

North Carolina Municipal and County Parks and Recreation Services Study

Fiscal Year 2005-06

Executive Report



NC Division of Parks and Recreation



01/06

To all Park and Recreation Agencies participating in the
Municipal and County Parks and Recreation Services Study, Fiscal Year 2005-06

Thank you for taking time away from your busy schedules to complete the Municipal and County Parks and Recreation Services Study, Fiscal Year 2005-06. The information you provided will aid all leisure service professionals in North Carolina.

Please accept this **North Carolina Municipal and County Parks and Recreation Services Study, Fiscal Year 2005-06: Executive Report** in appreciation for your concerted effort and professional dedication. If you have any comments or questions concerning this study, please contact Recreation Resources Service, Raleigh office, (919) 515-7118. Not all agencies that responded to the study were included in the results because of time constraints or incomplete survey forms. The results from this study, including an agency searchable database, will be provided to each RRS consultant. This information will be available in Portable Document Format (PDF) on the RRS World Wide Web site at <http://natural-resources.ncsu.edu/rrs>

Once again, thank you for your efforts. The strength of this document remains the effort, information and dedication of each participating agency.

Recreation Resources Service
North Carolina State University

Study coordinated by Dr. Dallis Tucker

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Municipal and County Parks and Recreation Services Study, Fiscal Year 2005-2006: Executive Report

Acknowledgment

Recreation Resources Service (RRS) greatly appreciates the time and effort each park and recreation department allotted to completing the survey. RRS understands the survey places a significant demand on the time of these agencies. Hopefully, the Municipal and County Park and Recreation Services Study (MCPRSS) provides an invaluable resource to enhance the leisure services delivery for the agency and community. As always, the strength of the document remains the determined effort, detailed information and meticulous care the practitioner devotes to completing the survey. Any comments or suggestions concerning this report are encouraged and welcomed.

Introduction

Each year the MCPRSS attempts to determine the current status of local government parks and recreation departments in North Carolina. The report seeks to provide information to all local governments and park and recreation agencies to use in evaluating current services. The report also strives to assist leisure services in budget planning, preparation and justification.

The MCPRSS, fiscal year 2005-06, marks the 56th year of assessment for municipal leisure service providers. This edition also marks the 36th year of assessment for county leisure service agencies. The MCPRSS for this fiscal year reviews operating and capital budgets, personnel salary ranges, and revenue sources.

The MCPRSS offers leisure service managers and administrators an important tool for:

- Tax-supported funding trend analysis based upon changes in operating budget fund levels from year to year.
- Comparing park and recreation personnel salary ranges and revenue sources for similar communities to evaluate level of service.

Recreation Resources Service hopes this study will enable managers and administrators to make wise, informed decisions on the operation of their agencies and the delivery of leisure services to their clientele.

Methods

In August of 2005, the MCPRSS survey report was mailed to 219 recognized local government park and recreation departments in North Carolina. For this iteration of the MCPRSS, two versions of the survey instrument were developed based on population served by the department's local government. One version was designed for large departments serving greater than 25,000 and the second version for agencies serving fewer than 25,000 people. The survey for larger departments contained more personnel positions. The intent behind two different survey instruments was to facilitate greater response through ease of survey completion.

A follow-up mailing was sent to all agencies not responding by August 30, 2005, and phone calls and e-mails were sent to encourage response through October 2005. One hundred and four (104) responses were received by November of 2005 for a response rate of **47.48%**. The response rate difference between MCPRSS fiscal year 2005-06 and MCPRSS fiscal year 2004-

05 represents a **decrease** of **10.45%** (see Limitations). Data collected from returned surveys was entered into a Filemaker Pro database. Microsoft Excel was used to generate the descriptive statistics, means, medians and frequencies utilized in the executive summary.

The following agencies did **not** respond to the MCPRSS, Fiscal Year 2005-06:

Municipal:

Aberdeen, Ahoskie, Andrews, Angier, Ayden, Belhaven, Belmont, Bessemer City, Black Mountain, Boiling Spring Lakes, Canton, Carolina Beach, Cary, Chapel Hill, Cherryville, Concord, Cornelius, Cramerton, Dunn, Emerald Isle, Enfield, Forest City, Fuquay-Varina, Granite Falls, Hamlet, Hope Mills, Hudson, Kenly, Knightdale, La Grange, Landis, Liberty, Lillington, Maiden, Marshville, Matthews, Monroe, Morrisville, Mount Holly, Mount Olive, Nashville, Norwood, Old Fort, Oxford, Pilot Mountain, Pinebluff, Raleigh, Randleman, Red Springs, Reidsville, Roanoke Rapids, Robersonville, Rockingham, Rolesville, Scotland Neck, Selma, Siler City, Smithfield, Southport, Spindale, Spring Lake, Spruce Pine, Stanley, Tabor City, Tarboro, Valdese, Wallace, Warsaw, Whiteville, Wilkesboro, Williamston, Wilmington, Winterville, Wrightsville Beach, Zebulon

County:

Anson, Ashe, Avery, Bladen, Buncombe, Chatham, Cherokee, Clay, Davidson, Franklin, Gaston, Gates, Graham, Greene, Harnett, Henderson, Hoke, Iredell, Jackson, Jones, Macon, Pamlico, Pasquotank, Perquimans, Pitt, Polk, Richmond, Rutherford, Stokes, Transylvania, Warren, Washington, Watauga, Yancey

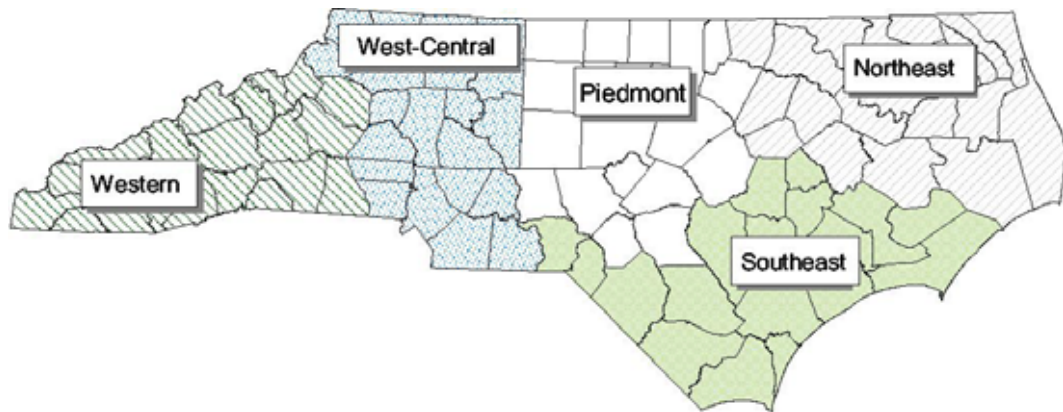
Combination:

Kinston-Lenoir County, Swain County–Bryson City

Organization

The MCPRSS reports results based not only upon size of population served but also by geographic region. The leisure needs and service delivery to mountain communities differ from those of coastal communities of comparable size. The geographic regions represent five distinct regions of North Carolina: Northeast, Piedmont, Southeast, West-Central, and Western.

Figure 1. MCPRSS Geographic Regions by County



Northeast Region:

Currituck, Camden, Gates, Hertford, Northampton, Warren, Pasquotank, Halifax, Perquimans, Chowan, Dare, Bertie, Nash, Edgecombe, Tyrrell, Martin, Washington, Wilson, Pitt, Beaufort, Hyde

Piedmont Region:

Alamance, Caswell, Chatham, Cumberland, Durham, Franklin, Granville, Guilford, Harnett, Hoke, Johnston, Lee, Montgomery, Moore, Orange, Person, Randolph, Rockingham, Vance, Wake

Southeast Region:

Bladen, Brunswick, Carteret, Columbus, Craven, Duplin, Greene, Jones, Lenoir, New Hanover, Onslow, Pamlico, Pender, Richmond, Robeson, Sampson, Scotland, Wayne

West-Central Region:

Alexander, Alleghany, Anson, Ashe, Cabarrus, Catawba, Davidson, Davie, Forsyth, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, Stokes, Surry, Union, Watauga, Wilkes, Yadkin

Western Region:

Avery, Buncombe, Burke, Caldwell, Cherokee, Clay, Cleveland, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, Yancey

Reporting Agencies in Each Geographic Region Include:

Northeast

Bertie County Parks & Recreation	Greenville Recreation & Parks
Currituck County Parks & Recreation	Northampton County Recreation
Dare County Parks & Recreation	Rocky Mount Parks & Recreation
Edenton-Chowan Parks & Recreation	Washington Parks Recreation & Civic Center
Elizabeth City Parks & Recreation	Wilson Parks & Recreation
Farmville Parks Department	

Piedmont

Alamance County Recreation & Parks	Haw River Recreation Dept
Apex Parks Recreation & Cultural Resources	Henderson-Vance Recreation & Parks
Archdale Parks & Recreation	High Point Parks & Recreation
Asheboro Parks & Recreation	Holly Springs Parks & Recreation
Benson Parks & Recreation	Lee County Parks & Recreation
Burlington Department of Recreation & Parks	Louisburg Parks & Recreation
Carrboro Recreation & Parks	Madison-Mayodan Recreation Department
Caswell County Parks & Recreation	Mebane Recreation & Parks
Clayton Parks & Recreation	Moore County Parks & Recreation
Durham Department of Parks & Recreation	Orange County Recreation & Parks
Eden Parks & Recreation	Person County Parks & Recreation
Fayetteville-Cumberland Parks & Recreation Department	Southern Pines Recreation & Parks
Garner Parks & Recreation	Wake County Parks & Recreation
Gibsonville Parks & Recreation	Wake Forest Parks & Recreation
Graham Recreation & Parks	Wendell Parks & Recreation
Greensboro Parks & Recreation	

Southeast

Carteret County Parks & Recreation	New Hanover County Parks
Clinton Recreation & Parks Department	Oak Island Parks & Recreation
Columbus County Parks & Recreation	Onslow County Parks & Recreation
Craven County Recreation & Parks	Pender County Parks & Recreation
Duplin Co Parks & Recreation	Red Springs Recreation Commission
Goldsboro Parks & Recreation	Robeson County Parks & Recreation
Havelock Recreation Department	Sampson County Parks & Recreation
Jacksonville Recreation & Parks	Scotland County Parks & Recreation
Lumberton Recreation & Parks	
Morehead City Department of Parks & Recreation	

West-Central

- Albemarle Parks & Recreation
- Alexander County Recreation Department
- Alleghany County Recreation
- Blowing Rock Parks & Recreation
- Cabarrus County Parks & Recreation
- Catawba County Parks Division
- Davidson Parks & Recreation
- Elkin Recreation & Parks
- Forsyth County Parks & Recreation
- Gastonia Parks & Recreation
- Hickory Parks & Recreation
- Huntersville Parks & Recreation
- Kannapolis Parks & Recreation
- Kernersville Parks & Recreation
- Lexington Parks & Recreation
- Lincoln County Parks and Recreation

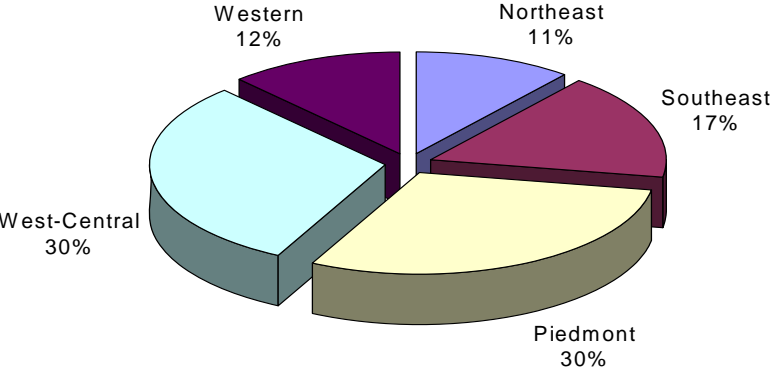
- Lincolnton Parks and Recreation
- Mecklenburg County Parks & Recreation
- Mocksville-Davie Parks & Recreation
- Mooresville Recreation Department
- North Wilkesboro Parks & Recreation
- Newton Parks & Recreation
- Rowan County Parks & Recreation
- Salisbury Parks & Recreation
- Statesville Recreation & Parks
- Surry County Recreation
- Thomasville Parks & Recreation
- Union County Parks & Recreation
- Wilkes County Parks & Recreation
- Winston-Salem Recreation & Parks
- Yadkin County Parks & Recreation

Western

- Asheville Parks & Recreation
- Burke County Recreation & Parks
- Fletcher Parks & Recreation
- Haywood County Recreation
- Highlands Parks & Recreation
- Lenoir Parks & Recreation

- Madison County Parks & Recreation
- McDowell County Parks & Recreation
- Mitchell County Parks & Recreation
- Morganton Recreation & Parks
- Shelby Parks & Recreation
- Waynesville Parks & Recreation

Figure 2. MCPRSS Respondents by Geographic Region (n = 104)



Description of Population Categories

The population estimates used in this report were certified county and municipal estimates of July 1, 2004 population. The estimates were calculated by the State Demographer, Office of State Budget and Management, North Carolina Office of the Governor and provided online at <http://demog.state.nc.us>. The population category groupings include:

- A Departments serving populations greater than 100,000
- B Departments serving populations between 99,999 and 50,000
- C Departments serving populations between 49,999 and 25,000
- D Departments serving populations between 24,999 and 10,000
- E Departments serving populations between 9,999 and 5,000
- F Departments serving populations less than 4,999

Responding Agencies and Population Estimate by Population Category:

Class A

Agency	Population Estimate
Alamance County Recreation & Parks	136,773
Cabarrus County Parks & Recreation	142,740
Catawba County Parks Division	146,971
Durham Department of Parks & Recreation	201,660
Fayetteville-Cumberland Parks & Recreation Department	303,953
Forsyth County Parks & Recreation	236,781
Greensboro Parks & Recreation	229,180
Mecklenburg County Parks & Recreation	752,366
New Hanover County Parks	168,088
Onslow County Parks & Recreation	147,524
Orange County Recreation & Parks	118,183
Robeson County Parks & Recreation	125,756
Rowan County Parks & Recreation	133,931
Union County Parks & Recreation	145,986
Wake County Parks & Recreation	695,681
Winston-Salem Recreation & Parks	193,922

Class B

Agency	Population Estimate
Asheville Parks & Recreation	71,750
Burke County Recreation & Parks	89,657
Carteret County Parks & Recreation	60,865
Columbus County Parks & Recreation	54,518
Craven County Recreation & Parks	91,754
Duplin County Parks & Recreation	51,181
Gastonia Parks & Recreation	68,513
Greenville Recreation & Parks	65,782
Haywood County Recreation	55,442
High Point Parks & Recreation	89,203

Class B (continued)

Agency	Population Estimate
Jacksonville Recreation & Parks	72,829
Lincoln County Parks and Recreation	68,070
Moore County Parks & Recreation	79,267
Rocky Mount Parks & Recreation	56,136
Sampson County Parks & Recreation	62,037
Surry County Recreation	72,278
Wilkes County Parks & Recreation	67,055

Class C

Agency	Population Estimate
Alexander County Recreation Department	34,784
Burlington Department of Recreation & Parks	46,315
Dare County Parks & Recreation	33,116
Goldsboro Parks & Recreation	38,522
Hickory Parks & Recreation	38,874
Huntersville Parks & Recreation	29,387
Kannapolis Parks & Recreation	38,679
Lee County Parks & Recreation	49,138
McDowell County Parks & Recreation	42,867
Mocksville-Davie Parks & Recreation	37,151
Pender County Parks & Recreation	43,527
Person County Parks & Recreation	36,864
Salisbury Parks & Recreation	28,158
Scotland County Parks & Recreation	35,757
Thomasville Parks & Recreation	25,562
Wilson Parks & Recreation	46,556
Yadkin County Parks & Recreation	37,421

Class D

Agency	Population Estimate
Albemarle Parks & Recreation	15,694
Alleghany County Recreation	10,874
Apex Parks, Recreation & Cultural Resources	24,701
Asheboro Parks & Recreation	22,709
Bertie County Parks & Recreation	16,544
Carrboro Recreation & Parks	17,585
Caswell County Parks & Recreation	23,632

Class D (continued)

Agency	Population Estimate
Clayton Parks & Recreation	10,245
Currity County Parks & Recreation	20,834
Eden Parks & Recreation	15,834
Edenton-Chowan Parks & Recreation	14,433
Elizabeth City Parks & Recreation	17,686
Garner Parks & Recreation	20,144
Graham Recreation & Parks	13,316
Havelock Recreation Department	22,861
Henderson-Vance Recreation & Parks	16,231
Holly Springs Parks & Recreation	12,375
Kernersville Parks & Recreation	20,494
Lenoir Parks & Recreation	18,411
Lexington Parks & Recreation	20,492
Lincolnton Parks and Recreation	10,399
Lumberton Recreation & Parks	22,192
Madison County Parks & Recreation	19,858
Mitchell County Parks & Recreation	15,831
Mooreville Recreation Department	20,711
Morganton Recreation & Parks	17,080
Newton Parks & Recreation	12,939
Northampton County Recreation	21,782
Shelby Parks & Recreation	20,986
Southern Pines Recreation & Parks	11,424
Statesville Recreation & Parks	24,622
Wake Forest Parks & Recreation	16,490

Class E

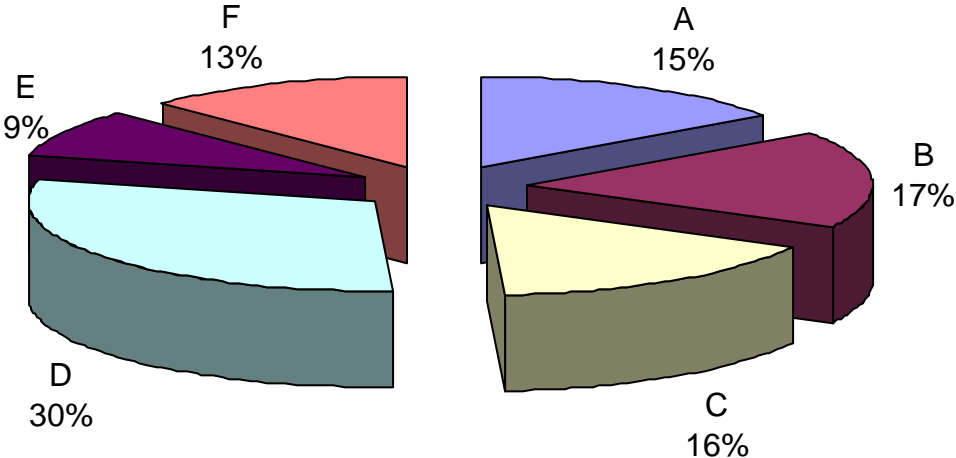
Agency	Population Estimate
Archdale Parks & Recreation	9,339
Clinton Recreation & Parks Department	8,650
Davidson Parks & Recreation	7,855
Mebane Recreation & Parks	7,864
Morehead City Department of Parks & Recreation	7,821
Mount Airy Parks and Recreation	8,489
Oak Island Parks & Recreation	7,120
Washington Parks Recreation & Civic Center	9,767
Waynesville Parks & Recreation	9,482

Class F

Agency	Population Estimate
Benson Parks & Recreation	3,232
Blowing Rock Parks & Recreation	1,424
Elkin Recreation & Parks	4,092
Farmville Parks Department	4,591
Fletcher Parks & Recreation	4,960
Gibsonville Parks & Recreation	4,554
Haw River Recreation Department	1,941
Highlands Parks & Recreation	929
Louisburg Parks & Recreation	3,249
Madison-Mayodan Recreation Department	4,623
North Wilkesboro Parks & Recreation	4,155
Red Springs Recreation Commission	3,447
Wendell Parks & Recreation	4,599

Park and recreation agencies servicing large urban populations may skew results of means (averages) calculated for the region. Median results will also be displayed to help show skewed results. Medians are statistically robust and reflect the midpoint of the reported results. For more information on the properties of median values, see Appendix C.

Figure 3. MCPRSS Respondents by Population Category



- A Departments serving populations greater than 100,000
- B Departments serving populations between 99,999 and 50,000
- C Departments serving populations between 49,999 and 25,000
- D Departments serving populations between 24,999 and 10,000
- E Departments serving populations between 9,999 and 5,000
- F Departments serving populations less than 4,999

Limitations

Local government park and recreation agencies provide diverse functions. Some agencies focus on delivering park facilities as well as active recreation programming. Others may focus on providing only parks or possibly even civic centers and golf courses. Several agencies responding to the survey noted that Public Works or a similar department performs maintenance tasks for the department and, therefore, maintenance is no longer a portion of the park and recreation departmental budget. For the purpose of this report, distinction will only be made on agencies funded by local tax-supported revenues of municipalities, counties and municipal/county combinations.

The information provided by the departments responding to the survey was entered and analyzed exactly as reported. In some instances, the information provided on one question may directly contradict information provided for another question. RRS assumes each local park and recreation agency reports their information completely and accurately.

Some departments did not complete all sections of the survey. The means and medians displayed in the report are based upon the responses of those departments that did respond. Therefore, some tables may have missing values. These missing values should not be interpreted as having a value of zero.

The response rate for the 2005-06 MCPRSS impacts the validity of the information provided in this report. Care must be taken when making interpretations from the reported data. The information only represents a sample (n = 104) of the total local government parks and recreation departments (N = 219). When interpreting means and medians of a certain population category or geographic region, consider how well the sample represents the total population for those characteristics. For assistance see Tables 1, 2 and 3.

**Table 1
2005-06 MCPRSS Sample Representation by Population Category**

Population Category	Total Population (N = 219)	Responding to 05-06 MCPRSS (n = 104)	Representative Percentage (%)
A	23	16	69.57%
B	27	19	70.37%
C	31	17	54.84%
D	53	30	56.60%
E	29	9	31.03%
F	56	13	23.21%

**Table 2
2005-06 MCPRSS Sample Representation by Geographic Region**

Geographic Region	Total Population (N = 219)	Responding to 05-06 MCPRSS (n = 104)	Representative Percentage (%)
Northeast	27	11	40.74%
Piedmont	60	31	51.67%
Southeast	41	18	43.90%
West-Central	56	32	57.14%
Western	35	12	34.29%

Table 3
2005-06 MCPRSS Sample Population Category by Geographic Region

Region	Class A	Class B	Class C	Class D	Class E	Class F
Northeast	0	2	2	5	1	1
Piedmont	6	2	3	12	2	6
Southeast	3	6	3	2	3	1
West-Central	7	6	8	6	2	3
Western	0	3	1	5	1	2

Expenditure Information

The information presented in this executive summary only reflects a sample of the total expenditures dedicated to local government parks and recreation in North Carolina. When reviewing the data, consider that it does not provide the complete picture, but rather a generalization. All information provided was entered **AS REPORTED**. Any questions concerning contradictions or discrepancies within the data should be directed to the responding agency.

Table 4
Total Reported Expenditures for Local Government Parks & Recreation in North Carolina

Agency Type	Number Responding	Operating Expenditures	Capital Expenditures	TOTAL Expenditures
Combination	n = 5	\$16,024,991	\$518,670	\$16,543,661
County	n = 38	\$57,474,665	\$11,731,934	\$69,206,599
Municipal	n = 61	\$127,798,362	\$62,300,122	\$190,098,484
TOTAL	n = 104	\$201,298,018	\$74,550,726	\$275,848,744

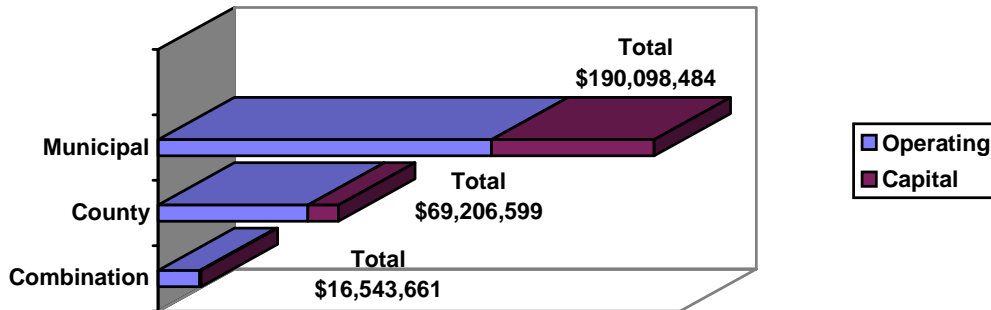
The total reflects the expenditures **reported** by only a **sample** of local government park and recreation departments in North Carolina, **47.48%**

**The Total Reported Local Government Expenditures
 for Park and Recreation in Fiscal Year 2005-06 equals:**

\$275,848,744

Figure 4.

**2005-06 Reported Expenditures for Local Government
Park and Recreation in North Carolina**



Mean and median results from the Municipal and County Services Study, Fiscal Year 2005-06, provide significant information to local government park and recreation agencies if interpreted correctly. If the mean and median values are very close, the sample has a normal frequency distribution and the mean offers a good measure of the midpoint. If significant difference exists between the mean and median, lean towards using the median as the measure of central tendency. This sample possesses a nonsymmetrical distribution and suffers skewness. When the mean is significantly higher than the median, abnormally high values skew the sample. When the median is significantly larger than the mean, abnormally low values skew the sample.

**Table 5
Reported Mean and Median Operating Expenditures by Agency Type**

Agency Type	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total
Combination	\$1,867,740	\$119,545	-	\$18,025	\$255,510	\$317,873	\$620,305	\$3,204,998
Median	\$387,000	\$78,622	-	\$4,100	\$77,601	\$67,000	\$97,014	\$628,000
County	\$971,083	\$87,366	\$357,015	\$11,091	\$89,435	\$86,193	\$149,038	\$1,553,369
Median	\$257,600	\$50,765	\$24,900	\$3,100	\$29,000	\$24,880	\$95,708	\$522,669
Municipal	\$1,316,290	\$88,689	\$153,076	\$12,555	\$138,344	\$96,465	\$478,439	\$2,129,973
Median	\$585,033	\$42,000	\$48,175	\$6,400	\$53,000	\$51,800	\$184,602	\$1,033,653

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

**Table 6
Reported Mean and Median Capital Improvement Expenditures by Agency Type**

Agency Type	Equipment	Land	New Development	Revitalize Existing	Other	Total
Combination	\$54,768	-	-	\$21,533	-	\$129,668
Median	\$17,285	-	-	\$28,000	-	\$66,500
County	\$39,435	\$455,433	\$414,516	\$51,981	\$95,538	\$355,513
Median	\$22,600	\$95,800	\$300,000	\$25,000	\$13,600	\$162,132
Municipal	\$57,054	\$488,349	\$1,335,229	\$521,762	\$398,607	\$1,175,474
Median	\$34,900	\$239,655	\$150,000	\$30,000	\$34,450	\$144,700

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 7
Reported Mean and Median Operating Expenditures by Geographic Region

Region	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total
Northeast	\$1,184,879	\$59,704	\$69,521	\$11,675	\$158,236	\$130,024	\$431,142	\$1,981,530
<i>median</i>	\$740,712	\$18,557	\$31,500	\$4,500	\$142,638	\$67,000	\$92,438	\$1,007,045
Piedmont	\$1,586,038	\$114,587	\$161,820	\$13,092	\$174,415	\$127,439	\$620,214	\$2,571,909
<i>median</i>	\$544,476	\$59,797	\$36,140	\$7,400	\$77,601	\$35,000	\$198,128	\$1,015,753
Southeast	\$557,048	\$72,357	\$64,085	\$16,638	\$74,391	\$50,312	\$166,229	\$14,426,058
<i>median</i>	\$380,251	\$28,413	\$30,343	\$4,500	\$28,250	\$29,500	\$121,564	\$661,244
West-Central	\$1,430,732	\$84,320	\$553,097	\$10,682	\$126,476	\$127,163	\$288,781	\$2,258,254
<i>median</i>	\$512,309	\$47,000	\$46,372	\$5,190	\$47,238	\$57,250	\$128,611	\$849,480
Western	\$780,519	\$78,141	\$74,344	\$7,839	\$59,057	\$51,637	\$262,918	\$1,254,507
<i>median</i>	\$230,827	\$53,000	\$18,975	\$3,500	\$41,750	\$30,790	\$141,952	\$494,708

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 8
Reported Mean and Median Capital Improvement Expenditures by Geographic Region

Region	Equipment	Land	New Development	Revitalize Existing	Other	Total
Northeast	\$86,272	-	\$168,333	\$108,450	-	\$209,535
<i>median</i>	\$61,600	-	\$105,000	\$51,100	-	\$190,690
Piedmont	\$51,555	\$760,597	\$1,889,551	\$913,599	\$601,749	\$1,917,040
<i>median</i>	\$37,800	\$87,500	\$150,000	\$25,000	\$112,500	\$143,850
Southeast	\$49,927	-	\$303,469	\$50,708	\$51,973	\$217,694
<i>median</i>	\$22,000	-	\$109,431	\$23,600	\$27,128	\$99,473
West-Central	\$46,467	\$436,294	\$695,061	\$91,440	\$190,188	\$535,021
<i>median</i>	\$25,000	\$327,155	\$275,000	\$48,500	\$88,150	\$182,000
Western	\$28,140	\$165,267	\$406,770	\$42,744	\$79,645	\$231,677
<i>median</i>	\$9,750	\$95,800	\$333,335	\$8,500	\$10,000	\$100,425

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

The following Combination Departments responded to the survey: Edenton-Chowan, Fayetteville-Cumberland, Henderson-Vance, Madison-Mayodan and Mocksville-Davie. Due to the small sample of combination agencies, for the remainder of the report, all responses from those agencies will be incorporated into the presentation of county agencies due to similar population served. Madison-Mayodan serves two municipalities, therefore it is incorporated with municipal agencies.

Table 9
Reported Mean and Median Operating Expenditures by Agency Population Class

	Class	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total	
County	A	\$2,480,803	\$145,063	\$1,043,873	\$20,086	\$224,425	\$218,527	\$293,462	\$4,098,970	
	median	\$935,901	\$86,715	\$111,101	\$5,550	\$130,475	\$110,000	\$132,729	\$1,235,091	
	B	\$325,200	\$72,004	\$43,565	\$5,925	\$39,716	\$45,028	\$94,786	\$567,009	
	median	\$244,060	\$37,600	\$24,900	\$3,500	\$29,000	\$27,000	\$111,140	\$522,669	
	C	\$69,610	\$30,270	\$14,032	\$74,660	\$31,438	\$69,610	\$113,502	\$619,466	
	median	\$47,000	\$21,980	\$2,638	\$24,900	\$10,550	\$47,000	\$71,146	\$398,138	
	D	\$83,616	\$28,417	\$10,319	\$1,711	\$10,891	\$5,504	\$50,680	\$170,452	
	median	\$55,274	\$30,000	\$5,045	\$1,700	\$5,950	\$2,290	\$15,860	\$128,485	
	Municipal	A	8,812,568	348,881	456,458	21,300	730,416	392,007	\$2,067,467	\$12,829,097
		median	6,100,390	423,940	226,350	19,975	546,330	320,540	\$1,440,400	\$8,825,950
		B	\$2,762,536	\$188,461	\$155,823	\$49,110	\$223,219	\$99,756	\$1,213,668	\$4,540,261
		median	\$3,232,149	\$200,850	\$60,543	\$22,480	\$206,546	\$109,895	\$812,499	\$5,323,635
C		\$1,447,326	\$69,763	\$124,358	\$11,154	\$161,117	\$222,785	\$496,202	\$2,492,294	
median		\$1,445,764	\$45,000	\$89,109	\$9,465	\$158,018	\$122,486	\$393,580	\$2,245,927	
D		\$680,596	\$78,366	\$199,400	\$7,515	\$94,222	\$60,895	\$270,300	\$1,261,409	
median		\$642,600	\$50,899	\$63,581	\$6,500	\$53,850	\$36,700	\$157,739	\$1,049,860	
E		\$516,787	\$44,220	\$48,131	\$5,439	\$75,368	\$47,106	\$261,617	\$859,023	
median		\$375,188	\$28,817	\$43,283	\$4,855	\$38,750	\$38,325	\$203,548	\$708,782	
F		\$156,685	\$19,529	\$17,131	\$1,809	\$28,309	\$19,746	\$63,464	\$280,842	
median		\$165,826	\$14,125	\$13,500	\$700	\$21,038	\$12,600	\$41,675	\$244,815	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 10
Reported Mean and Median Capital Expenditures by Agency Population Class

	Class	Equipment	Land	New Development	Revitalize Existing	Other	Total
County	A	\$63,602	-	\$781,667	\$48,000	\$211,610	\$563,794
	<i>median</i>	\$67,473	-	\$877,000	\$35,000	\$99,050	\$132,640
	B	\$15,121	-	\$151,839	\$44,050	\$28,088	\$167,338
	<i>median</i>	\$6,100	-	\$100,000	\$15,000	\$12,800	\$124,600
	C	\$60,904	-	\$560,428	-	\$62,649	\$508,174
	<i>median</i>	\$28,139	-	\$529,263	-	\$21,980	\$454,098
	D	\$17,550	-	-	-	-	\$134,630
	<i>median</i>	\$4,050	-	-	-	-	\$9,090
Municipal	A	108,462	746,828	9,023,181	5,209,598	-	\$16,338,662
	<i>median</i>	57,087	500,000	2,750,000	680,140	-	\$3,430,000
	B	\$176,673	-	-	\$130,310	\$250,577	\$4,790,838
	<i>median</i>	\$176,500	-	-	\$74,200	\$205,000	\$5,931,980
	C	\$78,403	-	-	\$52,860	-	\$403,345
	<i>median</i>	\$72,170	-	-	\$50,000	-	\$103,575
	D	\$42,564	-	\$301,322	\$31,280	\$284,322	\$340,427
	<i>median</i>	\$37,800	-	\$150,000	\$25,000	\$45,000	\$144,700
	E	\$29,384	-	\$114,586	-	\$99,711	\$191,006
	<i>median</i>	\$14,000	-	\$109,431	-	\$27,575	\$184,345
F	\$7,088	-	-	\$48,461	\$26,199	\$78,946	
<i>median</i>	\$6,900	-	-	\$21,300	\$34,148	\$25,300	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 11
Reported Mean and Median Revenue Sources by Geographic Region

Region	Fees & Charges	Concessions	Facility Rentals	Federal Grants	State Grants	Local Grants
Northeast	\$335,420	\$24,967	\$25,189	-	\$132,141	\$6,433
<i>median</i>	\$117,924	\$14,000	\$16,297	-	\$138,000	\$3,000
Piedmont	\$353,491	\$38,177	\$67,129	\$1,228,000	\$186,260	\$139,985
<i>median</i>	\$136,359	\$9,229	\$12,475	\$73,250	\$68,580	\$15,037
Southeast	\$60,384	\$6,067	\$20,559	-	\$172,933	\$4,136
<i>median</i>	\$47,750	\$2,820	\$10,750	-	\$43,528	\$1,300
West-Central	\$236,023	\$28,525	\$86,626	\$332,025	\$190,529	\$56,639
<i>median</i>	\$101,000	\$14,990	\$26,914	\$250,000	\$250,000	\$17,000
Western	\$163,373	\$19,356	\$19,761	-	\$245,290	-
<i>median</i>	\$35,000	\$13,875	\$16,468	-	\$247,500	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 11
Reported Mean and Median Revenue Sources by Geographic Region
(continued)

Region	Other Local Governments	Gifts	Mandatory Land Dedication	Hotel/Motel Tax	Other
Northeast	\$129,204	\$42,269	-	-	-
<i>median</i>	\$87,990	\$32,258	-	-	-
Piedmont	\$108,594	\$19,073	\$246,014	\$62,347	\$670,439
<i>median</i>	\$53,868	\$10,300	\$182,485	\$26,000	\$26,772
Southeast	\$92,648	\$16,530	-	-	\$628,515
<i>median</i>	\$78,303	\$4,300	-	-	\$725,229
West-Central	\$151,016	\$32,233	-	\$179,803	\$100,791
<i>median</i>	\$123,954	\$12,225	-	\$60,353	\$23,508
Western	\$289,200	\$5,901	-	-	\$100,781
<i>median</i>	\$88,800	\$6,000	-	-	\$64,039

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 12
Reported Mean and Median Revenue Sources by Agency Population Class

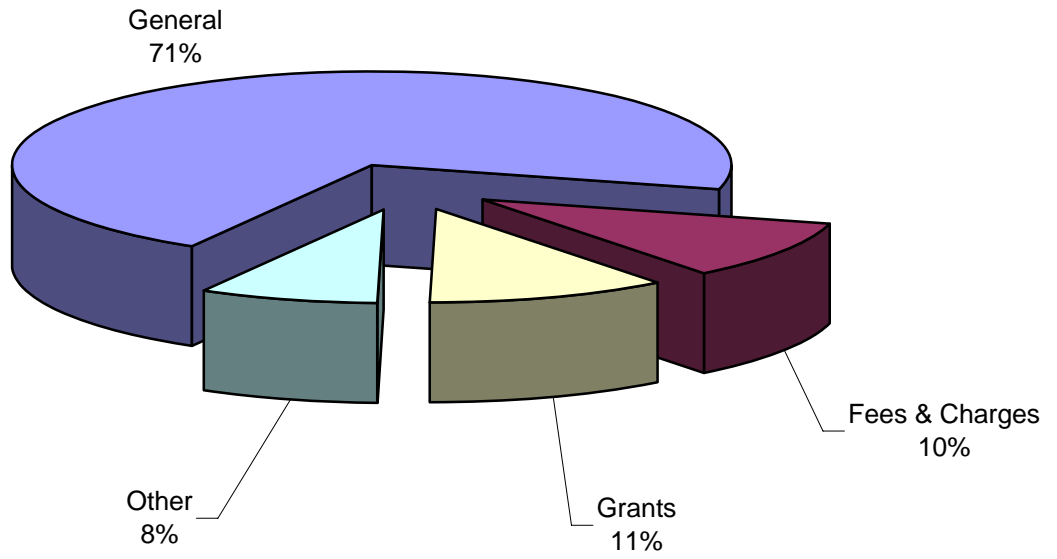
	Class	Fees & Charges	Concessions	Facility Rentals	Federal Grants	State Grants	Local Grants
County	A	\$373,881	\$60,271	\$170,344	\$336,685	\$136,571	\$53,023
	<i>median</i>	\$111,788	\$30,553	\$53,710	\$250,000	\$136,571	\$6,304
	B	\$38,896	\$9,924	\$5,519	-	-	-
	<i>median</i>	\$24,701	\$2,820	\$2,773	-	-	-
	C	\$90,072	\$5,730	\$11,994	-	\$305,150	-
	<i>median</i>	\$64,715	\$3,226	\$7,518	-	\$250,000	-
	D	\$51,659	\$7,005	\$9,088	-	-	-
	<i>median</i>	\$28,656	\$5,526	\$11,775	-	-	-
Municipal	A	\$1,282,384	\$64,730	\$393,898	-	-	-
	<i>median</i>	\$1,223,690	\$18,636	\$313,380	-	-	-
	B	\$909,024	\$97,297	\$73,132	-	-	\$9,684
	<i>median</i>	\$499,705	\$33,502	\$22,000	-	-	\$9,000
	C	\$393,155	\$21,347	\$34,320	-	-	-
	<i>median</i>	\$141,357	\$21,225	\$31,501	-	-	-
	D	\$137,684	\$17,226	\$24,079	\$194,857	\$265,149	\$257,735
	<i>median</i>	\$106,316	\$11,130	\$16,936	\$144,000	\$250,000	\$13,205
E	\$150,388	\$14,906	\$28,005	\$206,576	\$40,750	-	
<i>median</i>	\$150,000	\$6,528	\$24,000	\$210,000	\$17,500	-	
F	\$43,758	\$8,617	\$6,469	-	-	-	
<i>median</i>	\$28,609	\$7,020	\$4,978	-	-	-	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Figure 5.

Source of Funds by Percentage From the Total 2005-06 Reported Budgets



Per Capita Expenditures

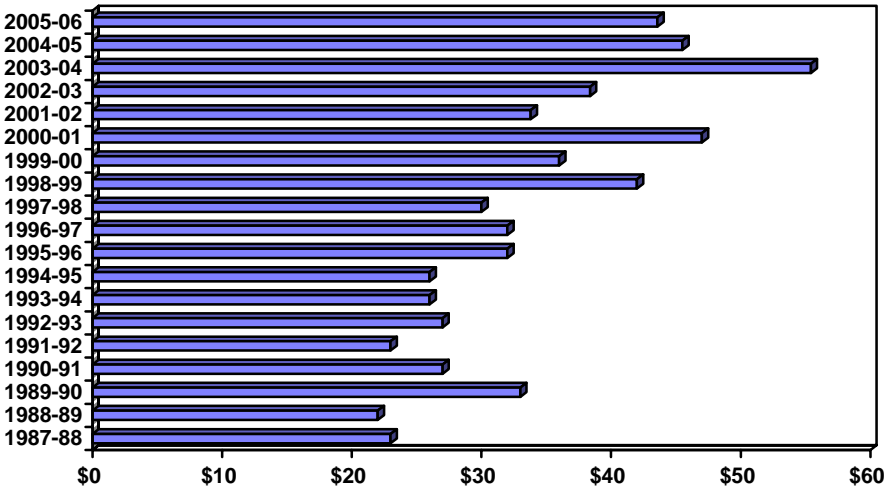
Per capita expenditure provides a method of budget comparison between like agencies. To obtain the measure of per capita expenditure, the total reported park and recreation budget was divided by the total population of the local government jurisdiction. The 2004 data from the State Demographer, Office of State Budget and Management, North Carolina Office of the Governor provides the population statistics utilized for the derivation of the 2005-06 measure of per capita expenditure. Some communities have experienced rapid growth during the past five years while other communities suffered through population loss. The 2004 data serves as a baseline for comparison.

All local park and recreation agencies **should** derive their per capita measures based upon the most current local population estimates.

Since fiscal year 1986-87, the local government per capita expenditure for parks and recreation taken from the reported sample has ranged between \$22.00 and \$55.41. For fiscal year 2005-2006, the 104 reporting agencies show a per capita expenditure of \$43.57. This figure was derived from the total parks and recreation budget of all reporting agencies divided by the total population of all reporting agencies (remember this represents a **sample** of 47.48% of all local government park and recreation agencies). An analysis of individual agency per capita expenditure for parks and recreation revealed a mean of \$72.08 with a median of \$50.00. These figures were derived from the individual park and recreation budget of each reporting agency divided by the individual population estimate of each reporting agency.

Figure 6.

Historic Per Capita Expenditures Reported from the Sample for Local Government Parks and Recreation in North Carolina



- ◆ *Per capita expenditure based on all reporting agencies was less in 2005-06 than in 2004-05, \$43.57 vs. \$45.50.*
- ◆ *Mean per capita expenditure based on individual reporting agency was less in 2005-06 than in 2004-05, \$72.08 vs. \$73.35.*
- ◆ *Median per capita expenditure based on individual reporting agency was less in 2005-06 than in 2004-05, \$50.00 vs. \$52.23.*

* For more information on the statistical properties of median values, consult Appendix C.

Table 13
Reported Mean and Median Per Capita Expenditures by Geographic Region

Geographic Region	FY 05-06		FY 04-05		FY 03-04	
	Mean	Median	Mean	Median	Mean	Median
Northeast	\$69.02	\$54.32	\$135.23	\$61.45	\$120.98	\$72.46
Piedmont	\$75.49	\$71.80	\$71.88	\$63.18	\$97.91	\$67.48
Southeast	\$37.68	\$25.97	\$45.90	\$43.57	\$32.02	\$26.76
West-Central	\$59.43	\$36.58	\$62.80	\$45.92	\$62.14	\$47.59
Western	\$151.39	\$80.80	\$101.85	\$14.84	\$80.30	\$46.37

* For more information on the statistical properties of median values, consult Appendix C.

In reviewing the information in this study, keep in mind that the MCPRSS results for Fiscal Year 2005-06 represent a difference in reporting agencies as well as an decrease in response rate of 10.45% from last year's study. The West Central and Piedmont Regions had the highest response rate while Western and Northeast had the lowest.

Table 14
Reported Mean and Median Per Capita Expenditures by Agency Population Categories

	Agency Type Class	Operating Per Capita	Capital Per Capita	Total Per Capita
County	A	\$14.68	\$3.96	\$17.52
	median	\$9.13	\$0.90	\$12.36
	B	\$8.49	\$2.20	\$10.48
	median	\$6.94	\$1.66	\$8.98
	C	\$15.89	\$11.05	\$24.48
	median	\$12.42	\$9.38	\$26.11
	D	\$28.26	\$6.65	\$28.26
	median	\$8.90	\$0.90	\$13.98
F	-	-	-	
median	-	-	-	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Personnel

The second objective of the MCPRSS, fiscal year 2005-06, was to collect salary information for several park and recreation staff positions. One of the continuous challenges with comparison of staff positions revolves around the issue of job titles and job duties. In an effort to facilitate a meaningful protocol for staff salary comparisons, 16 generic position titles were listed complete with sample job duties or position responsibilities as well as short list of job titles that may be associated with this type or level of position. The titles of management, recreation, and parks served as job categories for these generic positions. Agencies were asked to review the generic job titles and duties, and then provide salary and demographic data (annual/actual salary, low and high range of the position, gender, race, education level, years in position and years in field) for their staff position that best fit each individual generic title. For the purpose of this summary, means and median descriptive statistics will be presented for reported low and high range of the positions.

The following communities have recently completed salary studies:

Agency	Year	Agency	Year
Alamance County Recreation & Parks	2005	Kannapolis Parks & Recreation	2005
Alexander County Recreation Department	1999	Kernersville Parks & Recreation	2005
Apex Parks Recreation & Cult Resources	2005	Lee County Parks & Recreation	2005
Benson Parks & Recreation	2002	Louisburg Parks & Recreation	2003
Burke County Recreation & Parks	1999	Moore County Parks & Recreation	2005
Cabarrus County Parks & Recreation	2001	Mooresville Recreation Department	2001
Carrboro Recreation & Parks	2004	Morganton Recreation & Parks	2004
Carteret County Parks & Recreation	2005	New Hanover County Parks	2002
Caswell County Parks & Recreation	2005	Northampton County Recreation	2003
Catawba County Parks Division	2005	Oak Island Parks & Recreation	2004
Clayton Parks & Recreation	2005	Onslow County Parks & Recreation	2005
Columbus County Parks & Recreation	2004	Orange County Recreation & Parks	2002
Currituck Co Parks & Recreation	2005	Robeson County Parks & Recreation	2004
Dare County Parks & Recreation	2005	Rowan County Parks & Recreation	2004
Davidson Parks & Recreation	2005	Salisbury Parks & Recreation	2004
Durham Department of Parks & Recreation	2005	Shelby Parks & Recreation	2003
Elizabeth City Parks & Recreation	2004	Statesville Recreation & Parks	2002
Fayetteville-Cumberland Parks & Recreation Department	2005	Thomasville Parks & Recreation	2005
Fletcher Parks & Recreation	2003	Union County Parks & Recreation	2005
Forsyth County Parks & Recreation	2003	Wake County Parks & Recreation	2004
Graham Recreation & Parks	2002	Wake Forest Parks & Recreation	2005
Haw River Recreation Dept	2005	Washington Parks, Recreation & Civic Center	2004
Haywood County Recreation	2003	Waynesville Parks & Recreation	2005
Hickory Parks & Recreation	2005	Wilson Parks & Recreation	2004
High Point Parks & Recreation	2005		

Table 15
Reported Mean and Median Number of Employees by Population Class

	Class	Full-Time	Part-Time	
County	A	58	62	
	<i>median</i>	17	40	
	B	6	12	
	<i>median</i>	7	10	
	C	7	19	
	<i>median</i>	4	9	
	D	4	33	
	<i>median</i>	2	39	
	Municipal	A	145	278
		<i>median</i>	118	406
B		61	81	
<i>median</i>		54	55	
C		26	143	
<i>median</i>		25	37	
D		12	34	
<i>median</i>		12	25	
E		9	19	
<i>median</i>		8	15	
F		3	11	
<i>median</i>		4	7	

* For more information on the statistical properties of median values, consult Appendix C.
 ** Dash represents less than three responses.

Table 16
Reported Mean and Median Number of Employees by Region

Region	Full-Time	Part-Time
Northeast	19	98
<i>median</i>	14	46
Piedmont	28	77
<i>median</i>	10	30
Southeast	12	15
<i>median</i>	8	9
West-Central	28	36
<i>median</i>	8	25
Western	16	28
<i>median</i>	5	14

Management Positions

Park and Recreation Director

Provides executive direction; directly supervises division head(s); full responsibility for developing, integrating and managing recreation and/or parks and maintenance functions.
 Other titles: Director of Parks & Recreation, Chief Executive Officer, General Manager.

Assistant Park and Recreation Director

Under executive direction, directly supervises division heads; full responsibility for developing, integrating and managing recreation and/or parks and maintenance functions.
 Other titles: Deputy Director of Parks & Recreation, Chief of Operations.

Superintendent of Parks

Under executive direction, directs/supervises the maintenance and development of all Park Division properties.
 Other titles: Director of Parks, Parks Maintenance Superintendent, Parks Division Director.

Superintendent of Recreation

Under executive direction, plans, organizes, develops and administers the development of all recreation and leisure division programs and operations.
 Other titles: Director of Recreation, Recreation Division Manager, Recreation Administrator.

A demographic snapshot of the responding agencies reveals women hold 29.81% (31 total of the 104 responding agencies to this question) of park and recreation director's positions in North Carolina. Ninety-two percent of responding park and recreation directors in North Carolina are Caucasian; 6.73% are African American (1 female). The average length in position of reporting park and recreation directors is 11.14 years (female average equals 10.69 years), while the average years in the profession is 20.95 years. Female directors average 21.10 years in profession compared to 20.88 years for male park and recreation directors. The proportion of Master's degree education levels reported was lower for female park and recreation directors (7.69%) than male park and recreation directors (16.35%). **Figure 7** presents the gender distribution of reporting park and recreation directors by population category, and **Figure 8** reflects the overall education attainment level of responding park and recreation directors.

Figure 7.

Gender Distribution of Parks and Recreation Directors by Population and Agency

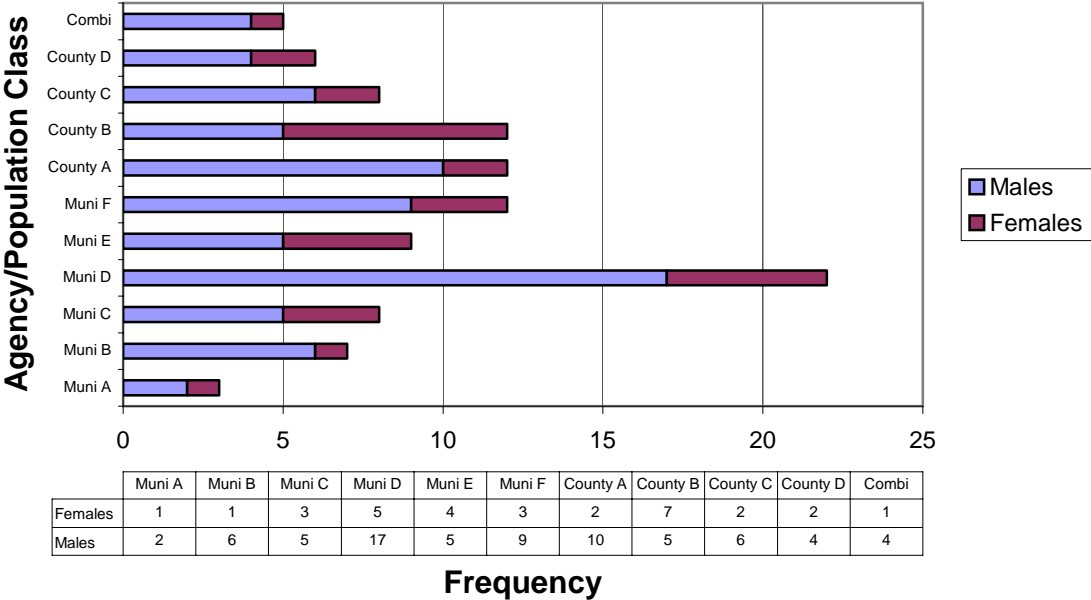


Figure 8.

Education Level of Parks and Recreation Directors

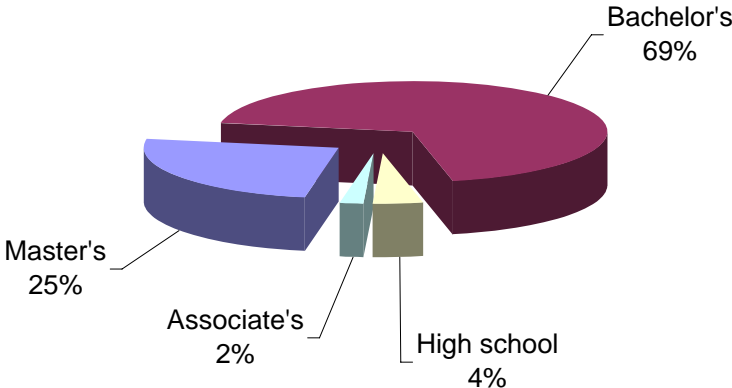


Table 17
Reported Mean and Median Salary Ranges for Management Positions by Region

Region	P&R Director		Assistant P&R Director		Superintendent of Recreation		Superintendent of Parks	
	Low	High	Low	High	Low	High	Low	High
Northeast	\$52,667	\$79,419	-	-	-	\$80,790	-	\$80,790
<i>median</i>	\$47,494	\$66,943	-	-	-	\$81,912	-	\$81,912
Piedmont	\$47,866	\$74,931	\$51,531	\$82,572	\$48,998	\$78,313	\$47,184	\$77,049
<i>median</i>	\$46,913	\$69,643	\$50,934	\$79,242	\$46,623	\$75,536	\$45,834	\$72,036
Southeast	\$44,299	\$68,298	\$34,941	\$59,628	\$32,854	\$54,784	\$40,157	\$66,294
<i>median</i>	\$43,001	\$62,857	\$35,341	\$57,835	\$29,616	\$50,862	\$43,514	\$66,227
West-Central	\$49,567	\$77,879	\$50,130	\$80,995	\$40,494	\$65,904	\$43,513	\$69,346
<i>median</i>	\$50,425	\$77,166	\$42,253	\$69,110	\$39,709	\$62,465	\$41,945	\$66,043
Western	\$44,088	\$66,296	-	-	-	-	-	-
<i>median</i>	\$43,745	\$64,277	-	-	-	-	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 18
Reported Mean and Median Salary Ranges for Management Positions by Population Class

		P&R Director		Assistant P&R Director		Superintendent of Recreation		Superintendent of Parks	
		Low	High	Low	High	Low	High	Low	High
County	A	\$55,148	\$92,252	\$47,847	\$76,218	\$43,951	\$70,825	\$43,638	\$69,706
	<i>median</i>	\$50,500	\$82,368	\$46,000	\$75,796	\$46,623	\$72,274	\$43,953	\$69,424
	B	\$38,443	\$59,742	-	-	-	-	-	-
	<i>median</i>	\$38,864	\$61,513	-	-	-	-	-	-
	C	\$36,917	\$53,764	-	-	-	-	-	-
	<i>median</i>	\$35,668	\$53,241	-	-	-	-	-	-
	D	\$36,935	\$56,560	-	-	-	-	-	-
	<i>median</i>	\$36,263	\$55,584	-	-	-	-	-	-
	A	\$74,201	\$116,568	-	-	-	-	-	-
	<i>median</i>	\$74,201	\$116,568	-	-	-	-	-	-
Municipal	B	\$69,002	\$114,377	-	-	\$48,117	\$79,037	\$49,287	\$81,377
	<i>median</i>	\$66,987	\$111,530	-	-	\$52,847	\$81,912	\$52,846	\$81,912
	C	\$57,038	\$91,418	-	-	\$42,139	\$66,591	\$38,409	\$60,948
	<i>median</i>	\$56,331	\$91,417	-	-	\$43,586	\$69,132	\$39,687	\$62,923

**Table 18
Reported Mean and Median Salary Ranges for Management Positions by Population Class
(continued)**

		P&R Director		Assistant P&R Director		Superintendent of Parks		Superintendent of Recreation	
		Low	High	Low	High	Low	High	Low	High
Municipal (continued)	D	\$49,898	\$75,980	-	-	-	-	-	-
	<i>median</i>	\$49,937	\$74,810	-	-	-	-	-	-
	E	\$44,041	\$65,572	-	-	-	-	-	-
	<i>median</i>	\$45,000	\$66,943	-	-	-	-	-	-
	F	\$36,327	\$49,908	-	-	-	-	-	-
	<i>median</i>	\$35,348	\$50,070	-	-	-	-	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Recreation Positions

Recreation Supervisor (General)

Under direction, responsible for planning, organizing and managing a combination of recreation programs and facilities on a communitywide basis. Programs may include combinations, such as community centers and summer recreation program, athletics and aquatics.

Other titles: Recreation Program Supervisor, Program Specialist, Athletic/Aquatic Supervisor.

Recreation Supervisor (Specialized)

Under direction, responsible for planning, organizing and implementing **one** specialized recreation program on a community-wide basis. Programs may include cultural arts **or** outdoor recreation **or** nature center programs.

Other titles: Recreation Supervisor I, II, III; Program Specialist; Recreation Leader.

Community Center Director

Develops, organizes, manages, and supervises recreation/leisure activities or programs at a single location. Recreation may include a multipurpose building or indoor center, swimming pool, play field and picnic area.

Other titles: Recreation Center Director II, Recreation Supervisor, Facility Manager or Supervisor.

Athletic Superintendent

Plans, organizes, develops and supervises coordination and development of the athletic program on a communitywide basis.

Other titles: Recreation Supervisor, Athletic Supervisor, Athletic Coordinator.

Special Events Supervisor

Responsible for planning, organizing and implementing communitywide holiday events and other special events.

Other titles: Recreation Supervisor, Special Events Programmer.

Senior Citizens Supervisor

Responsible for planning, organizing and implementing recreation programs for older adults on a communitywide basis.

Other titles: Recreation Supervisor, Senior Citizens Director.

Athletic Superintendent

Plans, organizes, develops and supervises coordination and development of the athletic program on a communitywide basis.

Other titles: Recreation Supervisor, Athletic Supervisor, Athletic Coordinator

Aquatics Superintendent

Plans, organizes, develops and supervises coordination and development of the aquatics program on a communitywide basis.

Other titles: Recreation Supervisor, Recreation Coordinator, Aquatics Supervisor, Aquatics Director

NOTE: Two surveys were distributed based on population served. Agencies serving populations of less than 25,000 people received a survey with fewer choices of positions since smaller departments rarely have specialized positions. We recognize that some small agencies located in metropolitan areas may actually have these positions, but entered that position in a different category due to the choices on the small department survey.

**Table 19
Reported Mean and Median Salary Ranges for Recreation Positions by Geographic Region**

Region	Recreation Supervisor General		Recreation Supervisor Specialized		Community Center Director	
	Low	High	Low	High	Low	High
Northeast	\$33,502	\$52,887	\$44,191	\$67,545	\$31,333	\$47,846
<i>median</i>	\$32,728	\$52,203	\$43,675	\$68,348	\$30,053	\$44,154
Piedmont	\$33,421	\$51,462	\$33,553	\$53,398	\$31,424	\$48,458
<i>median</i>	\$32,362	\$49,051	\$31,662	\$50,861	\$31,183	\$48,144
Southeast	\$29,660	\$45,850	-	-	\$27,656	\$42,586
<i>median</i>	\$29,110	\$47,617	-	-	\$28,070	\$42,227
West-Central	\$30,081	\$45,878	-	-	\$28,917	\$45,851
<i>median</i>	\$29,991	\$45,749	-	-	\$28,413	\$43,009
Western	\$30,424	\$46,274	-	-	\$30,978	\$48,134
<i>median</i>	\$30,126	\$45,190	-	-	\$30,679	\$46,899

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 19
Reported Mean and Median Salary Ranges for Recreation Positions by Geographic Region
(continued)

	Athletic Superintendent		Special Events Coordinator		Senior Citizen Coordinator	
	Low	High	Low	High	Low	High
Northeast	\$31,911	\$46,092	-	-	-	-
<i>median</i>	\$28,982	\$41,028	-	-	-	-
Piedmont	\$32,774	\$50,514	\$34,545	\$54,133	\$33,631	\$51,049
<i>median</i>	\$31,200	\$48,400	\$35,392	\$53,088	\$34,471	\$51,058
Southeast	\$27,077	\$41,656	-	-	-	-
<i>median</i>	\$26,616	\$40,966	-	-	-	-
West-Central	\$31,848	\$50,013	-	-	\$34,467	\$57,303
<i>median</i>	\$30,925	\$48,064	-	-	\$33,282	\$53,077
Western	\$29,044	\$42,911	-	-	-	-
<i>median</i>	\$28,632	\$42,180	-	-	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 20
Reported Mean and Median Salary Ranges for Recreation Positions by Population Class

	Class	Recreation Supervisor General		Recreation Supervisor Specialized		Community Center Director	
		Low	High	Low	High	Low	High
County	A	\$32,178	\$50,352	-	-	\$30,123	\$48,127
	<i>median</i>	\$34,991	\$56,935	-	-	\$29,578	\$47,497
	B	\$27,749	\$43,129	-	-	\$23,718	\$36,302
	<i>median</i>	\$27,720	\$42,199	-	-	\$23,427	\$36,545
	C	-	\$48,032	-	\$51,632	-	-
	<i>median</i>	-	\$43,836	-	\$43,836	-	-
	D	\$28,841	\$40,786	-	-	-	-
	<i>median</i>	\$26,685	\$40,452	-	-	-	-
Municipal	A	-	-	-	-	\$33,435	\$54,017
	<i>median</i>	-	-	-	-	\$33,204	\$54,392
	B	\$34,410	\$58,099	\$39,308	\$63,973	\$30,766	\$53,863
	<i>median</i>	\$34,756	\$59,264	\$43,675	\$67,696	\$31,761	\$53,404
	C	\$34,604	\$53,379	\$33,396	\$51,412	\$30,712	\$47,659
	<i>median</i>	\$31,838	\$48,732	\$30,708	\$50,664	\$28,402	\$44,708
	D	\$32,282	\$48,557	-	-	\$31,241	\$47,181
	<i>median</i>	\$31,828	\$48,606	-	-	\$29,286	\$43,264
	E	\$30,927	\$45,697	-	-	\$29,559	\$42,413
	<i>median</i>	\$29,449	\$46,000	-	-	\$29,699	\$42,576
	F	\$25,206	\$35,856	-	-	-	-
	<i>median</i>	\$25,537	\$36,962	-	-	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 20
Reported Mean and Median Salary Ranges for Recreation Positions by Population Class
(continued)

	Class	Athletic Superintendent		Special Events Coordinator		Senior Citizen Coordinator	
		Low	High	Low	High	Low	High
County	A	\$36,123	\$57,284	\$30,606	\$47,676	-	-
	<i>median</i>	\$34,426	\$56,003	\$29,606	\$47,370	-	-
	B	\$28,117	\$42,769	-	-	-	-
	<i>median</i>	\$28,105	\$42,349	-	-	-	-
	C	-	-	-	-	-	-
	<i>median</i>	-	-	-	-	-	-
	D	\$25,953	\$37,455	-	-	-	-
	<i>median</i>	\$26,967	\$40,452	-	-	-	-
Municipal	A	\$43,186	\$65,564	-	-	-	-
	<i>median</i>	\$43,872	\$67,782	-	-	-	-
	B	\$35,365	\$58,461	\$33,314	\$56,677	\$33,429	\$55,239
	<i>median</i>	\$35,718	\$58,775	\$36,783	\$58,478	\$34,471	\$53,730
	C	\$33,211	\$50,660	-	-	-	-
	<i>median</i>	\$32,824	\$49,579	-	-	-	-
	D	\$30,583	\$46,493	-	-	-	-
	<i>median</i>	\$30,403	\$45,344	-	-	-	-
	E	\$26,704	\$41,374	-	-	-	-
	<i>median</i>	\$26,802	\$41,097	-	-	-	-
	F	\$27,942	\$41,065	-	-	-	-
	<i>median</i>	\$27,243	\$39,323	-	-	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 21
Reported Mean and Median Salary Ranges for other Recreation Positions (Statewide)

	Aquatics Superintendent (n = 7)		Therapeutic Recreation Supervisor (n = 9)	
	Low	High	Low	High
mean	\$39,667	\$61,406	\$35,925	\$55,883
<i>median</i>	\$40,081	\$60,122	\$35,392	\$53,088

* For more information on the statistical properties of median values, consult Appendix C.

Parks Positions

Parks Maintenance Supervisor

Plans, directs, manages and supervises park division operations, including maintenance and minor construction; irrigation and horticulture; maintenance of recreational fields, courts, buildings, facilities and park properties.

Other titles: Parks Maintenance Superintendent, Grounds/Parks Maintenance Supervisor.

Park Manager

Acts as manager of a large, complex park; responsible for construction, improvement, maintenance and operation of the park, which may include buildings, concessions, shelters, swimming area and parking areas.

Other titles: Park Manager I, II; Park Superintendent, Park Supervisor.

Park Foreman

Plans, organizes, directs and supervises the work of a group of skilled, semiskilled or unskilled workers engaged in specified work projects; responsible for group leaders and/or for those employees assigned to his/her group.

Other titles: Maintenance Crew Leader, Labor Foreman.

Maintenance Worker

Under direction of supervisor, performs skilled, semiskilled or unskilled work specific to minor construction and maintenance of irrigation and horticulture, recreational fields, courts, buildings, facilities and park properties.

Other titles: Maintenance Technician; Maintenance Laborer I, II, and III.

**Table 22
Reported Mean and Median Salary Ranges for Parks Positions by Geographic Region**

Region	Park Maintenance Supervisor		Park Manager		Park Foreman		Maintenance Worker	
	Low	High	Low	High	Low	High	Low	High
Northeast	\$35,562	\$53,630	\$38,857	\$58,838	\$22,995	\$33,563	\$22,555	\$37,387
<i>median</i>	\$34,562	\$51,843	\$38,150	\$57,225	\$21,758	\$30,669	\$21,632	\$32,754
Piedmont	\$32,432	\$50,017	\$32,035	\$49,151	\$27,406	\$41,114	\$21,625	\$32,513
<i>median</i>	\$31,939	\$51,037	\$31,604	\$48,882	\$27,349	\$41,912	\$21,382	\$29,500
Southeast	\$25,964	\$40,901	-	-	\$19,766	\$30,705	\$19,669	\$30,514
<i>median</i>	\$25,431	\$37,627	-	-	\$19,968	\$30,460	\$20,123	\$30,461
West-Central	\$28,950	\$43,128	\$32,855	\$52,651	\$26,165	\$40,679	\$20,683	\$32,268
<i>median</i>	\$28,433	\$44,178	\$29,588	\$46,969	\$25,486	\$39,620	\$20,154	\$32,450
Western	\$31,073	\$48,028	-	-	\$27,803	\$43,802	\$18,626	\$28,054
<i>median</i>	\$30,312	\$45,469	-	-	\$26,184	\$39,714	\$18,145	\$28,548

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 23
Reported Mean and Median Salary Ranges of Parks Positions by Agency Population Class

	Class	Park Maintenance Supervisor		Park Manager		Park Foreman		Maintenance Worker		
		Low	High	Low	High	Low	High	Low	High	
County	A	\$30,898	\$48,084	\$32,158	\$51,870	\$24,705	\$37,664	\$21,860	\$33,771	
	<i>median</i>	\$31,939	\$48,523	\$29,588	\$46,969	\$25,048	\$39,721	\$21,148	\$34,658	
	B	\$24,156	\$36,892	-	-	-	-	\$18,468	\$28,679	
	<i>median</i>	\$24,938	\$36,545	-	-	-	-	\$19,481	\$29,676	
	C	-	-	-	-	-	-	-	\$35,051	
	<i>median</i>	-	-	-	-	-	-	-	\$24,624	
	D	\$23,243	\$36,005	-	-	-	-	-	-	
	<i>median</i>	\$22,015	\$37,151	-	-	-	-	-	-	
	Municipal	A	\$43,167	\$65,006	-	-	\$33,387	\$52,535	\$24,432	\$36,652
		<i>median</i>	\$40,685	\$68,910	-	-	\$34,830	\$46,440	\$20,473	\$34,694
B		\$40,753	\$65,827	\$34,286	\$54,978	\$26,779	\$44,376	\$19,847	\$32,747	
<i>median</i>		\$38,622	\$63,727	\$36,135	\$56,157	\$28,217	\$44,870	\$20,191	\$33,392	
C		\$31,176	\$48,317	-	-	\$24,044	\$36,707	\$22,340	\$34,452	
<i>median</i>		\$29,596	\$47,299	-	-	\$24,115	\$35,911	\$21,937	\$33,951	
D		\$32,804	\$48,130	-	-	\$25,376	\$38,259	\$20,549	\$31,274	
<i>median</i>		\$32,927	\$47,204	-	-	\$25,792	\$39,277	\$19,960	\$29,500	
E		\$24,512	\$38,903	-	-	-	-	\$21,438	\$31,281	
<i>median</i>		\$24,446	\$38,445	-	-	-	-	\$20,821	\$30,894	
F		\$22,600	\$33,118	-	-	-	-	\$20,172	\$27,899	
<i>median</i>		\$21,954	\$30,971	-	-	-	-	\$20,330	\$28,465	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Seasonal/Part-Time Employees:

Lifeguard

Red Cross Certified, responsible for patron safety in pool and on deck

Pool Manager

Certified Pool Operator, supervision of all lifeguards, responsible for operation of a specific swimming pool or aquatic facility

Assistant Pool Manager

Under direction of Pool Manager, supervises all lifeguards; responsible for operation of a specific swimming pool or aquatic facility

Cashier

Under direction of supervisor, collects entrance, use or participation fees; balances fees/receipts

Concession Worker

Under direction of a supervisor, prepares and/or serves hot/cold foods; collects payment

Summer Program Coordinator

Under direction of supervisor, plans, directs, administers summer programs, and/or supervises summer seasonal staff

Summer Day Camp Director

Under direction of supervisor, responsible for planning, delivering summer day camp program; supervises summer day camp staff

Summer Day Camp Staff

Under direction of Summer Day Camp Director, provides leadership and supervision of summer day camp program

Playground Program Leader

Under supervision, provides leadership for general summer program located at a facility

Scorekeeper

Under direction of supervisor, records score and statistics for recreation team sport play

Maintenance Worker

Under direction of supervisor, performs unskilled maintenance work for recreation facilities and parks

Recreation Leader

Under direction of supervisor, manages recreation facility and/or provides program leadership

Table 24
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by Geographic Region

Region	Lifeguard		Pool Manager		Assistant Pool Manager		Cashier		Concession Worker	
	Low	High	Low	High	Low	High	Low	High	Low	High
Northeast	\$6.81	\$7.71	\$8.87	\$9.70	\$8.13	\$10.38	\$5.96	\$6.89	\$5.43	\$6.55
<i>median</i>	\$6.75	\$7.81	\$8.61	\$8.61	\$8.13	\$10.38	\$6.09	\$7.21	\$5.15	\$7.00
Piedmont	\$6.97	\$7.89	\$9.38	\$10.20	\$8.60	\$9.46	\$6.22	\$7.18	\$6.33	\$7.24
<i>median</i>	\$6.60	\$7.05	\$9.22	\$9.60	\$8.08	\$8.84	\$6.25	\$7.00	\$6.25	\$7.00
Southeast	\$7.73	\$8.74	\$8.06	\$9.42	\$7.67	\$8.68	\$5.86	\$6.42	\$6.00	\$8.70
<i>median</i>	\$7.50	\$8.66	\$7.75	\$10.13	\$7.00	\$8.68	\$6.00	\$6.77	\$6.00	\$8.70
West-Central	\$7.57	\$9.27	\$9.72	\$11.44	\$8.24	\$10.06	\$6.27	\$7.31	\$6.26	\$8.10
<i>median</i>	\$7.50	\$8.75	\$9.81	\$10.44	\$8.00	\$9.00	\$6.00	\$7.25	\$6.00	\$7.25
Western	\$6.95	\$8.32	\$9.87	\$12.10	-	-	\$6.56	\$7.60	\$6.32	\$8.36
<i>median</i>	\$7.00	\$8.00	\$10.15	\$12.00	-	-	\$6.66	\$7.54	\$6.00	\$8.00

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 24
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by Geographic Region (continued)

Region	Summer Program Coordinator		Day Camp Director		Day Camp Staff		Playground Leader	
	Low	High	Low	High	Low	High	Low	High
Northeast	\$7.73	\$9.57	\$9.42	\$11.50	\$6.48	\$7.68	\$6.55	\$7.88
<i>median</i>	\$7.55	\$10.00	\$10.00	\$10.00	\$6.50	\$8.00	\$6.50	\$8.00
Piedmont	\$8.60	\$10.01	\$9.37	\$11.16	\$6.85	\$8.49	\$8.55	\$8.90
<i>median</i>	\$9.00	\$10.04	\$10.00	\$10.00	\$7.00	\$8.59	\$8.11	\$8.94
Southeast	\$9.41	\$11.68	\$7.98	\$8.61	\$6.61	\$7.76	-	-
<i>median</i>	\$8.00	\$11.05	\$7.93	\$8.50	\$6.50	\$7.50	-	-
West-Central	\$8.40	\$14.38	\$8.47	\$10.89	\$7.37	\$9.50	\$8.39	\$11.52
<i>median</i>	\$7.00	\$9.00	\$8.00	\$10.60	\$7.00	\$9.24	\$7.50	\$8.50
Western	-	-	\$8.15	\$9.95	\$6.74	\$8.70	-	-
<i>median</i>	-	-	\$8.50	\$10.00	\$6.33	\$8.03	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 24
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by
Geographic Region
 (continued)

Region	Scorekeeper		Maintenance Worker		Recreation Leader	
	Low	High	Low	High	Low	High
Northeast	\$7.18	\$8.17	\$6.60	\$8.52	\$7.52	\$9.40
<i>median</i>	\$6.63	\$8.00	\$5.88	\$7.75	\$7.00	\$8.96
Piedmont	\$6.81	\$8.40	\$7.16	\$8.52	\$7.77	\$9.21
<i>median</i>	\$6.50	\$8.00	\$7.00	\$8.00	\$7.50	\$8.50
Southeast	\$6.49	\$7.53	\$7.17	\$8.76	\$6.24	\$7.39
<i>median</i>	\$6.00	\$7.00	\$7.28	\$7.50	\$6.40	\$7.28
West-Central	\$7.07	\$8.72	\$7.57	\$9.59	\$9.29	\$13.00
<i>median</i>	\$6.50	\$8.00	\$7.10	\$9.00	\$9.00	\$13.50
Western	\$7.01	\$8.38	\$6.97	\$9.57	\$9.33	\$13.06
<i>median</i>	\$7.00	\$9.00	\$7.08	\$8.89	\$9.00	\$13.00

* For more information on the statistical properties of median values, consult Appendix C.

Table 25
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by
Agency Population Class

	Class	Lifeguard		Pool Manager		Assistant Pool Manager		Cashier		Concession Worker		
		Low	High	Low	High	Low	High	Low	High	Low	High	
County	A	\$8.73	\$11.88	\$10.10	\$13.70	-	-	\$5.47	\$6.28	\$6.67	\$10.06	
	median	\$8.50	\$10.57	\$9.50	\$11.57	-	-	\$5.50	\$6.68	\$6.67	\$10.06	
	B	-	-	-	-	-	-	-	-	\$6.19	\$8.15	
	median	-	-	-	-	-	-	-	-	\$6.31	\$8.50	
	C	\$5.80	\$6.75	-	-	-	-	\$5.54	\$6.38	-	-	
	median	\$6.00	\$6.50	-	-	-	-	\$5.50	\$6.50	-	-	
	D	-	-	-	-	-	-	-	-	\$5.79	\$6.69	
	median	-	-	-	-	-	-	-	-	\$5.75	\$6.63	
	Municipal	A	\$7.76	\$8.93	\$9.58	\$10.17	\$8.97	\$9.54	\$6.41	\$6.76	-	-
		median	\$7.50	\$8.16	\$9.18	\$9.69	\$8.50	\$8.67	\$6.50	\$6.50	-	-
B		\$7.77	\$8.76	\$10.43	\$11.97	\$9.33	\$10.50	\$5.98	\$7.23	\$6.59	\$8.24	
median		\$8.00	\$8.25	\$10.86	\$12.44	\$9.25	\$10.25	\$5.88	\$7.50	\$6.00	\$7.85	
C		\$7.96	\$8.76	\$10.05	\$11.20	\$8.00	\$9.53	\$6.50	\$7.51	\$6.48	\$8.74	
median		\$8.00	\$9.00	\$10.00	\$11.15	\$8.25	\$9.80	\$6.25	\$7.75	\$6.25	\$9.08	
D		\$7.07	\$8.44	\$9.28	\$10.64	\$7.79	\$9.21	\$6.33	\$7.68	\$6.30	\$7.93	
median		\$7.00	\$8.00	\$9.13	\$10.62	\$7.88	\$8.25	\$6.25	\$7.54	\$6.00	\$8.16	
E		-	\$7.96	-	-	-	-	-	-	-	-	-
median		-	\$7.81	-	-	-	-	-	-	-	-	-
F		\$6.35	\$7.95	\$8.00	-	-	\$9.75	\$6.25	\$7.33	\$5.88	\$7.00	
median		\$6.25	\$7.50	\$7.50	-	-	\$9.75	\$6.25	\$7.00	\$6.00	\$7.00	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 25
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by
Agency Population Class
(continued)

	Class	Summer Program Coordinator		Day Camp Director		Day Camp Staff		Playground Leader	
		Low	High	Low	High	Low	High	Low	High
County	A	-	-	\$9.59	\$10.83	\$7.56	\$10.03	-	-
	<i>median</i>	-	-	\$10.00	\$10.00	\$7.28	\$8.62	-	-
	B	-	-	\$8.17	\$10.00	\$6.44	\$7.52	-	-
	<i>median</i>	-	-	\$8.00	\$10.00	\$6.50	\$7.00	-	-
	C	-	-	-	-	\$6.55	\$6.95	-	-
	<i>median</i>	-	-	-	-	\$6.50	\$6.75	-	-
	D	-	-	-	-	-	-	-	-
	<i>median</i>	-	-	-	-	-	-	-	-
Municipal	A	\$10.45	\$16.15	\$9.95	\$12.91	\$8.28	\$10.46	\$7.95	\$8.30
	<i>median</i>	\$10.91	\$11.96	\$9.95	\$11.96	\$8.41	\$8.94	\$8.00	\$8.00
	B	-	-	\$10.08	\$11.67	\$6.81	\$8.45	\$6.95	\$8.42
	<i>median</i>	-	-	\$10.00	\$10.00	\$6.29	\$8.34	\$6.50	\$8.00
	C	-	-	\$8.52	\$10.41	\$6.91	\$8.59	\$7.17	\$9.00
	<i>median</i>	-	-	\$9.00	\$10.60	\$6.75	\$8.75	\$7.50	\$8.50
	D	\$8.48	\$11.07	\$8.62	\$11.25	\$6.88	\$8.45	-	-
	<i>median</i>	\$7.55	\$10.00	\$8.00	\$10.00	\$6.94	\$8.00	-	-
	E	-	-	-	\$9.69	\$7.43	\$8.91	-	-
	<i>median</i>	-	-	-	\$9.03	\$6.80	\$8.94	-	-
	F	-	-	\$8.13	\$10.00	\$6.33	\$8.50	-	-
	<i>median</i>	-	-	\$8.00	\$10.00	\$6.15	\$9.00	-	-

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 25
Reported Mean and Median Hourly Pay Ranges for Seasonal/Part-Time Employees by
Agency Population Class
(continued)

	Class	Scorekeeper		Maintenance Worker		Recreation Leader		
		Low	High	Low	High	Low	High	
County	A	\$6.67	\$7.80	\$8.35	\$9.75	\$9.72	\$13.45	
	<i>median</i>	\$6.00	\$7.00	\$8.50	\$9.34	\$9.34	\$9.34	
	B	\$7.69	\$8.19	\$6.76	\$8.84	\$8.00	\$10.25	
	<i>median</i>	\$7.75	\$7.75	\$7.00	\$8.78	\$8.50	\$9.00	
	C	\$6.00	\$6.58	\$6.70	\$7.73	-	-	
	<i>median</i>	\$5.88	\$6.25	\$6.50	\$7.25	-	-	
	D	\$6.61	\$7.71	\$5.71	\$7.17	-	-	
	<i>median</i>	\$6.00	\$7.50	\$5.49	\$7.00	-	-	
	Municipal	A	\$6.17	\$6.28	\$8.64	\$12.81	\$9.07	\$11.21
	<i>median</i>	\$6.50	\$6.50	\$8.65	\$12.69	\$8.42	\$11.96	
B	\$6.91	\$8.23	\$6.89	\$9.79	\$8.39	\$9.56		
<i>median</i>	\$7.00	\$8.70	\$7.04	\$8.19	\$8.33	\$9.88		
C	\$6.75	\$9.51	\$7.74	\$9.87	\$7.88	\$10.29		
<i>median</i>	\$6.50	\$9.00	\$7.50	\$8.50	\$7.63	\$10.72		
D	\$7.12	\$9.46	\$7.32	\$9.17	\$8.35	\$11.66		
<i>median</i>	\$7.00	\$9.00	\$7.00	\$8.98	\$8.50	\$10.00		
E	\$8.03	\$8.75	\$6.66	\$7.20	\$7.54	\$9.55		
<i>median</i>	\$7.00	\$8.00	\$6.75	\$7.25	\$7.50	\$9.02		
F	\$6.38	\$8.04	\$6.88	\$8.41	-	-		
<i>median</i>	\$6.00	\$8.00	\$7.00	\$8.00	-	-		

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Sports Officials

Football Official

Sanctioned by governing body or agency-acceptable entity to officiate appropriate level of sport

Basketball Official

Sanctioned by governing body or agency-acceptable entity to officiate appropriate level of sport

Softball Official

Sanctioned by governing body or agency-acceptable entity to officiate appropriate level of sport

Soccer Official

Sanctioned by governing body or agency-acceptable entity to officiate appropriate level of sport

Volleyball Official

Sanctioned by governing body or agency-acceptable entity to officiate appropriate level of sport

**Table 26
Reported Mean and Median Per Game Rates of Sports Officials by Geographic Region**

Region	Football	Basketball	Softball	Soccer	Volleyball
Northeast	\$26.69	\$18.72	\$24.19	\$18.50	\$16.75
<i>median</i>	\$26.50	\$20.00	\$25.00	\$19.00	\$17.50
Piedmont	\$29.24	\$20.02	\$21.86	\$19.53	\$17.39
<i>median</i>	\$30.00	\$19.00	\$21.00	\$16.00	\$18.00
Southeast	\$19.11	\$18.50	\$19.90	\$20.86	\$19.33
<i>median</i>	\$20.00	\$17.50	\$20.00	\$20.00	\$20.00
West-Central	\$26.33	\$20.25	\$19.06	\$18.57	\$12.80
<i>median</i>	\$22.00	\$20.00	\$19.00	\$20.00	\$12.00
Western	\$23.75	\$17.44	\$17.38	\$22.20	\$15.67
<i>median</i>	\$22.50	\$18.00	\$16.50	\$25.00	\$15.00

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Table 27
Reported Mean and Median Per Game Rate for Sports Officials by Agency Population Class

	Class	Football	Basketball	Softball	Soccer	Volleyball
County	A	\$24.00	\$15.75	\$17.90	\$14.25	\$13.50
	<i>median</i>	\$24.00	\$15.50	\$18.00	\$15.50	\$13.50
	B	\$24.71	\$18.75	\$22.29	\$19.83	\$25.00
	<i>median</i>	\$25.00	\$19.00	\$22.00	\$17.00	\$25.00
	C	\$22.00	\$20.21	\$18.80	\$16.33	\$16.50
	<i>median</i>	\$25.00	\$20.00	\$15.00	\$15.00	\$18.00
	D	\$33.86	\$18.83	\$24.86	\$17.83	\$16.67
	<i>median</i>	\$35.00	\$20.00	\$25.00	\$19.00	\$18.00
Municipal	A	-	-	\$19.50	-	-
	<i>median</i>	-	-	\$20.00	-	-
	B	\$19.50	\$19.10	\$15.70	\$20.00	-
	<i>median</i>	\$20.00	\$20.00	\$15.50	\$18.00	-
	C	\$23.60	\$21.00	\$17.50	\$17.33	-
	<i>median</i>	\$22.00	\$20.00	\$16.50	\$15.00	-
	D	\$25.67	\$20.18	\$21.21	\$20.90	\$17.00
	<i>median</i>	\$25.00	\$20.00	\$21.50	\$20.00	\$15.00
	E	-	\$17.00	\$20.60	\$19.00	\$16.67
	<i>median</i>	-	\$18.00	\$20.00	\$20.00	\$15.00
F	\$28.33	\$21.25	\$24.75	\$20.67	-	
<i>median</i>	\$33.00	\$21.00	\$23.50	\$22.00	-	

* For more information on the statistical properties of median values, consult Appendix C.

** Dash represents less than three responses.

Appendix A

Operating and Capital Expenditures by Individual Agency

Operating Expenditures

AGENCY	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total
Alamance County Recreation & Parks	\$812,197	\$130,000	\$5,930	\$7,400	\$130,475	\$116,135	\$23,080	\$1,225,217
Albemarle Parks & Recreation	\$756,300	\$18,500	\$51,900	\$6,500	\$52,150	\$35,500	\$101,050	\$1,021,900
Alexander County Recreation Department	\$90,207	\$35,000		\$500	\$8,850	\$2,800	\$35,261	\$172,618
Alleghany County Recreation	\$44,250	\$49,250	\$24,613	\$1,530	\$23,565	\$2,290	\$6,400	\$152,034
Apex Parks, Recreation & Cultural Resources	\$790,329	\$251,123	\$196,785	\$15,519	\$193,088		\$1,427,070	\$2,910,914
Archdale Parks & Recreation	\$324,660	\$63,220	\$26,500	\$6,500	\$42,500	\$15,400	\$203,548	\$677,328
Asheboro Parks & Recreation	\$405,285	\$59,797		\$8,000	\$288,300	\$17,700	\$270,778	\$1,049,860
Asheville Parks & Recreation	\$4,708,789		\$417,920	\$30,840	\$217,400	\$45,000	\$812,499	\$6,232,448
Benson Parks & Recreation	\$169,846	\$17,600	\$10,000	\$700	\$39,100	\$11,500	\$31,630	\$280,376
Bertie County Parks & Recreation	\$47,072			\$2,000	\$1,500	\$1,000	\$95,708	\$147,280
Blowing Rock Parks & Recreation	\$221,025	\$1,200		\$2,500	\$35,900	\$13,400	\$47,700	\$321,725
Burke County Recreation & Parks	\$223,115	\$91,000		\$3,500	\$12,700	\$24,880	\$99,720	\$454,915
Burlington Department of Recreation & Parks	\$2,544,855		\$275,775	\$14,450	\$199,272	\$198,000	\$1,569,735	\$4,802,087
Cabarrus County Parks & Recreation	\$556,943	\$86,715	\$48,294	\$5,190	\$75,000	\$91,150	\$128,611	\$991,903
Carrboro Recreation & Parks	\$839,422		\$315,180					\$1,154,602
Carteret County Parks & Recreation	\$704,661	\$37,600	\$63,300	\$7,500	\$116,178	\$193,500	\$139,128	\$1,261,867
Caswell County Parks & Recreation	\$67,925	\$30,000		\$1,000	\$12,500	\$1,200	\$15,860	\$128,485
Catawba County Parks Division	\$165,746	\$2,000		\$1,350		\$21,650	\$29,248	\$219,994
Clayton Parks & Recreation	\$370,833	\$172,000	\$43,430	\$9,345	\$136,900	\$31,210	\$60,920	\$824,638
Clinton Recreation & Parks Department	\$344,581	\$122,964	\$60,065	\$4,909	\$48,638	\$32,500	\$95,125	\$708,782
Columbus County Parks & Recreation	\$254,951	\$10,000	\$5,000	\$2,500	\$26,500	\$32,000	\$47,350	\$378,301
Craven County Recreation & Parks	\$415,921	\$19,225	\$24,900	\$4,995	\$13,200	\$27,000	\$58,266	\$563,266
Currituck County Parks & Recreation	\$280,109		\$5,045	\$1,700	\$3,000	\$18,500	\$192,680	\$501,034
Dare County Parks & Recreation	\$1,031,586	\$174,050	\$26,200	\$11,033	\$257,799	\$98,131	\$6,691	\$1,605,490
Davidson Parks & Recreation	\$405,795	\$30,520	\$22,795	\$11,200	\$22,000	\$57,250	\$282,285	\$831,845
Duplin County Parks & Recreation	\$118,834	\$6,000	\$6,000	\$2,600	\$9,000	\$6,200	\$23,600	\$172,234
Durham Department of Parks & Recreation	\$5,591,926	\$446,103	\$140,500	\$28,585	\$280,652	\$66,406	\$989,507	\$7,543,679
Eden Parks & Recreation	\$642,600	\$22,000		\$1,200	\$16,500	\$52,900	\$250,900	\$986,100
Edenton-Chowan Parks & Recreation	\$387,000	\$10,000	\$27,000	\$3,000	\$63,000	\$67,000	\$71,000	\$628,000
Elizabeth City Parks & Recreation	\$740,712	\$10,000	\$15,000	\$4,500	\$78,730	\$65,665	\$92,438	\$1,007,045
Elkin Recreation & Parks	\$331,848	\$55,760		\$4,500	\$62,150	\$19,800	\$97,102	\$571,160
Farmville Parks Department	\$45,638		\$36,000	\$700		\$5,050	\$34,148	\$87,388
Fayetteville-Cumberland Parks & Recreation Dept	\$7,940,827	\$344,104		\$69,523	\$1,002,411	\$1,421,664	\$2,201,104	\$12,979,633
Fletcher Parks & Recreation	\$238,538	\$1,720	\$780	\$3,500	\$63,865	\$3,800	\$35,650	\$392,853

Operating Expenditures (continued)

AGENCY	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total
Forsyth County Parks & Recreation	\$1,064,854	\$86,411	\$373,712	\$4,560	\$402,901	\$271,240		\$2,203,678
Garner Parks & Recreation	\$866,746	\$125,503	\$75,261	\$14,774	\$42,195	\$22,460	\$192,708	\$1,339,647
Gastonia Parks & Recreation	\$1,833,885	\$200,850	\$19,894	\$9,450	\$174,850	\$113,025	\$176,495	\$2,528,449
Gibsonville Parks & Recreation	\$161,805		\$2,500	\$600	\$21,038	\$10,400	\$12,910	\$209,253
Goldsboro Parks & Recreation	\$1,667,647		\$4,500	\$4,750	\$398,988	\$132,212	\$497,045	\$2,705,142
Graham Recreation & Parks	\$371,700	\$10,000	\$5,600	\$5,300	\$110,700	\$51,800	\$2,000	\$557,100
Greensboro Parks & Recreation	\$14,745,388	\$423,940	\$1,002,525	\$19,975	\$1,364,265	\$789,075	\$3,772,493	\$22,117,661
Greenville Recreation & Parks	\$3,908,082		\$263,758	\$17,149	\$206,546	\$109,895	\$818,205	\$5,323,635
Havelock Recreation Department	\$316,907			\$4,000	\$28,250	\$21,819	\$172,524	\$543,500
Haw River Recreation Department	\$98,450	\$6,000	\$13,500	\$500	\$11,600	\$14,000		\$144,050
Haywood County Recreation	\$140,067	\$8,626	\$3,900	\$2,585	\$5,093	\$7,225	\$122,560	\$290,056
Henderson-Vance Recreation & Parks	\$538,950	\$118,000		\$11,500	\$94,540	\$71,200	\$637,789	\$1,471,979
Hickory Parks & Recreation	\$1,822,851	\$45,000	\$23,960	\$8,950	\$168,963	\$452,386	\$393,466	\$2,915,576
High Point Parks & Recreation	\$4,368,598			\$22,480	\$416,590	\$121,175	\$3,031,617	\$7,960,460
Highlands Parks & Recreation	\$220,000		\$21,000		\$40,000	\$54,000	\$199,500	\$534,500
Holly Springs Parks & Recreation	\$841,325	\$42,000	\$673,075	\$8,550	\$32,500	\$35,500	\$11,500	\$1,644,450
Huntersville Parks & Recreation	\$854,216	\$124,120	\$44,450	\$9,980	\$33,838	\$112,760	\$570,928	\$1,750,922
Jacksonville Recreation & Parks	\$1,122,500	\$346,532	\$60,543	\$209,050	\$151,025	\$58,896	\$499,788	\$2,448,334
Kannapolis Parks & Recreation	\$533,702	\$20,500	\$332,714	\$6,500	\$147,073	\$38,100	\$88,411	\$1,177,000
Kernersville Parks & Recreation	\$424,461		\$28,990	\$5,100	\$53,850	\$60,105	\$142,167	\$715,673
Lee County Parks & Recreation	\$77,577		\$5,170	\$85,900	\$85,900	\$18,425	\$335,421	\$1,093,557
Lenoir Parks & Recreation	\$441,142	\$15,000	\$16,950	\$7,000	\$43,500	\$110,600	\$667,877	\$1,302,069
Lexington Parks & Recreation	\$358,324			\$2,195	\$21,171	\$13,634	\$157,739	\$563,062
Lincoln County Parks and Recreation	\$490,916		\$29,000	\$6,250	\$42,325	\$114,500	\$141,081	\$824,072
Lincolnton Parks and Recreation	\$163,750	\$18,000	\$17,000	\$1,000	\$25,675	\$65,000	\$119,325	\$409,750
Louisburg Parks & Recreation	\$44,510	\$18,800		\$400	\$3,200	\$11,800	\$84,645	\$163,355
Lumberton Recreation & Parks	\$540,035	\$14,580	\$116,655	\$4,250	\$78,805	\$15,985	\$332,435	\$1,102,745
Madison County Parks & Recreation	\$55,274		\$1,300	\$2,250	\$5,950	\$6,185	\$5,000	\$75,959
Madison-Mayodan Recreation Department	\$205,516	\$78,622	\$3,000	\$4,100	\$77,601	\$18,000	\$97,014	\$483,853
McDowell County Parks & Recreation	\$141,385			\$1,350	\$1,750	\$5,450	\$161,344	\$311,276
Mebane Recreation & Parks	\$273,469	\$5,000		\$3,250	\$35,000	\$35,000	\$230,790	\$351,719
Mecklenburg County Park & Recreation	\$19,675,102	\$548,810	\$7,409,792	\$147,094	\$749,548	\$1,345,400	\$1,296,702	\$31,172,448
Mitchell County Parks & Recreation	\$33,118			\$400	\$28,625	\$8,500	\$37,713	\$118,356
Mocksville-Davie Parks & Recreation	\$266,406	\$47,000		\$2,000	\$40,000	\$11,500	\$94,620	\$461,526
Moore County Parks & Recreation		\$272,572	\$225,700	\$3,000	\$55,000	\$9,000		\$565,272
Mooresville Recreation Department								

Operating Expenditures (continued)

AGENCY	Personnel	Contracted Personnel	Contracted Operations	Travel/ Training	Supplies/ Materials	Maint./ Repair	Other	Total
Morehead City Department of Parks & Recreation	\$298,850			\$4,800	\$5,500	\$65,800	\$151,100	\$526,050
Morganton Recreation & Parks	\$943,409	\$108,000	\$111,100	\$9,300	\$100,300	\$36,700	\$719,399	\$2,028,208
Mount Airy Parks and Recreation							\$935,936	\$935,936
North Wilkesboro Parks & Recreation	\$75,930			\$600	\$14,800	\$56,900		\$148,230
New Hanover County Parks	\$1,690,535		\$286,650	\$5,550	\$217,230	\$155,000	\$456,730	\$2,838,713
Newton Parks & Recreation	\$692,100	\$76,350		\$3,400	\$300,070	\$129,980	\$69,550	\$1,271,450
Northampton County Recreation	\$57,564	\$6,000		\$3,100	\$1,100	\$850	\$1,400	\$70,014
Oak Island Parks & Recreation	\$444,661	\$16,500		\$1,800	\$19,700	\$11,200	\$153,136	\$643,997
Onslow County Parks & Recreation	\$861,154		\$34,700	\$10,500		\$68,900	\$52,000	\$1,027,254
Orange County Recreation & Parks	\$1,094,075	\$52,279	\$18,000	\$13,874	\$83,822	\$110,000	\$136,847	\$1,508,897
Pender County Parks & Recreation	\$104,753		\$21,980	\$2,775	\$3,500	\$15,000	\$38,292	\$192,300
Person County Parks & Recreation	\$550,001	\$47,000		\$8,000	\$189,684	\$100,600		\$895,285
Red Springs Recreation Commission	\$36,664	\$10,650		\$3,500	\$2,750	\$4,000	\$2,250	\$59,814
Robeson County Parks & Recreation	\$324,158	\$109,224	\$173,908	\$2,500	\$18,700	\$40,000	\$10,000	\$678,490
Rocky Mount Parks & Recreation	\$3,232,149			\$53,800	\$370,450	\$185,300	\$3,037,749	\$6,878,749
Rowan County Parks & Recreation	\$1,010,648			\$17,480	\$262,052	\$117,383	\$579,425	\$1,986,988
Salisbury Parks & Recreation	\$1,223,881		\$89,109	\$13,410	\$36,888	\$30,000	\$393,693	\$1,786,711
Sampson County Parks & Recreation	\$522,451	\$113,014	\$25,986	\$21,000	\$86,882	\$19,500	\$159,350	\$948,183
Scotland County Parks & Recreation	\$257,600	\$62,000	\$13,000	\$2,500	\$39,800	\$6,100	\$104,000	\$485,000
Shelby Parks & Recreation	\$1,136,450	\$244,500	\$21,800	\$21,000	\$137,500	\$275,650	\$18,050	\$1,854,650
Southern Pines Recreation & Parks	\$315,065	\$69,500		\$7,000	\$38,200		\$155,240	\$585,005
Statesville Recreation & Parks	\$1,861,680		\$1,119,876					\$2,981,556
Surry County Recreation	\$147,919		\$8,300	\$10,750	\$29,000	\$28,000	\$32,300	\$256,269
Thomasville Parks & Recreation	\$585,033	\$28,136		\$6,300	\$81,286	\$58,000	\$90,725	\$849,480
Union County Parks & Recreation	\$860,621			\$5,450	\$80,100	\$66,940	\$221,980	\$1,235,091
Wake County Parks & Recreation	\$1,653,600							
Wake Forest Parks & Recreation	\$637,700	\$15,000		\$5,850	\$37,500	\$58,000	\$291,355	\$1,045,405
Washington Parks, Recreation & Civic Center	\$957,342	\$27,114	\$83,164	\$6,555	\$377,607	\$118,050	\$26,932	\$1,596,764
Waynesville Parks & Recreation	\$1,084,940			\$4,500	\$52,000	\$41,650	\$275,700	\$1,458,790
Wendell Parks & Recreation	\$235,965	\$44,500	\$36,140	\$2,400	\$17,000	\$32,300	\$89,100	\$457,405
Wilkes County Parks & Recreation	\$233,169	\$90,000		\$500	\$41,000	\$33,500	\$124,500	\$522,669
Wilson Parks & Recreation	\$2,346,420	\$131,060	\$100,000	\$24,890	\$222,630	\$760,820	\$365,610	\$3,951,430
Winston-Salem Recreation & Parks	\$6,100,390	\$176,600	\$226,350	\$15,340	\$546,330	\$320,540	\$1,440,400	\$8,825,950
Yadkin County Parks & Recreation	\$70,000	\$30,000	\$85,000	\$200	\$10,000	\$5,000		\$200,200

Blank spaces represent no data reported.

Capital Expenditures

AGENCY	Equipment	Land	New Development	Revitalize Existing	Other	Total
Alamance County Recreation & Parks				\$10,000	\$10,000	\$20,000
Albemarle Parks & Recreation	\$28,200		\$250,000	\$8,000	\$15,250	\$301,450
Alexander County Recreation Department						
Alleghany County Recreation						
Apex Parks, Recreation & Cultural Resources	\$49,000			\$27,000		\$76,000
Archdale Parks & Recreation	\$48,000	\$72,000	\$58,000			\$178,000
Asheboro Parks & Recreation	\$59,700		\$60,000	\$25,000		\$144,700
Asheville Parks & Recreation		\$75,000	\$260,000	\$165,000		\$500,000
Benson Parks & Recreation	\$4,000			\$21,300		\$25,300
Bertie County Parks & Recreation			\$500,000			\$500,000
Blowing Rock Parks & Recreation	\$5,715			\$67,505		\$73,220
Burke County Recreation & Parks	\$41,545	\$95,800	\$333,335	\$2,700	\$12,000	\$485,380
Burlington Department of Recreation & Parks	\$193,000			\$63,500		\$256,500
Cabarrus County Parks & Recreation				\$75,000	\$697,000	\$772,000
Carrboro Recreation & Parks				\$108,000		\$108,000
Carteret County Parks & Recreation	\$22,000					\$22,000
Caswell County Parks & Recreation	\$500					\$500
Catawba County Parks Division	\$1,530			\$11,500		\$13,030
Clayton Parks & Recreation	\$48,000		\$115,600			\$163,600
Clinton Recreation & Parks Dept	\$14,000		\$109,431	\$20,861	\$27,128	\$171,420
Columbus County Parks & Recreation				\$43,600	\$13,600	\$57,200
Craven County Recreation & Parks	\$6,100	\$140,000	\$47,700		\$9,500	\$203,300
Currituck County Parks & Recreation	\$61,600		\$220,000			\$282,600
Dare County Parks & Recreation	\$152,073				\$41,460	\$193,553
Davidson Parks & Recreation	\$11,000	\$154,310	\$20,000		\$27,575	\$212,885
Duplin County Parks & Recreation			\$30,000			\$30,000
Durham Department of Parks & Recreation	\$57,087	\$1,680,485	\$22,799,543	\$14,523,653	\$3,571,778	\$42,632,546
Eden Parks & Recreation			\$603,000			\$603,000
Edenton-Chowan Parks & Recreation	\$20,000		\$50,000	\$28,000		\$98,000
Elizabeth City Parks & Recreation	\$16,700		\$30,000	\$28,000		\$74,700
Elkin Recreation & Parks						
Farmville Parks Department					\$34,148	\$34,148
Fayetteville-Cumberland Parks & Recreation Department	\$179,500				\$185,000	\$364,500
Fletcher Parks & Recreation	\$7,500				\$10,000	\$17,500
Forsyth County Parks & Recreation	\$85,640			\$47,000		\$132,640
Garner Parks & Recreation	\$10,900			\$79,000		\$89,900
Gastonia Parks & Recreation				\$40,000		\$40,000
Gibsonville Parks & Recreation						
Goldsboro Parks & Recreation	\$54,800			\$22,200		\$77,000
Graham Recreation & Parks	\$37,800			\$12,200		\$50,000

Capital Expenditures (continued)

AGENCY	Equipment	Land	New Development	Revitalize Existing	Other	Total
Greensboro Parks & Recreation	\$15,000	\$60,000	\$2,750,000	\$425,000	\$180,000	\$3,430,000
Greenville Recreation & Parks	\$244,745		\$60,000	\$303,600		\$608,345
Havelock Recreation Department	\$22,000			\$25,000		\$47,000
Haw River Recreation Department	\$12,500					\$12,500
Haywood County Recreation	\$5,000			\$8,500		\$13,500
Henderson-Vance Recreation & Parks	\$14,570			\$6,600		\$21,170
Hickory Parks & Recreation	\$93,200			\$91,600		\$184,800
High Point Parks & Recreation	\$205,000					\$205,000
Highlands Parks & Recreation	\$5,000	\$325,000		\$140,000		\$470,000
Holly Springs Parks & Recreation	\$65,500		\$70,060	\$7,500		\$143,000
Huntersville Parks & Recreation	\$25,000			\$37,000		\$62,000
Jacksonville Recreation & Parks	\$108,946					\$108,946
Kannapolis Parks & Recreation			\$2,000,000	\$50,000		\$2,050,000
Kernersville Parks & Recreation	\$12,003	\$1,040,000	\$1,193,905	\$18,000		\$2,263,908
Lee County Parks & Recreation	\$28,139	\$87,500	\$446,950			\$562,589
Lenoir Parks & Recreation	\$120,000			\$30,000		\$150,000
Lexington Parks & Recreation						
Lincoln County Parks and Recreation			\$300,000	\$60,000		\$360,000
Lincolnton Parks and Recreation				\$68,750		\$68,750
Louisburg Parks & Recreation	\$6,900		\$10,000			\$16,900
Lumberton Recreation & Parks						
Madison County Parks & Recreation	\$5,000			\$1,800		\$6,500
Madison-Mayodan Recreation Department						
McDowell County Parks & Recreation	\$2,500				\$500	\$3,000
Mebane Recreation & Parks	\$12,000					\$12,000
Mecklenburg County Park & Recreation	\$96,500					\$96,500
Mitchell County Parks & Recreation				\$3,000	\$4,874	\$7,874
Mocksville-Davie Parks & Recreation	\$5,000			\$30,000		\$35,000
Moore County Parks & Recreation	\$5,000		\$150,000	\$15,000		\$170,000
Mooresville Recreation Department						
Morehead City Department of Parks & Recreation			\$235,500		\$23,000	\$258,500
Morganton Recreation & Parks	\$32,000		\$626,975	\$30,000		\$688,975
Mount Airy Parks and Recreation						
North Wilkesboro Parks & Recreation						
New Hanover County Parks	\$141,000			\$150,000		\$291,000
Newton Parks & Recreation	\$32,000		\$150,000			\$182,000
Northampton County Recreation	\$3,100				\$7,206	\$10,306
Oak Island Parks & Recreation	\$68,000				\$50,000	\$118,000
Onslow County Parks & Recreation			\$90,000			\$90,000

Capital Expenditures (continued)

AGENCY	Equipment	Land	New Development	Revitalize Existing	Other	Total
Orange County Recreation & Parks	\$71,864	\$1,903,000	\$877,000	\$35,000	\$27,000	\$2,913,864
Pender County Parks & Recreation			\$611,575	\$126,504	\$206,136	\$944,215
Person County Parks & Recreation			\$183,106	\$160,000	\$2,500	\$345,606
Red Springs Recreation Commission				\$10,000	\$34,450	\$44,450
Robeson County Parks & Recreation	\$12,500			\$7,500		\$20,000
Rocky Mount Parks & Recreation	\$148,000			\$74,200		\$223,000
Rowan County Parks & Recreation	\$63,082				\$99,050	\$162,132
Salisbury Parks & Recreation	\$14,875		\$88,700			\$103,575
Sampson County Parks & Recreation						
Scotland County Parks & Recreation			\$1,000,080			\$1,000,080
Shelby Parks & Recreation	\$50,850					\$50,850
Southern Pines Recreation & Parks			\$65,000		\$45,000	\$110,000
Statesville Recreation & Parks						\$215,584
Surry County Recreation	\$3,000			\$172,550	\$77,250	\$252,800
Thomasville Parks & Recreation						
Union County Parks & Recreation	\$36,700	\$50,865	\$1,378,000		\$225,000	\$1,690,565
Wake County Parks & Recreation						
Wake Forest Parks & Recreation	\$53,800		\$150,000	\$8,935	\$792,715	\$1,005,450
Washington Parks, Recreation & Civic Center	\$40,690		\$150,000			\$190,690
Waynesville Parks & Recreation	\$12,000			\$3,700	\$370,850	\$386,550
Wendell Parks & Recreation	\$8,000		\$5,000	\$3,500		\$16,500
Wilkes County Parks & Recreation	\$23,200		\$50,000	\$6,000		\$79,200
Wilson Parks & Recreation	\$89,540					\$89,540
Winston-Salem Recreation & Parks	\$253,300	\$500,000	\$1,520,000	\$680,140		\$2,953,440
Yadkin County Parks & Recreation						

Blank spaces represent no data reported.

Appendix B

Per Capita Expenditures by Individual Agency

AGENCY	Operation Expenditures Per Capita	Capital Expenditures Per Capita	Total Per Capita
Alamance County Recreation & Parks	\$8.96	\$0.15	\$9.10
Albemarle Parks & Recreation	\$65.11	\$19.21	\$84.32
Alexander County Recreation Department	\$4.96		\$4.96
Alleghany County Recreation	\$13.98		\$13.98
Apex Parks, Recreation & Cultural Resources	\$117.85	\$3.08	\$120.92
Archdale Parks & Recreation	\$72.53	\$19.06	\$91.59
Asheboro Parks & Recreation	\$46.23	\$6.37	\$52.60
Asheville Parks & Recreation	\$86.86	\$6.97	\$93.83
Benson Parks & Recreation	\$86.75	\$7.83	\$94.58
Bertie County Parks & Recreation	\$8.90	\$30.22	\$39.12
Blowing Rock Parks & Recreation	\$225.93	\$51.42	\$277.35
Burke County Recreation & Parks	\$5.07	\$5.41	\$10.49
Burlington Department of Recreation & Parks	\$103.68	\$5.54	\$109.22
Cabarrus County Parks & Recreation	\$6.95	\$5.41	\$12.36
Carrboro Recreation & Parks	\$65.66	\$6.14	\$71.80
Carteret County Parks & Recreation	\$20.73	\$0.36	\$21.09
Caswell County Parks & Recreation	\$5.44	\$0.02	\$5.46
Catawba County Parks Division	\$1.50	\$0.09	\$1.59
Clayton Parks & Recreation	\$80.49	\$15.97	\$96.46
Clinton Recreation & Parks Department	\$81.94	\$19.82	\$101.76
Columbus County Parks & Recreation	\$6.94	\$1.05	\$7.99
Craven County Recreation & Parks	\$6.14	\$2.22	\$8.36
Currituck County Parks & Recreation	\$24.05	\$13.56	\$37.61
Dare County Parks & Recreation	\$48.48	\$5.84	\$54.32
Davidson Parks & Recreation	\$105.90	\$27.10	\$133.00
Duplin County Parks & Recreation	\$3.37	\$0.59	\$3.95
Durham Department of Parks & Recreation	\$37.41	\$211.41	\$248.82
Eden Parks & Recreation	\$62.28	\$38.08	\$100.36
Edenton-Chowan Parks & Recreation	\$43.51	\$6.79	\$50.30
Elizabeth City Parks & Recreation	\$56.94	\$4.22	\$61.16
Elkin Recreation & Parks	\$139.58		\$139.58
Farmville Parks Department	\$19.03	\$7.44	\$26.47
Fayetteville-Cumberland Parks & Recreation Department	\$42.70	\$1.20	\$43.90
Fletcher Parks & Recreation	\$79.20	\$3.53	\$82.73
Forsyth County Parks & Recreation	\$9.31	\$0.56	\$9.87
Garner Parks & Recreation	\$66.50	\$4.46	\$70.97
Gastonia Parks & Recreation	\$36.90	\$0.58	\$37.49
Gibsonville Parks & Recreation	\$45.95		\$45.95

Per Capita Expenditures by Individual Agency (continued)

AGENCY	Operation Expenditures Per Capita	Capital Expenditures Per Capita	Total Per Capita
Goldsboro Parks & Recreation	\$70.22	\$2.00	\$72.22
Graham Recreation & Parks	\$41.84	\$3.75	\$45.59
Greensboro Parks & Recreation	\$96.51	\$14.97	\$111.47
Greenville Recreation & Parks	\$80.93	\$9.25	\$90.18
Havelock Recreation Department	\$23.77	\$2.06	\$25.83
Haw River Recreation Department	\$74.21	\$6.44	\$80.65
Haywood County Recreation	\$5.23	\$0.24	\$5.48
Henderson-Vance Recreation & Parks	\$90.69	\$1.30	\$91.99
Hickory Parks & Recreation	\$75.00	\$4.75	\$79.77
High Point Parks & Recreation	\$89.24	\$2.30	\$91.54
Highlands Parks & Recreation	\$575.35	\$505.92	\$1,081.27
Holly Springs Parks & Recreation	\$132.88	\$11.56	\$144.44
Huntersville Parks & Recreation	\$59.58	\$2.11	\$61.67
Jacksonville Recreation & Parks	\$33.62	\$1.50	\$35.11
Kannapolis Parks & Recreation	\$30.43	\$53.00	\$83.43
Kernersville Parks & Recreation	\$34.92	\$110.47	\$145.39
Lee County Parks & Recreation	\$22.25	\$11.45	\$33.70
Lenoir Parks & Recreation	\$70.72	\$8.15	\$78.87
Lexington Parks & Recreation	\$27.48		\$27.48
Lincoln County Parks and Recreation	\$12.11	\$5.29	\$17.39
Lincolnton Parks and Recreation	\$6.09	\$1.02	\$7.11
Louisburg Parks & Recreation	\$50.28	\$5.20	\$55.48
Lumberton Recreation & Parks	\$49.69		\$49.69
Madison County Parks & Recreation	\$3.83	\$0.33	\$4.17
Madison-Mayodan Recreation Department	\$104.66	\$0.00	\$104.66
McDowell County Parks & Recreation	\$7.26	\$0.07	\$7.33
Mebane Recreation & Parks	\$44.73	\$1.53	\$46.25
Mecklenburg County Park & Recreation	\$41.43	\$0.13	\$41.56
Mitchell County Parks & Recreation	\$7.48	\$0.50	\$7.97
Mocksville-Davie Parks & Recreation	\$12.42	\$0.94	\$13.37
Moore County Parks & Recreation	\$7.13	\$2.14	\$9.28
Mooresville Recreation Department			\$103.46
Morehead City Department of Parks & Recreation	\$67.26	\$33.05	\$100.31
Morganton Recreation & Parks	\$118.75	\$40.34	\$159.09
Mount Airy Parks and Recreation	\$110.25		\$110.25
North Wilkesboro Parks & Recreation	\$35.68		\$35.68
New Hanover County Parks	\$16.89	\$1.73	\$18.62
Newton Parks & Recreation	\$98.26	\$14.07	\$112.33
Northampton County Recreation	\$3.21	\$0.47	\$3.69
Oak Island Parks & Recreation	\$90.45	\$16.57	\$107.02
Onslow County Parks & Recreation	\$6.96	\$0.61	\$7.57

Per Capita Expenditures by Individual Agency (continued)

AGENCY	Operation Expenditures Per Capita	Capital Expenditures Per Capita	Total Per Capita
Orange County Recreation & Parks	\$12.77	\$24.66	\$37.42
Pender County Parks & Recreation	\$4.42	\$21.69	\$26.11
Person County Parks & Recreation	\$24.29	\$9.38	\$33.66
Red Springs Recreation Commission	\$17.35	\$12.90	\$30.25
Robeson County Parks & Recreation	\$5.40	\$0.16	\$5.55
Rocky Mount Parks & Recreation	\$122.54	\$3.97	\$126.51
Rowan County Parks & Recreation	\$14.84	\$1.21	\$16.05
Salisbury Parks & Recreation	\$63.45	\$3.68	\$67.13
Sampson County Parks & Recreation	\$15.28		\$15.28
Scotland County Parks & Recreation	\$13.56	\$27.97	\$41.53
Shelby Parks & Recreation	\$88.38	\$2.42	\$90.80
Southern Pines Recreation & Parks	\$51.21	\$9.63	\$60.84
Statesville Recreation & Parks	\$121.09	\$8.76	\$129.85
Surry County Recreation	\$3.55	\$3.50	\$7.04
Thomasville Parks & Recreation	\$33.23		\$33.23
Union County Parks & Recreation	\$8.46	\$11.58	\$20.04
Wake County Parks & Recreation			\$4.17
Wake Forest Parks & Recreation	\$63.40	\$60.97	\$124.37
Washington Parks, Recreation & Civic Center	\$163.49	\$19.52	\$183.01
Waynesville Parks & Recreation	\$153.85	\$40.77	\$194.62
Wendell Parks & Recreation	\$99.46	\$3.59	\$103.05
Wilkes County Parks & Recreation	\$7.79	\$1.18	\$8.98
Wilson Parks & Recreation	\$84.87	\$1.92	\$86.80
Winston-Salem Recreation & Parks	\$45.51	\$15.23	\$60.74
Yadkin County Parks & Recreation	\$5.35		\$5.35

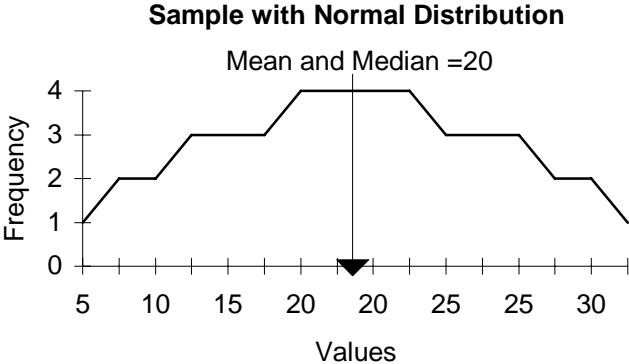
Appendix C

The mean or average provides a measure of central tendency for a sample of values or observations with a normal (bell-shape) frequency distribution. For a sample of values with a nonsymmetrical or skewed distribution, the mean is sensitive or influenced by the skewness of the distribution. Another measure of central tendency is the median. While the mean reflects the calculated midpoint of a set of values, the median measures the exact midpoint of a set of values when the values are ordered in magnitude, lowest to highest. The median is robust, therefore, it provides a better description of the midpoint for a sample with a nonsymmetrical distribution.

Mean Example

For a sample of values (5,10,15,20,25,30,10,15,20,25,30,15,20,25,35,20) with a normal frequency distribution, the mean equals 20. The mean and the midpoint of the distribution curve are the same (see Example 1).

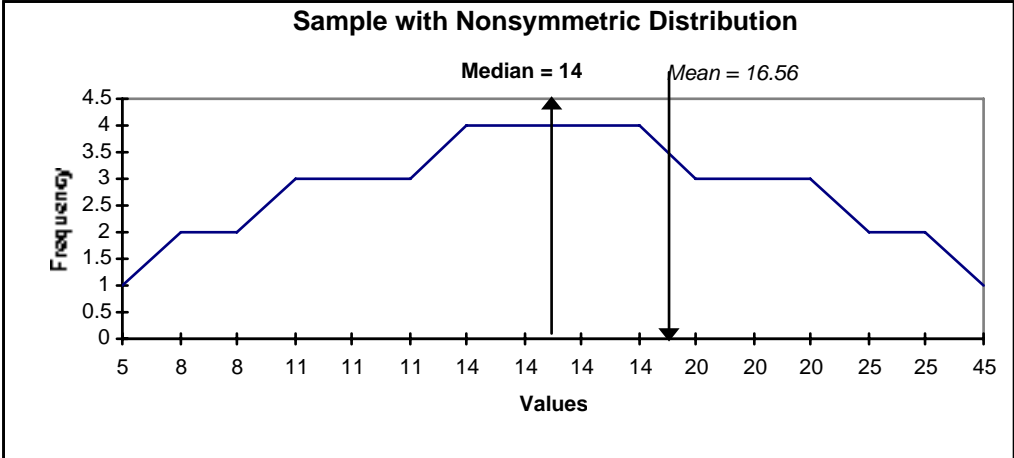
Example 1



Median Example

For the following sample of values (5,8,11,14,20,25,8,11,14,20,25,11,14,45,20,14), the mean equals 16.56. This sample has a nonsymmetrical frequency distribution. The presence of an abnormally large value, 45, skews the sample distribution to the right. Therefore, the mean is influenced by the outlying value. When the sample values are ordered in magnitude, the median for the sample equals 14. The outlier does not influence the median, therefore, it provides a better measure of central tendency for the sample (see Example 2).

Example 2



Mean and median results from the Municipal and County Services Study, Fiscal Year 2005-06, provide significant information to local government park and recreation agencies if interpreted correctly. If the mean and median values are very close, the sample has a normal frequency distribution and the mean offers a good measure of the midpoint. If significant difference exists between the mean and median, lean towards using the median as the measure of central tendency. This sample possesses a nonsymmetrical distribution and suffers skewness. When the mean is significantly higher than the median, abnormally high values skew the sample. When the median is significantly larger than the mean, abnormally low values skew the sample.