sq.Miles)	Actual '05 Population	Pop. per Square Mile	Total Park Acres	Total Acres Maintained	Total Park Acres Per 1,000 Pop.	Total Maintained Per 1,000 Pop.	% of Acres Maintained to Total Park Acres
Maricopa County	9,226.0	3,768,123	408	119,199.0	3,229.0	31.63	0.86	2.7%
Clark County	8,012.0	1,912,654	239	6,622.0	1,220.0	3.46	0.64	5.4%
East Bay Regional PD	1,000.0	2,485,000	2,485	98,000.0	88,200.0	39.44	35.49	90.0%
Pima County	2,553.0	1,000,000	392	180,000.0	9,000.0	180.00	9.00	5.0%
San Diego County	324.3	2,941,454	9,070	40,000.0	20,000.0	13.60	6.80	50.0%
Three Rivers PD	548.0	753,042	1,374	27,000.0	22,410.0	35.85	29.76	83.0%

Figure 15 - Parks

Maricopa County (119,199 acres, 3,229 acres maintained) is second to Pima County (180,000 acres, 9,000 acres maintained) in total parks acres but it is the lowest in terms of percentage of park acres maintained to total acreage (2.7%). See **Figure 15** and **Figure 16**. East Bay maintains an extremely high percentage (90%) of its total acreage as can be seen from its large maintenance budget as well.

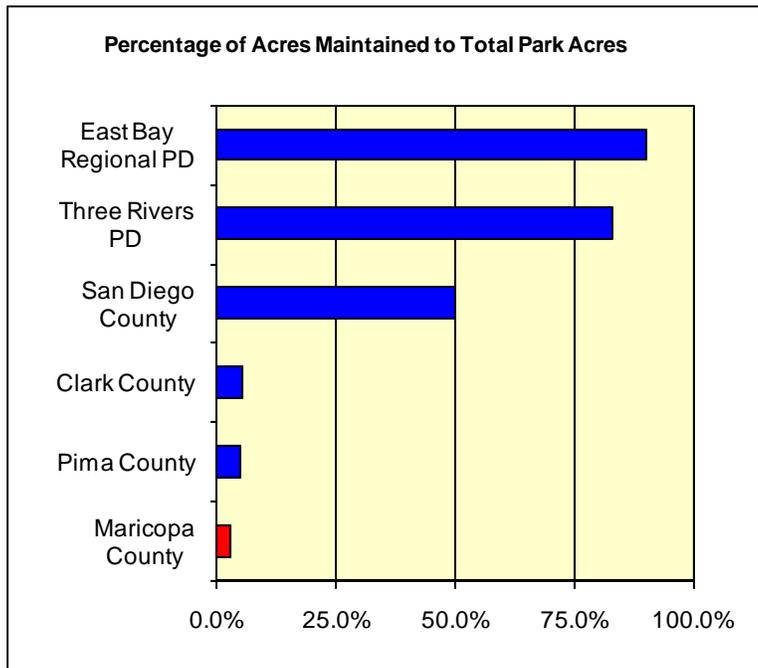


Figure 16 - Percentage of Acres Maintained to Total Park Acres

2.4 STAFFING

The FTE information is not available for all systems; however, from the ones available Maricopa does seem to be understaffed in terms of the total population it serves. Clark County and Maricopa County have the lowest Maintenance FTE's per 1000 population and Maricopa is also the lowest in terms of program FTE's per 1000 population. See **Figure 17**.

City/State	Area (Sq.Miles)	Actual '05 Population	Pop. per Square Mile	Total Staff / FTE's	Parks and FTE's		Total FTE's Per 1,000 Pop.	Maintenance FTE's Per 1000 Pop.	Program FTE's Per 1000 Pop.
					Total Maintenance Staff, FTE	Total Programming Staff, FTE			
Maricopa County	9,226.0	3,768,123	408	91.0	25.0	12.0	0.02	0.01	0.00
Clark County	8,012.0	1,912,654	239	267.0	9.0	86.0	0.14	0.005	0.04
East Bay Regional PD	1,000.0	2,485,000	2,485	713.8	64.0	77.0	0.29	0.03	0.03
Pima County	2,553.0	1,000,000	392	-	200.0	60.0	-	0.20	0.06
San Diego County	324.3	2,941,454	9,070	-	125.0	-	-	0.04	-
Three Rivers PD	548.0	753,042	1,374	-	116.0	57.0	-	0.15	0.08

Figure 17 - FTE's

Average staff longevity is not tracked in some systems and from the ones tracked, Maricopa County seems to be marginally lower than the others.

Most systems have a general base job description and customize it based on the position and skill set required. Certain positions have specific descriptions while most others are general in nature. Clark County and Pima County are the two agencies that do not have rangers.

For detailed staffing information, see **Appendix 1 – 6**.

2.5 ORGANIZATIONAL STRUCTURE

The Organizational structure demonstrates variance from one to another and is also incumbent on the nature of the system. In the case of the benchmarked agencies, the Park Districts may operate differently in comparison to the County Parks and Recreation department. From Maricopa County’s standpoint, it would be useful to evaluate the organizational structure as it applies to the County’s philosophies and nature of operations than compare to other agencies. Recommendations on the organizational structure will be provided in the organizational assessment section of the main report. The available organizational charts have been provided in **Appendix 1 – 6**.

2.6 PERFORMANCE MEASURES

Performance Measures are tools and guidelines that help ensure a systematic and consistent operation performance and provide methods to track success.

In terms of Performance Measures, Maricopa County is among the top systems from the ones benchmarked. See **Figure 18**. It tracks customer satisfaction and retention rates as well as program delivery rates, cost recovery and cleanliness standards. It is recommended that the Department now take it to the next level by creating a database of the information collection, performing trends analysis over time and establishing and implementing action plans to act on the information.

Almost all systems, including Maricopa County, have safety plans, varying degrees of formal security measures and a formal marketing and communications plan. Maricopa County’s security measures are handled by the County Sheriff’s office – Mountain Patrol.

Performance Measures

	Customer Satisfaction Rates	Customer Retention Rates	Program Delivery Rates	Cleanliness Standards	Cost Recovery Rates	Safety Plans	Formal Security Measures
Maricopa County	Yes	Yes	Yes	Yes	No	Yes	Yes
Clark County	No Info	No Info	No Info	No Info	No Info	No Info	Yes
East Bay Regional PD	Yes – Via Surveys	No	Yes	Yes	No	Yes	Yes
Pima County	Yes	No	No	Yes	Yes	Yes	Yes
San Diego County	Yes	No	Yes	No	No	No	Yes
Three Rivers PD	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Figure 18 – Performance Measures

Maricopa County also manages for results, while the information for other systems is unknown in this case.

Maricopa County has not established Design and Maintenance standards. East Bay Regional Park District and Pima County are the leaders in terms of establishing design and maintenance standards, budgeting according to them and having written standards in place.

Though, Maricopa County does not have system-wide Design Standards, there are prototype plans for Visitor Centers, Picnic Restrooms, Family Campgrounds, Group Picnic Restrooms, Group Campground Restrooms, Large Picnic Ramadas and Individual Picnic Table

Shade Ramadas. Also, the County uses the Maricopa Association of Governments Uniform Standards Details and Specifications for Public Works Construction. Maricopa County also does not budget according to standards, but prototype structures are budgeted based on previous costs and then adjusted for inflation.

Currently, there are no system-wide standards either, only prototype structures and public works infrastructure have standard specifications for construction. Additionally, trail maintenance is specified in the Trails Management Manual but due to insufficient funding, the trails are not maintained to the level required. Park pumps, wells, RV pedestals and ice machines are on a maintenance schedule. It would be helpful to establish written design and maintenance standards and levels of maintenance standards which the system can implement and manage its parks and facilities by.

Design and Maintenance Standards

	Design and Maintenance Standard	Budget According to Standards	Written Standards	Levels of Maintenance Standards	Park Classification System	Work Plans / Scheduled Developments	Maintenance Job Descriptions (General / Specific)
Maricopa County	No	No	No	No	No	Yes	Both
Clark County	Yes	No	Yes	Yes	Yes	Yes	General
East Bay Regional PD	Yes	Yes	Yes	N/A	Yes	Yes	General
Pima County	Yes	Yes	Yes	Yes	Yes	Yes	Variable
San Diego County	Yes	Yes	No	Yes	Yes	N/A	General
Three Rivers PD	Yes	No	Some	Yes	Yes	Yes	Both

Figure 19 - Design and Maintenance Standards

From a marketing standpoint, Maricopa County distributes flyers at parks, uses email databases, monthly newsletters. This is similar to what most other systems use. Clark County and Three Rivers Park District perform additional promotions in the form of news releases, PSAs, TV ads or promotions at various events to build up their online database.

A more detailed description of the performance measures is included in **Appendix 1 - 6**.

2.7 PARTNERSHIPS

From a partnership standpoint, Maricopa County does have a number of partnerships that include Arizona State Parks, Arizona Game and Fish, Flood Control District, private concessionaires and Trust for Public Land among others.

All other benchmarked agencies have engaged in their share of partnerships with public, private and not-for-profit organizations. Pima County seems to be the most limited in its partnership ventures.

Maricopa County could look into partnerships similar to the Three Rivers PD has with the Minnesota Off-Road Cyclists to assist with sustainable trail maintenance. This could assist with the work done for the development of the regional Maricopa Trail system. Also, additional partnerships with individual clubs similar to East Bay could also be useful.

2.8 VOLUNTEER USE

All the benchmarked agencies use help from volunteers. Maricopa County utilizes about 77,650 hours of volunteer time annually. The volunteer hours for other systems have not been mentioned, however East Bay reported that they have a volunteer work force of 11,396 volunteers.

The sources for volunteers vary from park users and park hosts for Maricopa County, to senior advocate outreach programs and park patrons for Clark County. East Bay obtains most of its volunteers from private companies, non-profits, and the general public, Pima County has winter visitors and interest groups offering their volunteer services and San Diego has multiple sources ranging from their website, *Workamper Magazine*, *Volunteer San Diego*, *VolunteerMatch*, networking with Directors of Volunteers in Agencies (DOVIA), and military.com among others.

2.9 NUMBER OF REVENUE GENERATING FACILITIES

Maricopa County's 146 revenue generating facilities include four developed campgrounds with 384 sites, one semi-developed campground with thirty-six sites, six group campgrounds, seven youth campgrounds, ninety-four ramadas, one archery range, one gun-range, five amphitheaters, one rodeo arena, six visitor/ nature centers, one outdoor education center, one marina, three golf courses, one paint-ball facility, one water park, two model plane facilities, two model train facilities, three competitive tracks and six ball fields.

In comparison, Clark County has mentioned 113 different revenue producing sites that include urban centers, indoor pools, outdoor pools, before and after school sites, camps and rural sites. East Bay has over 300 such facilities ranging from wedding/ reception, corporate facilities, waterslide, concessionaires such as food vendors, horse rental/riding lessons and boarding, rentals of kayaks, boats, etc, a bait-and-tackle shop, golf courses, an archery range and gun range, and gift shops.

Pima County has 130 revenue producing facilities that vary from sports fields (i.e., league and tournament fees) to community centers (classes and events) and swimming pools (user

fees and tournaments). San Diego has 15 facilities that include community centers, gymnasiums, sports fields, camping parks, and regional parks.

Three Rivers Park District has 152 such facilities. This includes five golf course and driving ranges; six horseback trails; nine cross-country ski trails; eight boat launch ramps; one wilderness settlement; thirteen boat, bike and sports equipment rental sites; thirty-four picnic shelters; twenty-seven meeting/reception rooms; one site that sells produce; park admission fees; six pet exercise areas; bus parking fees; one ski jump; one disc golf site; two swimming ponds with concessions; one snow tubing site; two downhill ski/snowboard areas; one archery site; seven nature centers and special programs and two canoe rack rental spaces.

From Maricopa County's standpoint, it must be kept in mind that the actual difference between the number of revenue producing facilities they possess and those that the others possess is not as large as it may seem. For example, Three Rivers Park District has included elements like park admission fee, bus parking fee, nature center and special programs among others as revenue producing facilities. Similarly, East Bay has included concessionaires, rentals and bait and tackle shop as individual elements and not part of one large facility. Along those same lines, if Lake Pleasant Regional Park and Adobe Dam Regional Park could be broken into several individual revenue producing areas and the total number of facilities in Maricopa County would be significantly higher.

2.10 USE OF TECHNOLOGY

Maricopa County is on the lower end in comparison with the benchmarked systems for their technology use. Maricopa County currently uses two way radios and has all their computers on a network for easy data interface. They also use PeopleSoft for timekeeping, GIS software and data collection hardware. Electronic equipment is used for locating underground utilities and full size drawing, color, print, copy and scan system is also used.

Use of Technology

	2-way radios	Enterprise Software Use
Maricopa County	Yes	PeopleSoft
Clark County	Yes	Recware / Safari / SAP / Decision Maker
East Bay Regional PD	Yes	ReserveAmerica / CLASS, Bi-Tech
Pima County	Yes	All processes except customer registrations are electronic
San Diego County	Yes	Online Registration System, Oracle
Three Rivers PD	Yes	RecTrac, WebTrac, ArcView

Figure 20 - Use of Technology

As can be seen in **Figure 20**, two-way radios are pretty standard across the board. Clark County also has Nextel Direct Connect phones that can function as cell phones as well as two way radios. Other systems did not make any mention of having these. Other systems did not make a mention of having their computers all on a network but based on PROS' operational experience, a network-based system is typically standard across the board in most systems. Three Rivers Park District also mentioned point-of-sale, touch screens and barcode scanners among other types of equipment used.

More detailed information from the other benchmarked systems can be found in the **Appendix 1 -6**.

2.11 CONCLUSION

Overall, from a system-wide standpoint, Maricopa County Parks and Recreation Department is on the lower financial end in comparison to the benchmarked systems. This disparity is particularly evident in terms of size of the overall and individual department budgets as well as staff resources. Maricopa County does do well with its limited resources as its high cost recovery of 76% demonstrates it.

Maricopa County's program visitation numbers have increased over the last year and it is important for the county to continue expanding its program offerings within the core program categories to sustain that success. The county's staffing seems limited in comparison to the population served and the average staff longevity is also marginally lower than the benchmarked agencies.

Revenue generation should continue to remain a focus since Maricopa County has a limited percentage of tax income support unlike other systems, particularly the Park Districts. Maricopa County has an equal, if not marginally higher, number of revenue generating facilities and that presents a potential opportunity for the staff to program and market them

to maximize their revenue potential. Developing additional partnerships would also complement the program offerings and the revenue generation process. The current partnerships listed show a fair number of public, private and not-for-profit partnerships that Maricopa County is currently involved in. Additional volunteer support, to build on the nearly 78,000 volunteer hours currently obtained, would also help offset some operational costs.

Along with revenue generation, in order to impact the bottom line, it is equally important to function effectively and efficiently in a systematic manner. Establishing written design standards, maintenance performance measures, online registration systems and a varied marketing and promotions system will all help to bolster the growth of the system. Expanded technology too would assist in streamlining operations and expedition work processes.

Finally, as a part of the System Strategic Master Plan, it is important to establish the vision and mission going forward and seek to drive the system towards its goals.

CHAPTER THREE - APPENDIX

Appendix 1 – Maricopa County Benchmark Template

Appendix 2 – Clark County Benchmark Template

Appendix 3 – East Bay Park District Benchmark Template

Appendix 4 – Pima County Benchmark Template

Appendix 5 – San Diego County Benchmark Template

Appendix 6 – Three Rivers Park District Benchmark Template

Appendix 1 – Maricopa County Benchmark Template

County: **Maricopa County**
State: **AZ**

Survey Categories

Contact:	R.J. Cardin
Title:	Director
Phone Number:	602.372.4822
Email:	R.J.Cardin@mail.maricopa.gov
Population 2005 Census Estimates	3,768,123
Current Estimate	3,901,548
Area in Square Miles	According to Demographic report, entire county is 132.4 square miles 9,226

Please state your vision, mission, values and major goals

Vision: Our vision is for the Maricopa County Parks and Recreation Department to be the recognized leader in the delivery of regional park services by fully utilizing existing and future park resources.
Mission: The mission of the Parks and Recreation Department is to provide recreational and educational opportunities while protecting park resources for residents and visitors so they can enjoy a safe and meaningful outdoor experience.

Issue Statements:

- 1) Due to the increase in County population and its dispersal to all corners of the County, increased marketing and education will be necessary to reach the regional population.
- 2) The continuing population growth will cause the existing number of parks and existing park amenities to be inadequate for the growing public demand for our services.
- 3) Increased urban encroachment on County parks will diminish the open space experience, wildlife habitat and natural vistas for our many park visitors.
- 4) Economic trends will continue to impact County resources and increase competition for funding of parks against the demand for mandated services and this will stretch services and staff to the limit.

Goals:

1. By July 31, 2007 we will increase community involvement and awareness through improved marketing and education programs thereby reducing the percentage of the general population reporting "little or no knowledge" of County parks from 72.2% (March 2000) to 65%. (County goal SP2.3)
2. By August 28, 2008, identify the capital improvement funding to meet the priority improvements identified in the Park System Master Plan recommendations. (County goal SP5.3)
3. By July 31, 2009, we will continue to expand the buffer zones around existing parks and acquire lands and trail segments identified through the Bureau of Land Management Recreation & Public Purposes lease applications and the Maricopa Regional Trail Plan, at McDowell Mountain Regional Park, Cave Creek Regional Park, White Tank Mountain Regional Park and Lake Pleasant. (County goal SP4.2)
4. By December 31, 2009, Parks and Recreation will become non-reliant on the general fund for park operations through alternate means of funding, which may include the development of a strong non-profit foundation or other special revenue sources. (County goal SP5.4)

1. Total park acres		119,199
2. % of Acres Maintained to Natural Acres	3,229	3%
3. What is the ratio of local versus regional users that you serve?		75% local users
4. Do you have an active acquisition policy in place? If yes, please elaborate		No
5. What is the budget allocated towards it?	\$	-
6. Design and Maintenance Standards There are prototype plans for Visitor Centers, Picnic Restrooms, Family Campground Restrooms, Group Picnic Restrooms, Group Campground Restrooms, Large Picnic Ramadas and Individual Picnic Table Shade Ramada. We also use the Maricopa Association of Governments Uniform Standard Details and Specifications for Public Works Construction.		No
a. Do you budget according to standards? Prototype structures are budgeted based upon previous costs for the same structure and adjusted for inflation.		No
b. Are there written standards in place? Not overall, only prototype structures and public works infrastructure have standard specifications for construction.		No
c. Are there levels of maintenance standards in place? If yes, please elaborate. Trail maintenance is specified in the Trails Management Manual. Due to insufficient staffing trails are not maintained to the level required. Park pumps, wells, RV pedestals and ice machines are on a maintenance schedule.		No
d. Do you currently employ a park classification system? If yes, please elaborate.		No
e. Do you formulate work plans / scheduled developments for the parks and amenities? (List of projects that need to get done, priorities by individual, but nothing system wide) There is a 10 year capital improvements plan that is frequently updated but seldom funded		Yes
f. Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?	General but tasks are listed by % for park related duties	
	Constantly perform facilities management including, but not limited to, cleaning and maintaining restrooms, painting offices and interiors, external structures, graffiti removal; install road and trail signage; minor plumbing jobs, including changing and repairing leaks, replacing plumbing fixtures; fence repair and installation; minor electrical repair: 40%	
	Constantly operate Backhoe/small tractor; perform landscape and/or desert maintenance; tree pruning and other desert vegetation, weeding, fertilizing, erosion control, trail maintenance, etc.: 24%	
	Frequently perform Trash collection: 20%	
	Occasionally perform maintenance and repair of power equipment and water systems: 5%	
	Occasionally has public contact; customer service, answer questions, collects entry fees 3%	
	Misc 8%	
	Varies greatly depending on position: 2-4 hrs week	
g. What is your estimated travel (windshield) time per field employee?		

7. **Fiscal Year (FY) of Data 2006** (if not FY2006, please specify)
8. **Annual Budget for Parks and Recreation**
- | | | | |
|---|--|-----------|------------------|
| a. Park Maintenance Budget (total budget dedicated for all Parks and Recreation related services) | Active Recreation, Maintenance and Develop | \$ | 3,679,841 |
| b. Programming Budget | Interpretive Programming | \$ | 720,657 |
| c. Marketing Budget | Marketing | \$ | 10,021 |
| d. Administrative Budget | Administrative Services Prog | \$ | 1,136,098 |
| | Total Marketing and Admin | \$ | 1,146,119 |
9. **% of tax support to total operating budget**
1,472,518/6,434,502 22.90%
10. **Total Income**
Please elaborate on the sources of alternate revenue
- | | | | |
|---|--|-----------|------------------|
| a. Revenues from fees and charges (Earned Income) | Spur Cross, Souvenir, Lake Pleasant, Enhancement Funds | \$ | 4,358,076 |
| b. Revenues from grants, partnerships, and sponsorships (Unearned Income) | P&R Grants, Donations Fund | \$ | 1,068,283 |
| c. Other Revenues | | \$ | - |
| | Total | \$ | 5,426,359 |
11. **How many Bond Issues have you had over the last 20 years?** \$0
a. What is the amount of the bond issues? \$0
12. **Please elaborate on other dedicated funding sources, if any (eg. taxes, general fund, developers fees)**
Parks collects \$250 per dwelling unit at the time a permit is pulled for construction. This is for houses that are part of a developed master planned community in unincorporated Maricopa County. Town of Cave Creek funds Spur Cross Ranch Conservation Area.
13. **Total Annual Visitation Numbers** FY 07 1,319,731
FY 06 1,276,609
14. **Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.)**
Outdoor/Environmental Education, Recreation Programming, Fitness and Wellness, Special Events, and Summer Camp
15. **How are programs organized into core program areas?**
By audience segment, Identified Demand and Needs, and Cultural/Natural Resources
16. **Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration)**
No on-line Registration

Current registration process for group camp, ramadas, and Desert Outdoor Center: Customer contacts via in person or phone, requests type of use, availability varied by staff using a log book, if available, reservation is tentatively booked until payment is received. Payment can be made via credit card over the phone and or credit card/cash in person. Once monies are received, reservation information is entered into the Access Program created for each park. The outputs of the Access Program include a confirmation letter to the customer, the parks weekly reservations, and reservation signs.
17. **Please describe the program evaluation and customer feedback process undertaken.**
Customer feedback performed through Arizona State University survey, Individual Park Rangers perform post-program satisfaction surveys in some cases.
18. **Formal Marketing / Communications Plan** Marketing Plan = No / Communication Plan = Yes
19. **Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.)**
Web site, event calendars, media remotes, press releases, trade shows and events, system and wildlife brochures, maps, flyers, email blasts, dedications, Gov.Docs and monthly newsletters.

20. Please provide an organization chart (span of control, core business, business unit of organization)

5 (Engineering, Administration, West and East Superintendent, and Marketing/PIO)

a. # of Department Heads

21. Number of full-time and part time staff

91

a. Number of Dedicated Programming staff (FTEs and part time)

12

b. Number of Dedicated Maintenance staff (FTEs and part time)

25

c. Number of Dedicated Marketing / Admin staff (FTEs and part time)

1/19

22. What is the average longevity of your career staff?

long term - 5-10 years

23. How often do you update your job descriptions?

Updating when new recruitments, when required

24. Do you have rangers?

Yes (8 west side / 4 east side)

This job may include the following job duties and is not an all-inclusive list of all job duties that may be required. Employees will be required to perform other related duties as assigned. Constantly plans, organizes, promotes, conducts, and evaluates outdoor recreation and educational programs, including events, displays, classes, lectures, campfire talks, hikes, demonstrations, rides, tours, and outreach presentations: 55%

Frequently plans, designs, constructs, sets up, and presents interpretive presentations, public outreach & other environmental activities, maintains & demonstrates display animals and plants: 10%

Frequently answers questions, assists and provides information to park visitors, interprets park features, natural resources such as, geography, flora, fauna, geology, and archeology; communicates with general public, County departments, other agencies, volunteers, and community groups in order to administer and coordinate park programs, special events, and facility use: 10%

Occasionally educates and provides guidance regarding park rules, safety activities, and operations: 5%
Occasionally obtains interpretive and resource information for use in media development of brochures, articles, audio-visual, newsletters, and displays: 5%

Occasionally enlists, trains, schedules, and supervises other staff and volunteers: 3%
Occasionally develops and monitors supply and equipment needs and budget; occasionally removes litter, empties trash cans, clean restrooms, maintains park areas in a clean and orderly fashion; occasionally collects park fees, reconciles receipts, and makes bank deposits; rarely responds to emergency situations; notifies the appropriate law enforcement/emergency organization; administers first aid and CPR.: 2%

Yes/77469.5 hrs (06/07)

25. Use of Volunteers

26. Please list the sources that you obtain volunteers from

Actively recruit from Department website, referrals, PSA's-newspapers, travel industry, RV clubs, etc., on-site visits
Park users, park hosts tend to be more of winter visitors in exchange for staying at campgrounds they help with things around the park

27. Number of Revenue Producing Facilities

146

(4) developed campgrounds with 384 sites, (1) semi-developed campground with 36 sites, (6) group campgrounds, (7) youth campgrounds, (94) ramadas, (1) archery range, (1) gun-range, (5) amphitheaters, (1) rodeo arena, (6) visitor/ nature centers, (1) outdoor education center, (1) marina, (3) golf courses, (1) paint-ball facility, (1) water park, (2) model plane facilities, (2) model train facilities, (3) competitive tracks and (6) ballfields

28. Please list the types of facilities

Day use, Concessionaires, ramadas, group camp, vendors, special use permits, campground, camping, youth camping, ranges, contracts, nature centers, amphitheaters, education outreach, lake, marina, competitive track, Desert Outdoor Center, rodeo grounds

29. Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)

Networked computers, two way radios
Microsoft Office products w/ PC platform, Peoplesoft for timekeeping,
We have GIS software and data collection hardware. We use electronic equipment for locating underground utilities. We have a full size drawing color print, copy and scan system.

30. Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)

- a. Customer Satisfaction Rates Yes
- b. Customer Retention Rates Yes
- c. Program Delivery Rates Yes
- d. Cleanliness Standards Yes
- e. Cost Recovery Rates No
- f. Safety Plans Yes
- g. Managing for Results Yes

31. Do you have a formal security program in place? (contracted security patrols, park police?) Please explain

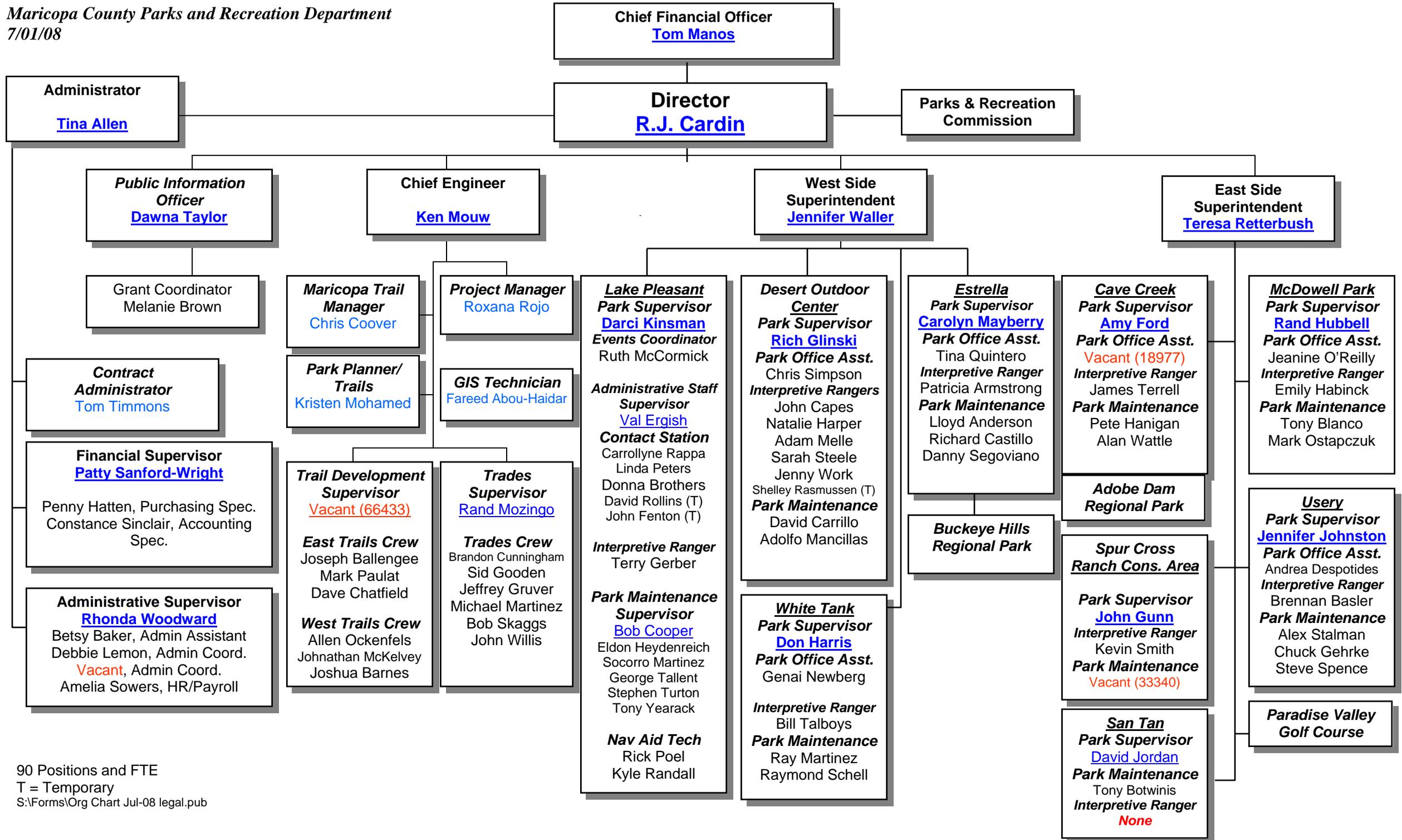
Yes

Maricopa County Sheriff's Office-Mountain Patrol

32. Please list partners and the nature of their agreement

Partner	Agreement (Verbal / Written)	Description
<i>Public</i>		
Arizona Game and Fish	IGA	Water Services
Arizona State Parks	IGA	Spur Cross Ranch
BLM	R&PP	Park Land
BOR	IGA	Lake Pleasant
County Flood Control District	IGA	Adobe Dam and Maricopa Trail Maricopa Trail, McDowell Sonoran Preserve, and Fountain Hills Preserve
<i>Cities and Towns</i>		
Cave Creek	IGA	Spur Cross Ranch
<i>Private</i>		
	Concession Agreements	
<i>Not-for-Profit</i>		
	Trust for Public Land	Acquisitions and Funding
	Sonoran Institute	Development Opportunities
	Nature Conservancy	
	Phoenix Zoo	

Notes:



Appendix 2 – Clark County Benchmark Template

County: **Clark County**
State: **Nevada**

Survey Categories

Contact: Leonard Cash
Title: Director
Phone Nur 702-455-8265
Email: CashL@cl.clark.nv.us

Population 2005 Census Estimates	1,815,700	-
Current Estimate	1,912,654	-
Area in Square Miles	8,012	-

VISION, MISSION, VALUES AND GOALS

Please state your vision, mission, values and major goals

Clark County is committed to top quality service provided by community-focused professionals dedicated to demonstrating and promoting the following guiding values and principles: Accountability, excellence, innovation, integrity, open and inclusive government, and respect

PARKS

1. Total park acres		6,622
	acres of natural and open space	
2. % of Acres Maintained to Natural Acres	5%	1,220
	rural & urban maintained programmable park acreage	
3. What is the ratio of local versus regional users that you serve?		
4. Do you have an active acquisition policy in place?	Yes	
If yes, please elaborate		
1. Federal Recreation and Public Purpose Lease		
2. BLM Land Reservation Process		
3. County Land Transfer Process		
4. Other Policies identified in the Parks and Recreation Master Plan		
5. What is the budget allocated towards it?	\$	-
6. Design and Maintenance Standards	Yes	
a. Do you budget according to standards?	No	
b. Are there written standards in place?	Yes	
c. Are there levels of maintenance standards in place?	Yes	
If yes, please elaborate.		
5 modes -Mode 1 is the highest level of maintenance required. Mode 5 is the lowest amount of maintenance required.		
d. Do you currently employ a park classification system?	Yes	
If yes, please elaborate.		
Neighborhood Parks (0- 25 acres)		
Community Parks (26-160 acres)		
Regional Parks (160 acres plus)		
e. Do you formulate work plans / scheduled developments for the parks and amenities?	Yes	
f. Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?		
Mostly general. Specifics include: Pool Maintenance, Irrigation, Herbicides		
g. What is your estimated travel (windshield) time per field employee?		35%

FUNDING

7.	Fiscal Year (FY) of Data 2006	(if not FY2006, please specify)	37,000,000
8.	Annual Budget for Parks and Recreation	\$	35,204,256
a.	Park Maintenance Budget (total budget dedicated for all Parks and Recreation related services)	\$	12,500,000
b.	Programming Budget	Recreation: 101/541	\$17,604,256
c.	Marketing Budget	\$	100,000
d.	Administrative Budget	\$	5,000,000
	Total Marketing + Admin	\$	5,100,000
9.	% of tax support to total operating budget		63%
10.	Total Earned Income Generated (for example. grants, sponsors, donations, naming rights, etc.)	\$	10,000,000
	Please elaborate on the sources of alternate revenue		
	Grants, fees and charges for programs and services		
a.	Revenues from fees and charges	\$	9,000,000
b.	Revenues from grants, partnerships, and sponsorships	\$	850,000
c.	Other Revenues	\$	150,000
11.	How many Bond Issues have you had over the last 20 years?		
a.	What is the amount of the bond issues?	\$	2,300,000
	1. 1995 Q5 State Bond for Wetlands Park \$13.3 million		
	2. 2001 Q1 State Bond for Wetlands Park \$10 million		
12.	Please elaborate on other dedicated funding sources, if any (eg. taxes, general fund, developers fees)		
	Residential Construction Tax, SNPLMA for Capital construction of Parks, General Fund		

PROGRAMMING

13.	Total Annual Visitation Numbers		-
14.	Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.)		
	community centers, sports, aquatics, before/after school programs, day camps, residential camps, rec mobile, gang intervention, instructional classes		
15.	How are programs organized into core program areas?		
	Urban Centers, aquatics, sports, before/after school programs, camps/rec. mobile, gang intervention, rural areas		
16.	Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration)		
	Online and at each site.		
17.	Please describe the program evaluation and customer feedback process undertaken.		
	customer surveys		

MARKETING

18. **Formal Marketing / Communications Plan** **Yes**

19. **Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.)**

The Clark County Parks and Recreation Marketing Unit produces a 70+ page glossy cover Program Guide three times a year which lists classes and activities of the whole department. A total of 30,000 are distributed to 14 urban libraries, 13 County recreation centers and selected doctors offices and other waiting rooms. They are no longer mailed out. Marketing also emails a monthly newsletter to a list of about 6,000. That list increases with every online registration and by signing people up at events. Marketing produces a bi-monthly Cultural Calendar containing special events, County Museum events, art exhibits and performances at Winchester Cultural Center. Marketing also produces annually two generic oversize fliers, one that focuses on parks and facilities, and one that focuses on programs. These are sent also to libraries, community centers and given away at information fairs. Marketing writes and sends out a large number of news releases to area newspapers, radios and TV stations.

ORGANIZATIONAL STRUCTURE / STAFFING

20. **Please provide an organization chart (span of control, core business, business unit of organization)**

a. # of Department Heads 3 consisting of one Director and two Assistant Directors Recreation

21. **Number of full-time and part time staff** Full Time 267
Part Time 2,120

a. Number of Dedicated Programming staff (FTEs and part time) 86 FTEs unknown
b. Number of Dedicated Maintenance staff (FTEs and part time) 9 FTEs unknown
c. Number of Dedicated Marketing / Admin staff (FTEs and part time) -

22. **What is the average longevity of your career staff?** 18 years

23. **How often do you update your job descriptions? (as needed or for new positions)(Isat comp study aprx 10 years ago)** Centralized

24. **Do you have rangers?** **No**
If yes, please provide a brief description of their responsibilities
We have Park Police force.

25. **Use of Volunteers** **Yes**

26. **Please list the sources that you obtain volunteers from**
at large, coordinated program to teach. Senior Advocate reach out programs, park patrons.

REVENUE PRODUCING FACILITIES

27. **Number of Revenue Producing Facilities** Recreation 113

28. **Please list the types of facilities**
Urban Centers (12), Indoor Pools (3), Outdoor Pools (14), Before/Afterschool sites (68)
Camps (1), Sports Programs (6), Rural sites (9)

USE OF TECHNOLOGY

29. **Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)**
Centralized. RecWare & Safari, SAP, Decision Master, cell phones, Nextel direct connect, two way radio and Verizon wireless

PERFORMANCE MEASURES

30. **Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)**

a. Customer Satisfaction Rates Yes / No
b. Customer Retention Rates Yes / No
c. Program Delivery Rates Yes / No
d. Cleanliness Standards Yes / No
e. Cost Recovery Rates Yes / No
f. Safety Plans Yes / No
g. Others (please list)

31. **Do you have a formal security program in place? (contracted security patrols, park police?) Please explain** Park Police

PARTNERSHIPS

32. Please list partners and the nature of their agreement

<i>Partner</i>	<i>Agreement (Verbal / Written)</i>	<i>Description</i>
<i>Public</i>		
<i>child care</i>	<i>Written</i>	<i>RecTrack</i>
<i>School District</i>	<i>Written</i>	<i>meals / snacks</i>
<i>State of Nevada</i>	<i>Written</i>	<i>health rehabilitation</i>
<i>Private</i>		
<i>Wal Mart</i>	<i>verbal</i>	<i>swim program</i>
<i>Not-for-Profit</i>		
<i>Friends of "center name"</i>	<i>Written</i>	<i>support of different centers</i>
<i>Museum Guild</i>	<i>Written</i>	<i>support County Museum</i>

Notes:

Appendix 3 – East Bay Park District Benchmark Template

East Bay Park District

County: Alameda and Contra Costa
State: California

Survey Categories

Contact: Dave Collins
Title: AGM, Management Services
Phone Nur 510. 544. 2101
Email: dcollins@ebparks.net

Population 2005 Census Estimates -
Current Estimate 2,485,000
Area in Square Miles 1,000

VISION, MISSION, VALUES AND GOALS

The vision of the Park District is to preserve a priceless heritage of natural and cultural resources for open space, parks and trails for the future, and to set aside park areas for the enjoyment and healthful recreation for generations to come. An environmental ethic guides us in all we do. Our mission is to acquire, develop, manage, and maintain a high quality, diverse system of interconnected parklands which balances public usage and education programs with protection and preservation of our natural and cultural resources. Priorities and goals include the extension of the Bay Trail, access to the shore at Bay Point Wetlands, continuing development of the MLK Tidewater Center, open Meyers Estate at Dry Creek Pioneer Park, and complete an environmental review to open a one-mile segment of the Bay Trail.

PARKS

- | | | | |
|-----------|--|--------------------------------|--------------|
| 1. | Total park acres | | 98,000 |
| 2. | % of Acres Maintained to Natural Acres | 90% | 88,200 |
| 3. | What is the ratio of local versus regional users that you serve? | | N/A |
| 4. | Do you have an active acquisition policy in place?
Board adopted master plan designating sites of interest. Annual updates of priorities by Board of Directors | | Yes |
| 5. | What is the budget allocated towards it? | | \$38,648,008 |
| 6. | Design and Maintenance Standards | | Yes |
| a. | Do you budget according to standards? | Annual Budget | Yes |
| b. | Are there written standards in place? | Ongoing and Annual budget obje | Yes |
| c. | Are there levels of maintenance standards in place?
If yes, please elaborate.
Maintenance standards are established and implemented by the operations management team specific to the type and use level of the facility | | N/A |
| d. | Do you currently employ a park classification system?
Yes, all adopted by the Board of Directors. The District uses park classification along with land use planning to provide a long-range, comprehensive program for parks, trails, and facilities in our two counties. | | Yes |
| e. | Do you formulate work plans / scheduled developments for the parks and amenities?
Park Land Use Plans, annual Operations, Maintenance and Capital Improvement schedules are all utilized. | | Yes |
| f. | Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?
The majority of positions are general park ranger designations. Several specialist classifications and incentive pays exist to accomplish necessary services. | | |
| g. | What is your estimated travel (windshield) time per field employee? | | N/A |

FUNDING

- | | | | |
|------------|--|---------------------------------|----------------------|
| 7. | Fiscal Year (FY) of Data 2006 | | |
| | | (if not FY2006, please specify) | |
| 8. | Annual Budget for Parks and Recreation FY 2007 | | \$90,885,722 |
| a. | Park Maintenance Budget (total Operations and Public Safety Budgets) | | \$68,785,984 |
| b. | Programming Budget (Interpretation, recreation) | | \$8,371,223 |
| c. | Marketing Budget | | \$2,678,646 |
| d. | Administrative Budget (all administrative service, inc. land acquisition and capital improvement) | | \$11,049,869.00 |
| | Total Marketing + Admin | | \$13,728,515 |
| 9. | % of tax support to total operating budget | | 87% |
| 10. | Total Earned Income Generated (for example. grants, sponsors, donations, naming rights, etc.) | | \$130,822,487 |
| | The District's revenues come from taxes and assessments, charges for services, interest, rents and leases, grants & governmental aid, bond proceeds, and miscellaneous sources. | | |
| a. | Revenues from taxes & assessments | | \$111,559,324 |
| b. | Revenues from charges for services | | \$12,600,263 |
| c. | Revenues from interest | | \$1,900,500 |
| d. | Revenues from rents & leases | | \$1,595,486 |
| e. | Revenues from grants & governmental aid | | \$147,000 |
| f. | Revenues from bond proceeds | | \$2,226,911 |
| g. | Revenues from miscellaneous sources | | \$793,003 |
| 11. | How many Bond Issues have you had over the last 20 years? | | |
| a. | What is the amount of the bond issues?
One voter approved \$225 million bond authority, realized through seven separate issues.
One long-term note for \$16 million issued under the agency's general fund authority | total principal value | 241 million |
| 12. | Please elaborate on other dedicated funding sources, if any (eg. taxes, general fund, developers fees)
Detailed information in question 10 (a. through g.) above | | |

PROGRAMMING

13. **Total Annual Visitation Numbers** (est) 14 million

14. **Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.)**
Naturalist programs, recreation, aquatics, including nine visitor centers.

15. **How are programs organized into core program areas?**
Programs can be park or subject specific. They are seasonal as well.

16. **Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration)**
Online registration with credit card acceptance, phone registration, in-person registration during office hours.

17. **Please describe the program evaluation and customer feedback process undertaken.**
At the conclusion of each program we offer Program Evaluation Forms. We also accept on-line comments. Regular surveys are undertaken of park users, and District residents to ascertain levels of use, satisfaction, etc.

MARKETING

18. **Formal Marketing / Communications Plan** Yes

19. **Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.)**

All aforementioned marketing promotions are used. We also have the *Regional in Nature* -- a bi-monthly newsletter. We also use TV. ads and use an E-newsletter to distribute information.

ORGANIZATIONAL STRUCTURE / STAFFING

20. **Please provide an organization chart (span of control, core business, business unit of organization)**
a. # of Department Heads see chart attached

21. **Number of full-time and part time staff** 714
a. Number of Dedicated Programming staff (FTEs and part time) 77
b. Number of Dedicated Maintenance staff (FTEs and part time) 64
c. Number of Dedicated Marketing / Admin staff (FTEs and part time) 14

22. **What is the average longevity of your career staff?** (est) > 15 years

23. **How often do you update your job descriptions?** Every 10 years or as needed

24. **Do you have rangers?** Yes
If yes, please provide a brief description of their responsibilities and other tasks in support of the operation, development, and resource protection of the District's parklands and trails. They do not have police powers. We employ 60 fully sworn police officers who are responsible for law enforcement. We have separate fire personnel and two helicopters

25. **Use of Volunteers** Yes

26. **Please list the sources that you obtain volunteers from**
Private Companies, non-profits, and the General Public contributed to our Volunteer force of 11,396 volunteers in 2006

REVENUE PRODUCING FACILITIES

27. **Number of Revenue Producing Facilities** 317

28. **Please list the types of facilities**
wedding/ reception, corporate facilities, waterslide, concessionaires such as food vendors,
horse rental/riding lessons and boarding, rentals of kayaks, boats, etc, a bait and tackle shop, golf courses,
an archery range and gun range, and gift shops.

USE OF TECHNOLOGY

29. **Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)**

Microsoft Excel for timesheets, and two-way radios in the Public Safety/Fire Depts. We use Microsoft outlook for calendaring and communication. Field Staff have two-way radio access in remote areas with no cell service. All remote park sites have computers, most with internet and email access. A variety of computer aided dispatch, design, geographic information, and other applications are also in use.

PERFORMANCE MEASURES

Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)

30.	a. Customer Satisfaction Rates		Yes -- Via Surveys
	b. Customer Retention Rates		No
	c. Program Delivery Rates	Target standards	Yes
	d. Cleanliness Standards	Operations standards	Yes
	e. Cost Recovery Rates	Variable	No
	f. Safety Plans		Yes
	g. Others (please list)		N/A

31. **Do you have a formal security program in place? (contracted security patrols, park police?) Please explain** Yes
We have our own East Bay Regional Parks Police Department

PARTNERSHIPS

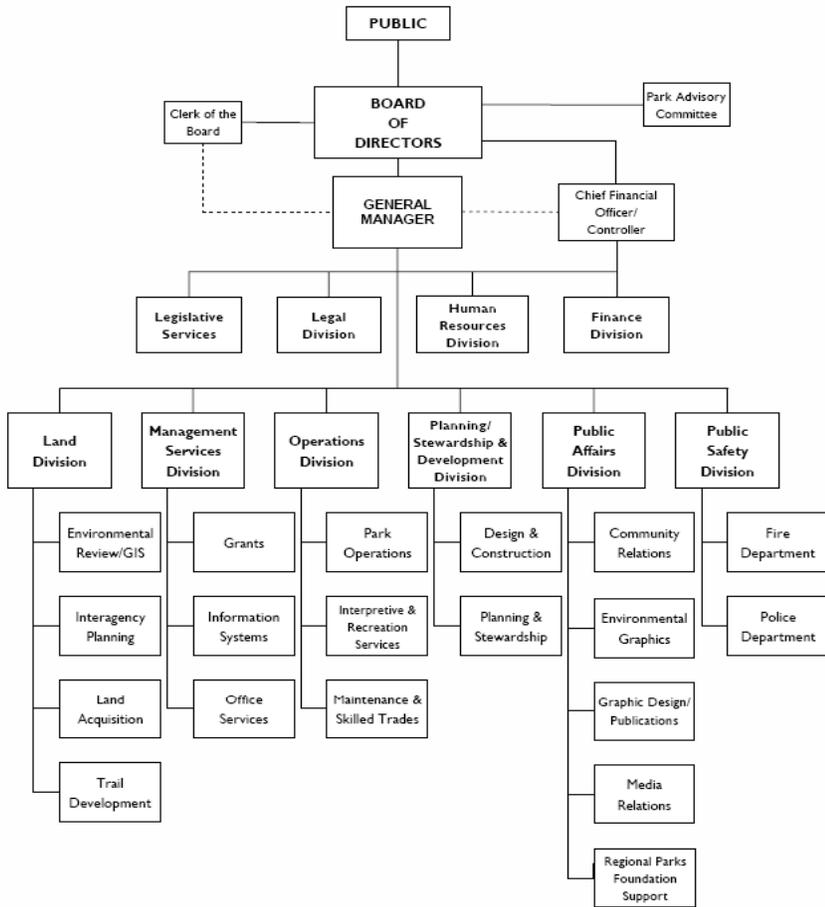
32. **Please list partners and the nature of their agreement**

Partner	Agreement (Verbal / Written)	Description
<i>Public</i> Various Cities, Water Districts, Special Districts, State of California License agreements, operating agreements, joint operations, patrol, hazard abatement, etc.	Written	use of property for park purposes
<i>Private</i> Kaiser Foundation	Written	underwriting health plan and recreation programs
<i>Not-for-Profit</i> YMCA, Taylor Family Foundation Various clubs (archery, equestrian) Conservation Corps, model boatin/aircraft, etc.	Written Written	Camping Programs

Notes:

EAST BAY REGIONAL PARK DISTRICT

Organizational Chart



Appendix 4 – Pima County Benchmark Template

County: **Pima County**
State: **AZ**

Survey Categories

Contact: Rafael Payan
Title: Director
Phone Number: 520-877-6209
Email: Rafael.payan@pima.gov

Population 2005 Census Estimates -
(population growing at 15K to 20K per month)
Current Estimate 1,000,000
Area in Square Miles 2,553

VISION, MISSION, VALUES AND GOALS

Please state your vision, mission, values and major goals

Mission Statement: Lending community efforts to conserve the Sonoran Desert and enhance the urban environment, while providing quality recreational, educational and leisure activities.
Vision Statement: Inspiring enjoyment of our natural resources, urban parks and recreational programs

PARKS

1.	Total park acres		180,000
2.	% of Acres Maintained to Natural Acres	5%	9,000
3.	What is the ratio of local versus regional users that you serve?	70% local users	
4.	Do you have an active acquisition policy in place? The Board of Supervisors has authorized the expenditure of \$172 million identified in the 2004 bond for the acquisition of critical habitat and open space. Parks Department also has a "Parks in subdivisions" ordinance that requires developers to set aside and develop park land.	Yes	
5.	What is the budget allocated towards it?	\$	172,000,000
6.	Design and Maintenance Standards	Yes	
a.	Do you budget according to standards?	Yes	
b.	Are there written standards in place?	Yes	
c.	Are there levels of maintenance standards in place? Standards for pruning, maintenance etc. and some cyclical improvements are in place	Yes	
d.	Do you currently employ a park classification system? Neighborhood Parks (up to 10 acres), District Parks (up to 100 acres), Regional Parks (over 100 acres), Natural Areas; cultural sites, community centers, pools, working landscapes (historic ranches and farmlands), linear / river parks and mountain parks	Yes	
e.	Do you formulate work plans / scheduled developments for the parks and amenities?	Yes	
f.	Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?	Variable	
g.	What is your estimated travel (windshield) time per field employee?	Variable	

FUNDING

7.	Fiscal Year (FY) of Data 2006	(if not FY2006, please specify)	
8.	Annual Budget for Parks and Recreation	\$	14,524,994
a.	Park Maintenance Budget (total budget dedicated for all Parks and Recreation related services)	\$	7,750,000
b.	Programming Budget	\$	-
c.	Marketing Budget	\$	-
d.	Administrative Budget	\$	1,440,000
	Total Marketing and Admin.	\$	1,440,000
9.	% of tax support to total operating budget		100%
10.	Total Earned Income Generated (for example, grants, sponsors, donations, naming rights, etc.) Please elaborate on the sources of alternate revenue	(non grant) \$ (grants) \$	1,100,000 750,000
a.	Revenues from fees and charges	\$	1,100,000
b.	Revenues from grants, partnerships, and sponsorships	\$	750,000
c.	Other Revenues	(donations) \$	1,000,000
	Total	\$	2,850,000
11.	How many Bond Issues have you had over the last 20 years?	\$	3
a.	What is the amount of the bond issues?	(approx.) \$	400,000,000

PROGRAMMING

13.	Total Annual Visitation Numbers	(over 1 million)	1,000,000
14.	Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.) Environmental education, cultural site preservation, natural area programming, urban recreation, sports, arts and leisure activities		
15.	How are programs organized into core program areas?		
16.	Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration) Transitioning to electronic process but still collecting at point of sale, via cash.		
17.	Please describe the program evaluation and customer feedback process undertaken. External and internal user surveys		

MARKETING

18. **Formal Marketing / Communications Plan** Yes

19. **Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.)**
Brochures, newsletters, activity guides (3x / year), publications and pblic service announcements

ORGANIZATIONAL STRUCTURE / STAFFING

20. **Please provide an organization chart (span of control, core business, business unit of organization)**
a. 1 director, 1 deputy director, 6 division managers, 12 unit managers -

21. **Number of full-time and part time staff**

a. Number of Dedicated Programming staff (FTEs and part time)	<i>approx.</i>	60
b. Number of Dedicated Maintenance staff (FTEs and part time)	<i>approx.</i>	200
c. Number of Dedicated Marketing / Admin staff (FTEs and part time)	<i>approx.</i>	10

22. **What is the average longevity of your career staff? (in years approx.)** 20

23. **How often do you update your job descriptions?** Constant review

24. **Do you have rangers?** No
If yes, please provide a brief description of their responsibilities

25. **Use of Volunteers** Yes

26. **Please list the sources that you obtain volunteers from**
Winter visitors
Interest Group

REVENUE PRODUCING FACILITIES

27. **Number of Revenue Producing Facilities** 130

28. **Please list the types of facilities**
Sports Fields: League and Tournament Fees
Community Centers: Classes and Events
Swimming Pools: User Fees and Tournaments

USE OF TECHNOLOGY

29. **Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)**
All process except customer registrations are electronic; use of two-way radios standards

PERFORMANCE MEASURES

30. **Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)**

a. Customer Satisfaction Rates	Yes
b. Customer Retention Rates	No
c. Program Delivery Rates	No
d. Cleanliness Standards	Yes
e. Cost Recovery Rates	Yes
f. Safety Plans	Yes
g. Others (please list)	

31. **Do you have a formal security program in place? (contracted security patrols, park police?) Please explain**
We meet regularly with local LE jurisdictions

PARTNERSHIPS

32. **Please list partners and the nature of their agreement**

Partner	Agreement (Verbal / Written)	Description
Public		
Private		
Not-for-Profit	Written	Brandi Fenton Foundation
	Written	Parklands Foundation

Notes:

Appendix 5 – San Diego County Benchmark Template

County: **San Diego County**
State: **California**

Survey Categories

Contact: Sabrina Hicks
Title: Administrative Secretary
Phone Number: (858) 966-1303
Email: sabrina.hicks@sdcounty.ca.gov

Population 2005 Census Estimates -
Current Estimate 2,941,454
Area in Square Miles 324

VISION, MISSION, VALUES AND GOALS

Please state your vision, mission, values and major goals

Mission: To provide opportunities for high quality parks and recreation experiences and to preserve regionally significant natural and cultural resources.

Vision: A park and recreation system that is the pride of San Diego County.

PARKS

1.	Total park acres		40,000
2.	% of Acres Maintained to Natural Acres	50%	20,000
3.	What is the ratio of local versus regional users that you serve?	2 to 1	

4.	Do you have an active acquisition policy in place?	Yes
		Acquisition of land to expand existing open space preserves & build out HCPs or create new preserves of 200+ acres; Acquisition of active recreation sites selected by community planning process. County Board Policy B-14 governs regional park financing and Policy I-4 government acquisition of lands with federal funds. Overall, the County purchases lands from willing sellers who will accept fair market value. The County's Department of General Services Real Estate Services division provides valuation, engineering and acquisition expertise to complete the acquisition.
5.	What is the budget allocated towards it?	County of San Diego Multiple Species Conservation Program
		\$5,000,000/FY

6.	Design and Maintenance Standards	Yes
a.	Do you budget according to standards?	Yes
b.	Are there written standards in place?	No
c.	Are there levels of maintenance standards in place? If yes, please elaborate.	Yes General Fund maintenance is routine; specially funded parks are maintained at a higher level due to additional fees.
d.	Do you currently employ a park classification system? If yes, please elaborate.	Yes Regional, day use, camping, local, and sports parks
e.	Do you formulate work plans / scheduled developments for the parks and amenities?	Yes / No
f.	Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?	General
g.	What is your estimated travel (windshield) time per field employee?	1/2 hour to each local park, regional parks have assigned staff

FUNDING

7.	Fiscal Year (FY) of Data 2006	(if not FY2006, please specify) FY07-08
8.	Annual Budget for Parks and Recreation	\$ 33,154,144
a.	Park Maintenance Budget (total budget dedicated for all Parks and Recreation related services)	\$ 18,182,429
b.	Programming Budget	\$ 6,490,422
c.	Marketing Budget	\$ 2,893,786
d.	Administrative Budget	\$ 3,103,133
	Total Marketing and Admin	\$ 5,996,919
9.	% of tax support to total operating budget	6%
10.	Total Earned Income Generated (for example. grants, sponsors, donations, naming rights, etc.) Please elaborate on the sources of alternate revenue	\$ 4,456,354
a.	Revenues from fees and charges	\$ 3,159,311
b.	Revenues from grants, partnerships, and sponsorships	\$ 1,297,043
c.	Other Revenues	\$ -
11.	How many Bond Issues have you had over the last 20 years?	
a.	What is the amount of the bond issues?	\$ -
12.	Please elaborate on other dedicated funding sources, if any (eg. taxes, general fund, developers fees)	

PROGRAMMING	
13.	Total Annual Visitation Numbers 4.75 million
14.	Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.) Youth sports, youth enrichment activities, teen center, senior programs, outdoor adventures, adult enrichment, special events, adult and senior sports, environmental education programs
15.	How are programs organized into core program areas? By age and target audience
16.	Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration) Payment can be made in person with cash, credit card or check, by mail with check, and/or online with a credit card
17.	Please describe the program evaluation and customer feedback process undertaken. Program participants are surveyed at the conclusion of programs for satisfaction and for future programming ideas. Pre and post surveys are administered for specific programs such as youth enrichment activities to evaluate program effectiveness.
MARKETING	
18.	Formal Marketing / Communications Plan Yes
19.	Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.) Program guides are sent on a quarterly basis to more than 12,000 email customers, as well as parks, libraries, schools and community centers. Event flyers are posted in the general area, at schools, libraries, DPR website and emailed to customers.
ORGANIZATIONAL STRUCTURE / STAFFING	
20.	Please provide an organization chart (span of control, core business, business unit of organization)
a.	# of Department Heads 2
21.	Number of full-time and part time staff
a.	Number of Dedicated Programming staff (FTEs and part time) -
b.	Number of Dedicated Maintenance staff (FTEs and part time) 125
c.	Number of Dedicated Marketing / Admin staff (FTEs and part time) 18
22.	What is the average longevity of your career staff?
23.	How often do you update your job descriptions? Yearly
24.	Do you have rangers? Yes If yes, please provide a brief description of their responsibilities Customer point of contact, minimal enforcement, maintenance, customer service, site presence
25.	Use of Volunteers Yes
26.	Please list the sources that you obtain volunteers from DPR website, DPR Program Guide, flyers in the parks, word of mouth through park staff and other volunteers, Workamper Magazine, Volunteer San Diego, VolunteerMatch, networking with Directors of Volunteers in Agencies(DOVIA), Inclusion, military.com, providing partnering opportunities with local advocacy groups, and partnering with local business and corporations.

REVENUE PRODUCING FACILITIES

27. **Number of Revenue Producing Facilities** 15

28. **Please list the types of facilities**
Community Centers, Gymnasiums, Sports Fields, Camping Parks, and Regional Parks

USE OF TECHNOLOGY

29. **Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)**
2 way radios, electronic timesheets, online reservation system, oracle, online program registration

PERFORMANCE MEASURES

30. **Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)**

- a. Customer Satisfaction Rates Yes
- b. Customer Retention Rates No
- c. Program Delivery Rates Yes
- d. Cleanliness Standards No
- e. Cost Recovery Rates No
- f. Safety Plans No
- g. Others (please list)

31. **Do you have a formal security program in place? (contracted security patrols, park police?) Please explain**
Staff enforces rules and regulations, rangers live on-site in regional facilities and respond to safety and security issues, locals call 911

PARTNERSHIPS

32. **Please list partners and the nature of their agreement**

Partner	Agreement (Verbal / Written)	Description
<i>Public</i>		
U.S. Fish & Wildlife Service, California Department of Fish and Game	Written Implementing Agreement	The County of San Diego and the Wildlife Agencies have partnered in the development and implementation of the county of San Diego Multiple Species Conservation Program Plan which satisfies the conditions of the Federal and State Endangered Species Acts.
Spring Valley School District	Written	Gymnasium lease agreement
San Pasqual Academy	Written	DPR provides outdoor adventures for foster youth
<i>Private</i>		
Various Independent Contractors	Written	Facilitate youth, adult, and senior programming
REI Inc.	Verbal	Partner on joint venture projects such as media interviews, radio spots, and flyers/brochures
Town Planner	Verbal	Promotional partnership. Adds DPR events on community calendars for distribution.
Wendy's Health and Fitness Services	Written	Health and wellness activities for youth
<i>Not-for-Profit</i>		
Boys and Girls Club	Written	Gymnasium lease agreement
Harmonium Inc.	Written	Counseling Services for Teen Centers
National and Local Land Conservancies (including The Nature Conservancy, Trust for Public Land, Back Country Land Trust, The Conservation Fund, San Dieguito River Conservancy)	Verbal and written grant agreements	Acquisition of open space and application for private, local, state and federal grants.

Notes:

Appendix 6 – Three Rivers Park District Benchmark Template

County: **Three Rivers Park District**
Taxbase is suburban Hennepin but also have property in Carver, Dakota, Ramsey, and Scott Counties.
State: **Minnesota**

Survey Categories

Contact: Jon Nauman
Title: Research & Evaluation Manager
Phone Number: (763) 559-6742
Email: jnauman@threeriversparkdistrict.org

Population 2005 Census Estimates
Current Estimate
Area in Square Miles

739,650 (Our Taxbase: Hennepin County excluding Minneapolis)
753,042 (Our Taxbase: Hennepin County excluding Minneapolis)
548 (Our Taxbase: Hennepin County excluding Minneapolis)

VISION, MISSION, VALUES AND GOALS

Please state your vision, mission, values and major goals

Mission: To promote environmental stewardship through recreation and education in a natural resources-based park system.

Natural Resources Goals: To provide and protect a natural resources-based park system that includes a diversity of wildlife, complete native plant communities and quality water resources and to create an attractive natural environment for people's recreat

PARKS

1.	Total park acres		27,000
2.	% of Acres Maintained to Natural Acres	83%	22,410
3.	What is the ratio of local versus regional users that you serve?	70% Local (within taxbase), 30% Regional (outside taxbase)	
4.	Do you have an active acquisition policy in place? Currently we are using a 2002 plan but are in the process of revamping that plan. You can contact Del Miller for any further explanation. dmiller@threeriversparkdistrict.org There is no money allocated towards it.	Yes	
5.	What is the budget allocated towards it?		\$0
6.	Design and Maintenance Standards	Yes	
	a. Do you budget according to standards?	No	
	b. Are there written standards in place?	Some	
	c. Are there levels of maintenance standards in place? The Park District has high maintenance standards that are informally communicated. These standards are in the process of being formally quantified. Written standards such as trail maintenance and turf management are in progress.	Yes	
	d. Do you currently employ a park classification system? Park Reserves: Desirable size 2,000 acres or more and include an 80/20 policy (80% or more of upland areas must remain natural). Regional Parks: 200 acres or more and are managed for active recreation. Regional Trail Corridors: Linear resources with a recreational function that provide access to regional park sites. Regional Special Recreation Features: Features with limited or specific purpose to support participation in needed regional recreation opportunities that are not generally found in above classifications (i.e. cultural and historic sites, botanical gardens).	Yes	
	e. Do you formulate work plans / scheduled developments for the parks and amenities? Annual work plans are based on a preservation rehabilitation program, capital improvement program and are site-specific for individual work sites.	Yes	
	f. Are your maintenance job descriptions "general" in nature or more specific based on tasks and/or grade?	Both: we have general labor in different classes and specialized technical fields such as swim pond, mechanic, and golf course.	
	g. What is your estimated travel (windshield) time per field employee?	Decentralized program when travel time is 20 minutes.	

FUNDING

7.	Fiscal Year (FY) of Data 2006	(if not FY2006, please specify)	
8.	Annual Budget for Parks and Recreation	\$	35,045,291
	a. Park Maintenance Budget (total budget dedicated for all Parks and Recreation related services)	\$	13,861,494
	b. Programming Budget	\$	9,178,928
	c. Marketing Budget	\$	1,184,543
	d. Administrative Budget	\$	10,820,326
		Total Marketing and Admin	\$ 12,004,869
9.	% of tax support to total operating budget		49.58%
10.	Total Earned Income Generated (for example, grants, sponsors, donations, naming rights, etc.) Please elaborate on the sources of alternate revenue	\$	14,558,745
	a. Revenues from fees and charges	\$	9,711,751
	b. Revenues from grants, partnerships, and sponsorships	\$	1,565,426
	c. Other Revenues	\$	3,281,568
11.	How many Bond Issues have you had over the last 20 years?	\$	22
	a. What is the amount of the bond issues?	\$	122,790,000
12.	Please elaborate on other dedicated funding sources, if any (eg. taxes, general fund, developers fees)		

PROGRAMMING		
13.	Total Annual Visitation Numbers	5,424,900 (Visitation for entire Park District) 150,000 (Programming Visits)
14.	Please list the core programs or program areas (for eg. learning and education programs, sports, special events etc.) <u>Natural history</u> (flora/fauna, taxonomy, ecology concepts etc.). <u>Outdoor skills/recreation</u> (camping, survival skills, canoeing/kayaking, archery, etc.). <u>Special events</u> (raptor releases, book festivals, etc.). <u>Competitive events</u> (ski races, fun runs, mt.bike races, etc.). <u>Wellness-related</u> (speed-dating, nordic walking, hiking clubs, etc.).	
15.	How are programs organized into core program areas? Within these areas a variety of program types are offered: lessons/classes, events, demonstrations, and/or lecture/presentation.	
16.	Please describe your registration / payment process (e.g. online registration with credit card acceptance / online registration without credit card acceptance / no online registration) If the class has a fee, pre-payment is required by credit card for on-line registrations. Patrons can also call the reservation office to register for classes and we require credit card payment immediately. Patrons also have the option of going to the park site or to the reservation office to make a cash or check payment person.	
17.	Please describe the program evaluation and customer feedback process undertaken. The Park District collects both formal and informal feedback pertaining to programs, services, and facilities. The Research and Evaluation Section has the responsibility to conduct comprehensive visitor studies that tracks and reports visitor demographics, recreation patterns, perception of service, and suggested improvements. Data is collected through a variety of means including: personal interviews, mail surveys, Internet surveys, focus groups, and telephone surveys. Approximately 3,000 visitors participate in these studies annually. Under the direction of the Planning and Development Department, the Park District also collects public input via open houses and town meetings. Informal feedback is collected in a number of different ways including: 1) E-mail via feedback@threeriversparkdistrict.org , which is the address for the "contact us" option on our web site. 2) Telephone by calling our main number, 763/559-9000. The operators direct these calls to appropriate staff. Inquiries or comments of a complex or serious nature are routed to the Public Affairs Coordinator, who works with staff to ensure timely, accurate and consistent responses. 3) Referral forms (see attachment) completed by park staff or volunteers for park visitors' questions or comments. These are sent to the Public Affairs Coordinator, who can respond or refer to other staff. Finally, constituents who would like to contact a commissioner can send an e-mail to commissioners@threeriversparkdistrict.org. We also have a voice mailbox for this purpose, at 763/559-6730.	

MARKETING		
18.	Formal Marketing / Communications Plan	Yes
19.	Please elaborate on the types of marketing promotions (program guides, newsletters, flyers / brochures, direct mail, email etc.) and frequency of distribution (annually, bi-annually, quarterly etc.)	
	System Map	annual
	Program and Events Calendar	quarterly
	Promotional flyers, posters, postcards	estimate 40 - 50
	Advertisements	estimate 40
	Promotional displays at community events	20
	Brochures specific to facility, activity or program	25 - 30
	News letters	bi-annual - monthly depending on topic.
	E news	weekly or as needed
	Website (www.ThreeRiversParkDistrict.org)	
	Promotional banners	30 - 40
	News Releases	6 - 10 per week
	Trail Kiosk System	

ORGANIZATIONAL STRUCTURE / STAFFING			
20.	Please provide an organization chart (span of control, core business, business unit of organization)	see 2007 org chart pdf file	10
	a. # of Department Heads		
21.	Number of full-time and part time staff		-
	a. Number of Dedicated Programming staff (FTEs and part time)		57
	b. Number of Dedicated Maintenance staff (FTEs and part time)		116
	c. Number of Dedicated Marketing / Admin staff (FTEs and part time)		8
22.	What is the average longevity of your career staff?	we don't track this information	
23.	How often do you update your job descriptions?	As needed/as new jobs are added	
24.	Do you have rangers? We have public safety officers see #31	Yes	
25.	Use of Volunteers	Yes	
26.	Please list the sources that you obtain volunteers from 1) registered Park District volunteers, 2) one-time individuals for selected projects, 3) community groups (middle school, high school, college requirements, high school running teams, church youth groups, scouts, corporate groups, service organizations like Jaycees and Rotary, special interest groups/clubs (environment, historical, outdoor recreation, etc.), court referrals]		

REVENUE PRODUCING FACILITIES			
27.	Number of Revenue Producing Facilities		152
28.	Please list the types of facilities - Climbing wall (1), campgrounds (19) golfcourse/driving range (5), horseback trails (6), crosscountry ski trails (9), boat launch (8) wilderness settlement (1), boat, bike & sports equip rental (13), picnic shelters (34), meeting/ reception rooms (27) sell produce (1), park admission fee (1), pet exercise area (6), bus parking fee (1), ski jump (1), disc golf (1) swim pond with concessions (2), snow tubing (1), downhill ski/snowboard areas (2), archery (1) nature center & special programs (7), canoe rack rental space (2).		

USE OF TECHNOLOGY			
29.	Please elaborate on the technology used by the system for day-to-day operations (e.g. program registration software, reservation, finance, purchasing, timesheets, 2-way radios etc.)		
Equipment Type	Count		
PCs/Monitors		315	
Apple iMacs		3	
Programmable Keyboards		11	
Point-of-Sale touch screens		37	
Public Safety Squad Car Laptops		21	
Other Laptops		42	
GIS/CAD workstations		3	
Laser Printers		54	
InkJet Printers		57	
Receipt/Ticket Printers		56	
Badge Printers		5	
PC scanners		19	
Point-of-Sale barcode scanners		67	
Hubs, Routers		157	
WiFi Connection Points		20	
PDAs		55	
Phones		400	
Wireless Headsets		13	
Copiers		36	
Digital Cameras, Recorders, Camc		127	
Projectors (Overhead and others)		16	
IBM iSeries		1	
Other Servers		11	
Uninterruptible Power Supplies		47	
Application Type	Software	Company	
Program Registration	RecTrac	Vermont Software	
Other Reservations	RecTrac	Vermont Software	
Online Registration	WebTrac	Vermont Software	
Finance	H.T.E. Select	Sungard H.T.E.	
Purchasing	H.T.E. Select	Sungard H.T.E.	
Payroll	H.T.E. Select	Sungard H.T.E.	
Payroll check printing	ACOM	ACOM Solutions	
Public Safety	H.T.E. CRIMES	Sungard H.T.E.	
GIS/CAD	ArcGIS/ArcView	ESRI	
Donations	GiftWorks	Mission Research	
Work order tracking	MainTrac	Vermont Software	
Office operations	Microsoft Office	Microsoft	
Antivirus	Norton	Symantec	
Phone system	Ops Manager	Mitel	
Reservations phones	ACD Monitor	PrairieFyre	
Plant nursery	(in-house)		
Volunteers	(in-house)		

PERFORMANCE MEASURES

30.	<p>Please list all the performance measures employed by the Department? (For example, cost recovery rates, customer retention rates, participant to staff ratio, program delivery rates etc.)</p> <p>a. Customer Satisfaction Rates b. Customer Retention Rates c. Program Delivery Rates d. Cleanliness Standards e. Cost Recovery Rates f. Safety Plans g. Others (please list)</p>	<p>Yes Yes Yes Yes Yes Yes Yes</p>
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31. **Do you have a formal security program in place? (contracted security patrols, park police?) Please explain**

We have a force of 28 officers and 20 park service officers.

Park Service Officer : ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

1. Provides general information to park guests regarding park ordinances and regulations, safety, and location of various facilities.
 - Performs a variety of public relations functions, as assigned.
 - Establishes and maintains cooperative and cordial relations with the general public, site staff, and public and private officials.
 - In connection with their duties as prescribed by the Park District, enforce the provisions of the park ordinance and, except where limited by the Superintendent, issue citations and warnings to violators.
2. As assigned, provides proactive patrol of Park District property, trails, facilities and buildings.
 - Utilizes a variety of methods of patrol including: foot, bicycle, cross-country skis, snowmobile, ATC, and motor vehicle.
 - After successfully completing a mounted patrol training program, may also patrol on horseback.
3. Conducts and/or assists in a variety of rescue operations and provides first aid treatment as situations require.
4. Receives and responds to complaints of park guests with appropriate course of action as dictated by departmental and organizational policy.
including patrol vehicles, communication equipment, uniform articles, and first aid supplies.
6. Testifies at court hearings, as assigned.
7. As necessary, controls nuisance and domestic animals within Park District boundaries in accordance with established departmental and organizational policies and procedures.
8. As assigned, performs a wide variety of administrative and related support functions for the department.
 - As directed, brings public safety concerns and issues to the planning team for special events, group gatherings and/or athletic activities within Park District facilities and properties and communicates decisions to supervisor and/or implements resolutions, as appropriate.
 - As directed, works at the Public Safety Center handling public inquiries, conducting property equipment inventories, and assisting clerical support personnel.
9. Complies with departmental rules and regulations, including wearing prescribed uniform and presents a dignified, businesslike appearance at all times.
10. Performs other duties as apparent or assigned.

Park Police Officer: ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. Other duties may be assigned.

1. A balanced, dual role of preventive patrol/ordinance enforcement and positive public education/assistance, including: Preventive patrol of boundaries, recreation facilities, trails, roads, build-ings, and natural resources within the Park District to assure the safety and welfare of park
 - Operates automobiles, boats, snowmobiles, ATV's, bicycles, other types of equipment, and rides horses, as required.
 Enforcement of Park District Ordinance, state statutes (including fish and game laws), and special regulations, as appropriate.
 - Receives and responds to complaints of park users. Prepares reports and testifies at court hearings, as appropriate.
 - Investigates violations occurring within the boundaries of the Park District properties.
 - Provides mutual aid and assistance to other law enforcement agencies, as requested.
 Provision of general assistance, information, and education to the public regarding proper use of the parks and their regulations, programs, services, and facilities.
 - Performs a variety of public relations functions including group presenta-tions and outreach programs.
 - Establishes and maintains cooperative and cordial relations.
2. Responds to a wide variety of emergency situations such as weather, medical, and rescue operations and initiates appropriate actions as specified in the Park
 - Administers first aid treat-ment as situations require.
3. Operates and/or assists at user contact stations and deposits daily gate receipts and other revenues at assigned locations throughout the Park District.
4. Participates with Park District staff in developing and carrying out programs to inform the public of the objectives and proper use of Park District facilities.
5. As necessary, controls nuisance and domestic animals within the Park District.
 - Disposes of animal carcasses killed on park and/or adjacent roads.
 - Captures and/or transports nuisance domestic and/or wild animals.
 appearance at all times and adheres to all provisions of the Public Safety Section Procedure Manual.
directs/conducts fire suppression activities in accordance with the Emergency Preparedness Plan.
Assist fire departments with structural fires by determining appropriate fire suppression plan including building evacuations, identification of hazardous materials and critical areas in buildings which require special or accelerated fire suppression activi-ties.

- 8. Performs basic horse care functions and identifies life threatening situations to stock and takes corrective action.
 - For Park Police assigned to the Horse Patrol, performs a wide range of horse care services such as:
 - Draft and implement training programs for Park District horses.
 - Utilize veterinary and farrier tools and techniques to remedy situations as they occur.
 - Maintain tack and other specialized equipment unique to horse care.
 - Maintain a stable and pasture under the Minnesota Horse Council guidelines.
 - Be able to handle various chemicals associated with horse care.
- 9. Develops and conducts training programs such as Defensive Driving, Crime Prevention, Defensive Tactics, and Firearms Training for other law enforcement
- 10. Makes necessary emergency repairs on Park District property and facilities and notifies appropriate Park District personnel.
- 11. When assigned as Field Training Officer, provides leadership to new recruits and on-the-job training in operating procedures, philosophy of Park Police Service, and
- 12. Works independently without direct supervision as required.
- 13. Performs other related duties and responsibilities as apparent and/or assigned.

PARTNERSHIPS

32.

Please list partners and the nature of their agreement

<i>Partner</i>	<i>Agreement (Verbal / Written)</i>	<i>Description</i>
<i>Public</i>		
<p><i>The Park District has various partnerships with public, private and not-for-profit that are decentralized to address situational or on-site cases rather than a centralized clearinghouse. Some agreements are verbal and renewed each year, others are written depending on the level of involvement and contributions from both parties. Some examples are promotional partnership for Historic Murphy's Landing on a Museum Adventure Pass Program, the Raptor Center and Midwest Mountaineering and REI for outdoor programming as well as area schools. We've partnered with various local agencies such a water conservation district on water resources grants and non-profits such as Minnesota Off-Road Cyclists (MORC) to assist with sustainable trail maintenance.</i></p>		

Notes:

MISSION STATEMENT
The mission of the Park District is to promote environmental stewardship through recreation and education in a natural resources-based park system.

Board of Commissioners

General Counsel

Superintendent

Division of Recreation and Education

Division of Administration

Division of Parks and Natural Resources

Department of Program Services

- Nature Centers
- Special Facilities
- Recreation Services

Department of Facility Services

- Park Operations
- Golf Services
- Alpine Services
- Guest Services
- Volunteer Services

Department of Planning and Development

- Engineering
- Landscape Architecture
- Architecture
- Planning
- GIS

Department of Human Resources

- Department of Information Technology
- Department of Marketing & Communications
- Research and Evaluation
- Governmental Relations

Department of Finance

- Accounting
- Revenue
- Risk Management
- Records Management

Department of Public Safety

Department of Maintenance

- Parks & Trails
- Central Services
- Golf & Ski

Department of Natural Resources

- Water Resources
- Wildlife
- Forestry/Horticulture