



City of Prescott Parks Master Plan Benchmarking Report

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Table of Contents

INTRODUCTION 2

MAJOR FINDINGS 3

- Parks and Open Space3
- Indoor Recreation Facilities5
- Recreational Programs5
- Outdoor Recreation Facilities6
- Trails6
- Open Space6
- Joint Use Agreements7
- Annual Operational Budget7
- Staffing8
- Capital Budget8
- Revenue Sources8
- Other8

APPENDIX A – BENCHMARK SURVEY QUESTIONNAIRE A-1

Introduction

This benchmark survey was conducted as part of the overall process of creating a Parks and Recreation Master Plan for the City of Prescott, Arizona. ESI Corporation, on behalf of the City of Prescott, administered the benchmark survey to help provide a comparative analysis between the parks and recreational facilities in Prescott and the parks and recreational facilities in surrounding cities in Arizona and the United States.

In consultation with City officials, ESI chose eight cities to potentially provide input to the survey. ESI mailed the cities a six-page benchmarking survey (see Appendix A) as well as a letter explaining the survey. After mailing the surveys, ESI contacted each city by telephone to encourage participation and to answer questions. Five cities responded and participated in the survey, as follows:

- Durango, Colorado
- Grand Junction, Colorado
- Henderson, Nevada
- Sierra Vista, Arizona
- St. George, Utah

The size of the cities that participated in the survey ranged considerably, from Durango, CO, with a population of 16,000, to Henderson, NV, with a population of 250,000. In comparison, Prescott has a population of 41,000 and the average for the benchmarked cities is 88,340. To better compare the parks and facilities of cities with considerably different populations, many responses were calculated per 1,000 persons (by dividing the responses by the population per 1,000 people). Equalizing the responses in this way provided a clearer analysis of the information. Also, the per-1,000 calculations will be useful in creating service standards as part of the City of Prescott's Parks and Recreation Master Plan.

The Benchmark Average referenced in this report is the sum of the five comparative cities per 1,000 population. Key findings from the survey are visible in Tables 1 and 2 within the report. Note that the data contained in Table 2 reflects only the parks/acres that are publicly maintained. Henderson was the only city that did not have 100 percent of their parks publicly maintained. Additional responses can be found at the end of the report in Table 3.

**Table 1
Benchmark Survey Results Summary**

	Benchmark	Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
Population	88,340	41,000	54,500	76,200	250,000	45,000	16,000
Population/1,000	88.34	41	54.5	76.2	250.0	45.0	16.0
Total # of Parks	30.60	21.00	17.00	49.00	42.00	12.00	33.00
Park Acres/1,000	6.85	55.29	16.22	10.75	2.25	2.40	40.75
Mini Park acres/1,000	0.07	0.05	0.17	-	-	0.03	1.19
Neighborhood Park acres/1,000	1.35	0.28	3.17	1.38	0.93	0.30	4.44
Community Park acres/1,000	3.94	3.74	10.68	9.06	1.32	1.83	3.50
Passive Regional Park acres/1,000	1.31	30.27	2.20	-	-	0.20	28.13
Joint Use Park acres/1,000	0.17	4.20	-	0.22	-	0.04	3.50
Recreational Lake acres/1,000	0.02	16.76	-	0.10	-	-	-
# of Indoor Facilities/1,000	0.12	0.10	0.09	0.18	0.09	0.09	0.44
# of Recreation Programs/1,000	15.16	5.05	6.37	2.15	23.43	5.98	3.69
# Outdoor Recreation Facilities/1,000	1.56	2.49	2.11	1.93	1.31	0.67	4.31
# of Athletic fields/1,000	0.02	0.05	0.02	0.03	0.01	0.04	0.06
Miles of Trails/1,000	1.13	2.54	1.14	1.50	0.55	0.46	10.44
Publicly Dedicated # Acres/1,000	47.02	3.90	2.20	236.22	5.60	6.67	59.19
Annual Operating Budget/1,000	\$140,835	\$76,956	\$212,110	\$122,664	\$128,000	\$100,000	\$300,000
Staff (FTE)/1,000	0.93	1.21	1.43	1.01	0.74	0.89	1.94
Total \$ in CIP/1,000	\$1,090,559	\$0	\$343,119	\$800,525	\$1,200,000	\$222,222	\$5,750,000
\$ in CIP Per Year/1,000	\$172,296	\$0	\$34,312	\$80,052	\$240,000	\$44,444	\$383,333

Note: All park data is based on publicly-maintained acres

Source: Benchmark Survey Results, March 2007

Major Findings

Parks and Open Space

As shown in Table 1, Prescott has 21 existing and planned parks, which is less than the benchmark average of 30.6 parks and less than three out of the five comparable cities. While Prescott has slightly fewer parks than the average, however, Prescott's parks encompass 55.29 acres per 1,000 population, which on the surface appears

high in comparison to the benchmark average of 6.85 park acres per 1,000 population. Unlike the other communities, Prescott has a high number of acres associated with passive regional parks, joint use parks and recreational lakes. If you examine neighborhood parks per 1,000, then Prescott falls well below the benchmark average of 1.35 with only .28 park acres per 1,000 people.

Additionally, it should be noted that of the cities surveyed, Prescott is the only city to have all six different types of parks specified (e.g., mini parks, neighborhood parks, etc.) as noted in Table 2.

Table 2
Service Radius For Publicly Maintained Parks by Park Type (Denoted in Miles)

	Mini Parks	Neighborhood Parks	Community Parks	Passive Regional Parks	Joint Use Parks	Recreational Lakes	Total All Parks
Benchmark Average							
Number of Parks	5.20	8.60	13.00	1.00	1.60	1.20	30.60
Service Radius	0.30	1.40	11.30	5.00	2.30	4.80	--
Per 1,000	0.06	0.10	0.15	0.01	0.02	0.01	0.35
Prescott							
Number of Parks	4.00	3.00	4.00	5.00	2.00	3.00	21.00
Service Radius	2.00	5.00	20.00	25.00	25.00	90.00	--
Per 1,000	0.10	0.07	0.10	0.12	0.05	0.07	0.51
Grand Junction							
Number of Parks	9.00	2.00	5.00	1.00	0.00	0.00	17.00
Service Radius	0.25	0.50	1.00	10.00	0.00	0.00	--
Per 1,000	0.17	0.04	0.09	0.02	0.00	0.00	0.31
St. George							
Number of Parks	0.00	22.00	19.00	0.00	2.00	6.00	49.00
Service Radius	0.00	0.50	2.00	0.00	0.50	24.00	--
Per 1,000	0.00	0.29	0.25	0.00	0.03	0.08	0.64
Henderson							
Number of Parks	0.00	7.00	35.00	0.00	0.00	0.00	42.00
Service Radius	0.00	0.50	1.50	0.00	0.00	0.00	--
Per 1,000	0.00	0.03	0.14	0.00	0.00	0.00	0.17
Sierra Vista							
Number of Parks	5.00	2.00	2.00	2.00	1.00	0.00	12.00
Service Radius	1.00	5.00	50.00	5.00	1.00	0.00	--
Per 1,000	0.11	0.04	0.04	0.04	0.02	0.00	0.27
Durango							
Number of Parks	12.00	10.00	4.00	2.00	5.00	0.00	33.00
Service Radius	0.25	0.50	2.00	10.00	10.00	0.00	--
Per 1,000	0.75	0.63	0.25	0.13	0.31	0.00	2.06

Source: Benchmark Survey Results, March 2007

An additional distinction in comparing Prescott's park figures to those of the other cities is the park service radius, which represents the area in miles that each park

type services.¹ Prescott has a wide-range of service areas, with the mini parks having a service radius of 2 miles while the recreational lakes have a service radius of 90 miles. In comparison, the benchmark range of service areas is smaller, ranging from 0.3 miles for mini parks to 11.3 miles for community parks, as noted in Table 2. This could be interpreted that Prescott parks are servicing a greater population than the benchmark average.

Following are the summarized key findings of the Benchmark Survey. The data associated with this section can be found in the previous Table 1 or in Table 3, which is located at the end of the report.

Indoor Recreation Facilities

A multigenerational/recreational center containing a gymnasium and a teen center (18,058 sq. ft.) and a community/senior center (21,000 sq. ft.) comprise Prescott's 39,058 square feet of indoor recreational facilities. With a total of four indoor facilities, Prescott lags the benchmark average of 10.4. Additionally, compared to the benchmark average of 0.118 facilities per 1,000 persons, Prescott slightly lags the benchmark with 0.098 indoor facilities per 1,000 population.

Recreational Programs

The City of Prescott offers a total of 207 recreational programs including adult sport leagues, summer camps, teen activities, special interest classes, and special events. This figure is low in comparison to the benchmark average of 1,339 programs. Likewise, with 5.05 programs per 1,000 persons, Prescott offers significantly fewer programs than the benchmark average of 15.16.

It should be noted, however, that the benchmark average is significantly skewed by the response of Henderson, Nevada, which offers 4,500 special interest classes and 1,200 swim lessons. When you remove Henderson from the total, the average number of programs offered by the benchmarked cities is 209.75, and the average per 1,000 population is 4.55 programs. Excluding Henderson, then, Prescott meets or exceeds the benchmark average for both total programs and programs per 1,000 population.

According to the benchmark average, special interest classes (966 programs), are the most common program offered; swim lessons are second with an average of 257 programs. Prescott does not offer any swim lessons.

There is considerable variation in the number of special events that each city's Parks and Recreation Department is responsible for or involved in each year. In 2006, Prescott was involved in 31 special events, compared to the benchmark average of 21. At a per 1,000 population level, Prescott offered 0.76 special events per 1,000 population in 2006, which exceeded the benchmark average of

¹ The service radius for each park type was provided by each community.

0.24. Henderson has the only Parks and Recreation Department that does not participate in any special events, but that is because Henderson has a separate department (the Department of Cultural Arts and Tourism) that is responsible for special events.

Outdoor Recreation Facilities

In regards to outdoor recreation facilities, Prescott has 102 facilities compared to the benchmark average of 137.8. The most common outdoor facilities in Prescott are tennis courts (20), park shelters/picnic areas (17), and horseshoe courts (18), which are among the facilities most common to all cities surveyed. Prescott also has 13 multi-purpose fields and 10 playgrounds.

Although the number of outdoor facilities that Prescott has seems low in comparison to the benchmark average, Prescott surpasses the benchmark at a per 1,000 population level. Prescott has 2.49 outdoor facilities per 1,000 population to the benchmark average of 1.56. Durango far surpasses the benchmark average with 4.31 facilities per 1,000 people.

Prescott also fares well at a per 1,000 population level in regards to sports complexes and in-line hockey facilities. Compared to the benchmark average of 0.018 sports complexes with four or more athletic fields per 1,000 persons, Prescott has 0.049 sports complexes per 1,000 population. Also, while the benchmark average is 0.007 in-line hockey facilities per 1,000 population, Prescott has 0.024. Once again, Durango exceeds all other cities in both categories, with 0.63 in-line hockey facilities and 0.63 sports complexes per 1,000 population. None of the cities surveyed have any synthetic turf fields.

Trails

The City of Prescott has 104 miles of trails, a figure quite similar to the benchmark average of 100.3 miles. Approximately half of Prescott's trails are multi-use trails (48 miles of unpaved and eight miles of paved paths) while bike lanes (22 miles) and all-terrain bike paths (8 miles) account for slightly less than one-third. Paved and unpaved multi-use trails, bike lanes, and all-terrain bike trails similarly comprise the majority of trails for all cities surveyed. At a per 1,000 population level, Prescott offers its residents 2.54 miles of trails compared to the benchmark average of 1.13. Once again, Durango considerably exceeds all other cities in this analysis in the per 1,000 population category, offering 10.44 miles of trails.

Open Space

The amount of publicly dedicated open space varies considerably among the cities surveyed. Grand Junction, with 120 acres, has the smallest amount of publicly dedicated open space, while St. George has the most, with approximately 18,000 acres. Prescott falls notably short of the benchmark

average in this category, having 3.9 acres per 1,000 population to the benchmark's 47.02 acres per 1,000 population.

Henderson and Prescott are the only communities of those surveyed to have any privately dedicated open space. With 350 acres of privately dedicated open space, Prescott far exceeds the benchmark average of 18.75 acres.

Joint Use Agreements

All of the cities who participated in the survey have agreements with school districts for the shared use of recreational facilities, and 80 percent of the cities (all but Sierra Vista) have agreements for the shared development of recreational facilities. While Prescott does have joint use agreements with school districts, they do not currently have any agreements regarding the development of recreational facilities.

Additionally, all of the cities report joint use agreements with some community groups, but there is considerable variation in the organizations with whom the agreements are made and the types of facilities shared. Agreements with the Department of Transportation are the most common, with 60 percent of the benchmark respondents reporting such an agreement. Prescott, likewise, has a joint use agreement with the DOT, and Prescott is the only city of those surveyed to have a joint use agreement with the local YMCA.

Annual Operational Budget

The City of Prescott's FY06-07 annual operating budget is \$3.16 million, which represents \$76,956 per 1,000 population. This figure significantly lags the benchmark average of \$140,835 per 1,000, as well as all other cities surveyed. The city with the highest operating budget per 1,000 population is Durango, CO, which has a budget of roughly \$300,000 per 1,000 population.

Slightly more than half of Prescott's expenditures (56 percent) are allocated to personnel, a figure that is fairly comparable to the benchmark average of 48.4 percent. Prescott also spends 24.5 percent of its budget on maintenance, which is again similar to the benchmark of 25.2 percent. Prescott spends the least amount of its budget (1.1 percent) on general operations/administration, while the benchmark average allocation for general operations/administration is 17.2 percent.

Many of the cities surveyed rely on multiple sources of revenue including sponsorships, grants, fees and charges, and other revenue sources in addition to the general fund. The major sources of revenue for the benchmark average are the general fund (57.5 percent) followed by fees and charges (28.6 percent). In contrast, Prescott receives all of its operating budget from the general fund. All fees, grants and other funds are deposited to the general fund in Prescott.

Staffing

Prescott has a full time equivalency (FTE) of approximately 50 Parks and Recreation employees. Half of the FTE's (24.4) are employed in Park Maintenance, and 20 work in Recreation Programming and 3.2 in Administration. In comparison, the benchmark average has 82 FTE's. Again, approximately half (40) of those are employed in Park Maintenance, and approximately one fourth (18) work in Recreation Programming followed by Administration (10.4). At a per 1,000 population level, Prescott has an FTE of 1.21 while the benchmark average is 0.93.

Capital Budget

All of the benchmark cities surveyed have a capital improvements plan (CIP) of at least five years in duration. Prescott's five year plan has not been finalized, anticipating completion of this Parks Master Plan in 2007 to provide direction and funding availability.

The benchmark average CIP is nine years, and 73.2 percent of its budget is allocated to new parks facilities. The remainder of the budget is split between park renovation (15.4 percent) and land acquisition (11.4 percent).

Revenue Sources

The most popular revenue sources for funding capital projects among the benchmarked cities include a combination of grants, private donations, private fund-raising, sales taxes, user fees, and intergovernmental agreements. Impact fees are the only revenue source cited by all of the surveyed cities. Sources of revenue for Prescott have included concessionaire contracts, general obligation bonds, grants, impact fees, private donations, private fund-raising, taxes, and user fees. Also, in addition to those revenue sources used by the other cities, Prescott has income from property rental.

Other

All of the surveyed cities said that they have a lodging or bed tax that provides revenue for the city, if not directly for the Parks and Recreation Department. Lodging taxes ranged from one percent to three percent (which does not include any state or city sales taxes). Prescott, with a lodging tax of two percent, was above the benchmark average of 1.7 percent. Sierra Vista was the only city to have a restaurant tax and a liquor tax.

When asked how they evaluate customer satisfaction, most of the benchmarked cities (all but Sierra Vista) responded that they use some form of survey. Other responses included website feedback, comment cards or program evaluation forms, individual correspondence from citizens, and "secret shoppers." Unlike most of the other cities, Prescott does not currently use any surveys to evaluate

customer satisfaction. They rely on website comment sections, conversations with park visitors, letters to the editor, and other unsolicited input.

Finally, in addition to city population, each community was asked to provide an estimate of the population that they service within their region (including both residents and non-residents). The benchmark average is 4,969 people per 1,000 population. This number is skewed due to the City of Henderson, whose region encompasses 1.8 million people, making their average 7,200 per 1,000 population. If you remove Henderson from the equation, the benchmark average drops to 1,118 people per 1,000 population. Prescott services 2,073 people per 1,000 citizens within their region, which means that excluding Henderson, Prescott services nearly 955 more people than the benchmark average.

Table 3 - City of Prescott Benchmark Survey Results
May 24, 2007

GENERAL	Benchmark Average		Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
	Number	Acres	41,000	54,500	76,200	250,000	45,000	16,000
1. What is your current population?	86,340	41,000	54,500	76,200	250,000	45,000	16,000	16
Population per 1,000	88	41	55	76	250	45	16	16

PARKS	Benchmark Average			Prescott			Grand Junction			St. George			Henderson			Sierra Vista			Durango		
	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility
2. Identify the number and acres of parks you have.	30.6	605.32	21	2266.76	17	884	49	819.5	42	563	12	108.1	33	652.0							
Mini Parks	5.2	5.98	4	2.04	9	9	0	0.0	0	0	5	1.32	12	19							
Neighborhood Parks	8.6	119.10	3	11.40	2	173	22	105.0	7	233	2	13.5	10	71							
Community Parks	13.0	348.10	4	153.32	5	562	19	690.0	35	330	2	82.50	4	56							
Passive Regional Parks	1.0	115.76	5	1241.00	1	120	0	0.0	0	0	2	8.8	2	450							
Joint Use Parks	1.6	14.90	2	172.00	0	0	2	16.5	0	0	1	2	5	56							
Recreational Lakes	1.2	1.60	3	687.00	0	0	6	8.0	0	0	0	0	0	0							
Total	30.6	605.32	21	2266.76	17	884	49	819.5	42	563	12	108.1	33	652.0							

3. What is the level of service standard (acres/1,000 population)?	6.45	N/A	13	10	5.25	3.75	0.27
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FACILITIES AND PROGRAMS	Benchmark Average			Prescott			Grand Junction			St. George			Henderson			Sierra Vista			Durango		
	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility	Number	Acres	Yes Facility
4. How many indoor facilities do you have?	10.4	39,058	4	39,058	5	111,000	14	92,500	22	317,000	4	55,700	7	105,557							
Community Centers	60%	21,000	1	21,000	1	75,000	2	16,500	0	48,000	2	20,000	0	11,250							
Gymnasiums	80%	7,380	1	7,380	2	12,000	0	9,600	6	75,000	0	0	0	0							
Multi-Generational Centers	20%	18,058	0	0	0	0	0	0	1	0	0	0	0	0							
Performing Arts Centers	0%	0.0	0	0	0	0	0	0	0	0	0	0	0	0							
Pools / Aquatic	100%	2.8	0	0	1	19,000	1	35,000	9	30,000	1	35,000	2	21,493							
Racquetball Courts	20%	0.8	0	0	0	0	4	1,800	0	0	0	0	0	0							
Recreation Centers	60%	1.4	0	0	0	0	1	28,000	5	225,000	0	0	1	71,557							
Senior Centers	40%	0.4	0	0	1	5,000	0	0	1	17,000	0	0	0	0							
Teen Centers	20%	0.2	1	1,875	0	0	0	0	0	0	1	700	0	0							
Other:																					
Opera House	20%	0.2	0	0	0	0	1	1,500	0	0	0	0	0	0							
Social Hall	20%	0.2	0	0	0	0	1	1,500	0	0	0	0	0	0							
Art Museum	20%	0.2	0	0	0	0	1	4,000	0	0	0	0	0	0							
Dinosaur Museum	20%	0.2	0	0	0	0	1	6,000	0	0	0	0	0	0							
Ice Rink	20%	0.2	0	0	0	0	0	0	0	0	0	0	0	0							
Gymnastics Facility	20%	0.2	0	0	0	0	0	0	0	0	0	0	0	0							
Total	10.4	39,058	4	39,058	5	111,000	14	92,500	22	317,000	4	55,700	7	105,557							

5. What Recreational Programs do you offer?	Benchmark Average		Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
	Number	Acres	207	347	164	5,858	269	59
Adaptive Recreation Programs	2.4	1	5	3	1	1	2	
Adult Sport Leagues	8.8	56	19	4	4	4	9	
Before & After School Programs	7.0	2	4	28	1	1	1	
Intramural Sports Programs	1.4	4	0	6	0	0	0	
Outdoor Recreation Programs	23.8	3	80	29	3	2	5	
Senior Activities	33.8	32	40	21	100	6	2	
Special Events	20.0	31	50	39	0	3	8	
Special Interest Classes	966.2	12	50	14	4,500	250	17	
Summer Camps	4.8	24	4	11	6	1	2	
Swim Lessons	257.4	0	68	17	1,200	1	1	
Swim Team / Dive Team	5.4	0	3	3	4	0	2	
Teen Activities	6.0	37	20	0	0	0	4	
Youth Sports Leagues	1339.4	207	347	164	5,858	269	59	

Table 3 - City of Prescott Benchmark Survey Results
May 24, 2007

	Benchmark Average	Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
6. How many special events is the parks and recreation department responsible for or involved in per year?							
Number of special events per year	21.0	31	50	39	0	6	10
Number of special events per 1,000 population	0.24	0.76	0.92	0.51	0.00	0.13	0.63
7. How many outdoor recreational facilities do you have?							
Amphitheater	1.00	1	1	1	1	0	2
Baseball Fields	11.20	4	2	1	50	0	3
Basketball Courts	12.20	1	6	12	34	4	5
BMX	0.20	1	0	0	0	0	1
Disc Golf Courses	0.40	0	2	0	0	0	0
Football Fields	0.00	2	0	0	0	0	0
Multi-Purpose Fields*	7.80	13	11	5	12	6	5
Off-Leash Dog Parks	1.00	1	1	0	3	0	1
Outdoor Swimming Pools	1.80	0	1	1	7	0	0
Paint Ball Courses	0.00	0	0	0	0	0	0
Park Shelters/Picnic Areas	28.00	17	20	22	72	6	20
Playgrounds	21.40	10	19	24	37	10	17
Boat Docks	0.00	4	0	0	0	0	0
Boat Ramps	0.20	5	1	0	0	0	0
Racquetball Courts	1.80	0	0	0	9	0	0
Skateboard and / or Inline Parks	1.60	1	2	1	4	0	1
Soccer Fields*	1.80	0	0	4	0	0	5
Softball Fields*	9.00	0	8	22	12	0	3
Tennis Courts	14.60	20	16	14	40	1	2
Sand Volleyball Courts	7.80	4	6	12	18	1	2
Water / Splash Pads	1.60	0	1	0	5	1	1
Horseshoe courts	13.20	18	18	26	20	1	1
Other:							
Fishing Dock	0.20	0	0	1	0	0	0
Stadium	0.20	0	0	1	0	0	0
Shuffleboard	0.80	0	0	0	4	0	0
Total	137.80	102	115	147	328	30	69
8. How many miles of trails do you have?							
All Terrain Bike Trails (mountain bikes)	19.40	8	12.00	0.0	15	0.0	70
Fitness Courses	0.57	2	0.25	0.0	2	0.6	0
Multi-Use Paths (paved surface)	30.22	8	19.00	100.1	20	6.0	6
Multi-Use Trails (unpaved)	17.46	48	3.00	14.3	0	0.0	70
Nature Center / Interpretive Trails	0.20	6	0.00	0.0	0	0.0	1
On-Street Bikeways / Bikelanes	32.40	22	28.00	0.0	100	14.0	20
Single-Use Designated Trails	0.00	10	0.00	0.0	0	0.0	0
Total	100.25	104	62.25	114.4	137	20.6	167
9. How many acres of Open Space do you have?							
Acres of Publicly Dedicated Open Space	4,153.40	160	120	18,000	1,400	300	947
Acres of Privately Dedicated Open Space	18.75	350	0	N/A	75	0	0
Open Space per 1,000							
Acres of Publicly Dedicated Open Space	47.02	3.90	2.20	236.22	5.60	6.67	59.19
Acres of Privately Dedicated Open Space	0.21	8.54	0.00	N/A	0.30	0.00	0.00

Table 3 - City of Prescott Benchmark Survey Results
May 24, 2007

	Benchmark Average	Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
ADMINISTRATION							
10. What Joint Use Agreements do you have?							
With school districts in use of recreational facilities	100%	Yes	Yes	Yes	Yes	Yes	Yes
Written agreement with schools	80%	Yes	Yes	Yes	Yes	Yes	Yes
Boys / Girls Clubs	20%			Yes	Yes		
Departments of Transportation	60%	Yes		Yes	Yes		Yes
Flood Control Districts	0%						
County (parks, indoor facilities, etc.)	40%	Yes		Yes			Yes
Federal (i.e. National Forest, BLM, etc.)	20%	Yes		Yes			Yes
Community Colleges	40%	Yes		Yes			Yes
YMCA	0%	Yes					
Types of facilities with joint use agreements:							
Reaification areas	20%			Yes			
Convention centers	20%			Yes			
Stadiums	20%			Yes			
Sofball fields	20%			Yes			
Boys and Girls Club on City property	20%			Yes			Yes
Landscaping agreement for highway medians	20%			Yes			Yes
Athletic Fields	20%	Yes					Yes
Outdoor Recreation Facilities	40%					Yes	Yes
Trail Easements	40%					Yes	Yes
Gymnasiums	0%	Yes					
Swimming Pools	0%	Yes					
Performance Halls	0%	Yes					
Dormitories	0%	Yes					
Concessions	0%	Yes					
11. What is your annual operation budget?							
Full Operating Budget for FY 06-07	\$12,441,400	\$3,155,209	\$11,200,000	\$9,347,000	\$32,000,000	\$4,500,000	\$4,800,000
12. What is the breakdown of your expenditures?							
Contracted Services	1.4%	4.2%	2.0%	0.0%	2.0%	2.0%	1.0%
Staffing	48.4%	56.0%	35.0%	55.0%	50.0%	43.0%	59.0%
General Operations (administration)	17.2%	1.1%	18.0%	45.0%	10.0%	12.0%	1.0%
Maintenance (facilities, parks, trails, equipment, utilities)	25.2%	24.5%	41.0%	0.0%	23.0%	28.0%	34.0%
Programs (supplies)	7.8%	14.2%	4.0%	0.0%	15.0%	15.0%	5.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
13. How many full time equivalent (FTE) staff do you have?							
Facility Maintenance	4.2	2.0	3	6	6	1	5
Golf	1.4	0.0	7	0	0	0	0
Park Maintenance	40.2	24.4	36	34	105	18	8
(Recreation) Administration	10.4	3.2	8	8	20	10	6
Recreation Programming	18.4	20.0	10	12	47	11	12
Other:							
Convention Center	5.0	0.0	14	11	0	0	0
Community Arts	0.4	0.0	0	2	0	0	0
Park Planning	2.0	0.0	0	4	6	0	0
Total	82.0	49.6	78	77	184	40	31
FTE per 1,000	0.93	1.21	1.43	1.01	0.74	0.89	1.94

Table 3 - City of Prescott Benchmark Survey Results
May 24, 2007

	Benchmark Average	Prescott	Grand Junction	St. George	Henderson	Sierra Vista	Durango
14. What are your sources of revenue to fund operations?							
General Fund	57.5%	100.0%	59.0%	78.0%	47.0%	59.5%	44.0%
Fees and Charges	28.6%	0.0%	15.0%	20.0%	22.0%	33.0%	53.0%
Sponsorships	0.9%	0.0%	2.0%	1.0%	0.0%	0.5%	1.0%
Grants	2.4%	0.0%	2.0%	1.0%	0.0%	7.0%	2.0%
Enterprise Fund (operations listed below)							
Golf, convention center	4.4%	0.0%	22.0%	0.0%	0.0%	0.0%	0.0%
Other:							
Tax Override property tax	6.2%	0.0%	0.0%	0.0%	31.0%	0.0%	0.0%

15. Do you have a Capital Improvements Plan?							
3 Years or longer	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Length of Program in Years	9	5	10	10	5	5	15
Capital Budget	\$96,340,000	\$0	\$18,700,000	\$61,000,000	\$300,000,000	\$10,000,000	\$92,000,000
Dollars Per Year	\$15,220,667	\$0	\$1,870,000	\$6,100,000	\$60,000,000	\$2,000,000	\$6,133,333
Percent Park Renovation	15.40%	0%	62%	0%	5%	0%	10%
Percent Land Acquisition	11.40%	0%	3%	14%	0%	0%	40%
Percent New Park or Recreational Facilities	73.20%	100%	35%	88%	95%	100%	50%

16. What are the sources of revenue for funding your capital projects?							
Concessionaire Contracts	20%	Yes	Yes				
General Obligation Bonds	20%	Yes		Yes			
Grants	80%	Yes	Yes	Yes	Yes		Yes
Impact Fees	100%	Yes	Yes	Yes	Yes	Yes	Yes
Intergovernmental Agreements	60%	Yes	Yes	Yes	Yes		Yes
Lease Purchase Financing	0%						
Private Donations	80%	Yes	Yes	Yes	Yes		Yes
Lodging, Restaurant, & Liquor Tax	0%	Yes					
Private Fund-Raising	60%	Yes	Yes	Yes		Yes	Yes
Revenue Bonds	0%						
Sales Taxes	60%	Yes	Yes	Yes			Yes
Special Improvement Districts	0%						
User Fees	60%	Yes	Yes			Yes	Yes
Other:							
Property Rental	0%	Yes					

OTHER							
17. What is the population base that you service within your region?							
Population base serviced within region	439,000	85,000	120,000	175,000	1,800,000	50,000	50,000
Population base per 1,000 population	4,969	2,073	2,202	2,297	7,200	1,111	3,125

18. If your city imposes any of the following taxes, what is the tax rate?							
Lodging or bed tax	1.70%	2.00%	3.00%	1.00%	1.50%	1.00%	2.00%
Restaurant tax	0.50%					0.50%	
Liquor tax	0.50%					0.50%	

Note 1: Population estimates based on 1990, 2000 U.S. Census Bureau data

Note 2: Total square footage for indoor recreation facilities does not necessarily equal the sum of all square footage listed because the square footage of some cities' recreation centers includes the square footage of gymnasiums, racquetball courts, etc. The total number of indoor facilities reflects a total count of all separate facilities such as gymnasiums, even if they are part of the recreation centers.

Note 3: Some cities' multi-purpose fields count includes football and/or soccer fields

Note 4: Sierra Vista includes softball fields in their multi-purpose field count

Appendix A – Benchmark Survey Questionnaire

Parks and Recreation Benchmarking Survey for Prescott, Arizona

Name of Agency:	
Address:	
Director/Manager:	
Name and title of person filling out survey:	
Telephone Number:	
Email Address:	
Current Population of the Community:	

PARKS AND OPEN SPACE AREAS

1. Following is a list of park classifications. Please indicate how many existing and planned parks you have in each classification, the total number of acres for all parks in the classification, the standard service area radius (i.e., x number of miles), and what percent is maintained by the city.

		Total	# of Acres	Service Radius (miles)	% Public Maintained
A.	Mini parks				
B.	Neighborhood parks				
C.	Community parks				
D.	Passive regional parks				
E.	Joint use parks				
F.	Recreational lakes				

2. What is your existing park acreage level of service standard for city owned and maintained parks (acres/1,000 population)? _____

INDOOR RECREATION FACILITIES

3. Following is a list of different types of indoor recreational facilities. Please identify the number of facilities you have of each type. If not listed, please write in the type under "Other."

	<u>Number</u>	<u>Size or Sq. Ft.</u>		<u>Number</u>	<u>Size or Sq. Ft.</u>		
A.	_____	Community centers	_____	G.	_____	Racquetball courts	_____
B.	_____	Gymnasiums	_____	H.	_____	Recreation centers	_____
C.	_____	Libraries	_____	I.	_____	Senior centers	_____
D.	_____	Multi-generational centers	_____	J.	_____	Teen centers	_____
E.	_____	Performing arts centers	_____	K.	_____	Other _____	_____
F.	_____	Pools/aquatic	_____	L.	_____	Other _____	_____

RECREATIONAL PROGRAMS

4. What type and number of recreational programs are you offering?

	<u>Number</u>			<u>Number</u>
A.	_____	Adaptive Recreation Programs	H.	_____
B.	_____	Adult Sport Leagues	I.	_____
C.	_____	Before & After School Programs	J.	_____
D.	_____	Intramural Sports Programs	K.	_____
E.	_____	Outdoor Recreation Programs	L.	_____
F.	_____	Senior Activities	M.	_____
G.	_____	Special Events		

5. How do you promote or market recreational programs (i.e. newspaper, internet, paid ads, qtr supplements, brochures, etc.)? _____

6. What is the number of special events the parks and recreation dept is responsible for or involved in per year? _____.

OUTDOOR RECREATION FACILITIES

7. Following is a list of outdoor recreational facilities. Please identify the number of facilities you have of each type. If not listed, please write in the type under "Other."

	<u>Number</u>			<u>Number</u>
A.	_____	Outdoor Amphitheater / large event area	M.	_____
B.	_____	Baseball fields	N.	_____
C.	_____	Basketball courts	O.	_____
D.	_____	BMX	P.	_____
E.	_____	Disc golf courses	Q.	_____
F.	_____	Football fields	R.	_____
G.	_____	Multi-purpose turf fields	S.	_____
H.	_____	Off-leash dog parks	T.	_____
I.	_____	Outdoor swimming pools	U.	_____
J.	_____	Paint ball courses	V.	_____
K.	_____	Park shelters / picnic areas	W.	_____
L.	_____	Playgrounds	X.	_____

8. How many sports complexes do you have that includes 4 or more athletic fields? _____

9. How many synthetic turf fields do you own and maintain? _____

10. Do you have an in-line hockey facility? Yes No (Please circle)

If yes, is it indoor_____ or outdoor_____. (Please check)

TRAILS

11. Following is a list of types of trails. Please identify the type of existing and planned trails that you have and the approximate number of miles for each type of trail.

<u>Check those that apply</u>	<u>Approx. No. of miles</u>	
A. _____	_____	All terrain bike trails (mountain bikes)
B. _____	_____	Fitness courses
C. _____	_____	Multi-use paths (paved surface)
D. _____	_____	Multi-use trails (unpaved)
E. _____	_____	Nature center/ interpretive trails
F. _____	_____	On-street bikeways/bike lanes
G. _____	_____	Single-use designated trails
H. _____	_____	Other _____

12. What is the total existing acreage of publically dedicated open space (not including parks) in your community? _____; privately dedicated _____?

OTHER

13. What is the population base that you service within your region? (residents and non-residents) _____ Check if not applicable _____.

14. How do you evaluate level of customer satisfaction (i.e. Surveys, web site comment sections, etc.)? _____

JOINT USE AGREEMENTS

15. Following is a list of different types of joint use agreements you may have with local private or public school districts, community groups or agencies. Please answer by circling yes or no, and indicate what types of facilities the agreements are for.

- A. Does your city and school district(s) have joint use agreements for the shared use of recreational facilities? Yes No
- Type of facility? (i.e., pool, meeting rooms, fields) _____
- B. Does your city and school district(s) have joint use agreements pertaining to the development of shared recreational facilities? Yes No
- If yes, Are these agreements in writing? Yes No
- Type of facility? (i.e., pool, meeting rooms, fields) _____

C. Does your city have any joint use or written agreements with other community groups or agencies? If yes, please check all that apply: Yes No

- A. _____ Boys/Girls Clubs
- B. _____ DOT's
- C. _____ Flood Control Districts
- D. _____ County (parks, indoor facilities, etc.)
- E. _____ Federal (i.e. National Forest, BLM, etc.)
- F. _____ Community Colleges
- G. _____ YMCA
- H. _____ Other _____

What type of facilities do these include? _____

ANNUAL OPERATING BUDGET

16. What is the Parks and Recreation Department's full operating budget for this fiscal year? \$ _____

17. Based on your current operating budget, please identify the breakdown of your expenditures associated with each category. The total should add to 100%.

- A. _____ % Contracted Services
- B. _____ % Equipment (mowers, vehicles)
- C. _____ % Full Time Staffing
- D. _____ % Part Time Staffing
- E. _____ % General Operations (administration)
- F. _____ % Maintenance (facilities, parks, trails)
- G. _____ % Programs (supplies)
- H. _____ % Utilities
- 100% Total

18. Following are a variety of standard functions within parks and recreation programs. Please indicate how many full time equivalent (FTE) staff you have working in each area.

- # of Full Time Equivalent (FTE)**
- A. _____ Facility maintenance
 - B. _____ Golf
 - C. _____ Park maintenance
 - D. _____ Recreation administration
 - E. _____ Recreation programming
 - F. _____ Other _____
 - G. _____ Other _____
 - _____ **Total**

19. Provide approximate percentages for the revenue sources that your department uses to fund annual operations. The total should add to 100%.

- A. _____ % General fund
 - B. _____ % Fees and charges
 - C. _____ % Sponsorships
 - D. _____ % Grants
 - E. _____ % Enterprise _____ fund (for _____ which operations) _____
 - F. _____ % Other _____
-
- 100% **Total**

20. In addition to sales tax, does your city impose any of the following taxes? Please check those that apply and provide the tax rate.

- | | <u>Tax Type</u> | <u>Rate (%)</u> |
|----|--------------------------|-----------------|
| A. | _____ Lodging or Bed Tax | _____ |
| B. | _____ Restaurant Tax | _____ |
| C. | _____ Liquor Tax | _____ |

CAPITAL BUDGET

21. Do you have a capital improvement program (CIP) for funding new parks, trails, and facilities development, park renovations, and land acquisition?

- _____ (A) Yes (please answer questions A through E)
- _____ (B) No (please skip to question 15)

- A. What is the duration (in years) of your CIP? _____
- B. What is the total amount in dollars allocated over the duration of your CIP to parks and recreation? \$_____ .
- C. Based on the total dollars noted above, what is the percentage allocated to park renovation? _____%
- D. Based on the total dollars noted above, what is the percentage allocated to land acquisition? _____%
- E. Based on the total dollars noted above, what is the percentage allocated to new park or recreational facilities? _____%

22. What are your sources of revenue for funding capital projects (i.e., parks and trails development, recreational facilities, land acquisition, pools)? Please check all of that apply.

- | | | | | | |
|-------|----|----------------------------------|-------|----|-------------------------------|
| _____ | A. | Concessionaire contracts | _____ | H. | Private fund-raising |
| _____ | B. | General obligation bonds | _____ | I. | Revenue bonds |
| _____ | C. | Grants | _____ | J. | Sales taxes |
| _____ | D. | Impact fees | _____ | K. | Special improvement districts |
| _____ | E. | Intergovernmental agreements | _____ | L. | User fees |
| _____ | F. | Lease purchase financing | _____ | M. | Other _____ |
| _____ | G. | Private donations | _____ | N. | Other _____ |
| _____ | H. | Lodging, restaurant & liquor tax | _____ | O. | Other _____ |

Thank you for participating in this benchmarking survey. Please return the completed survey no later than February 2, 2007 in the enclosed postage paid envelope to:

**ESI Corp
300 W. Clarendon Avenue
Suite 470
Phoenix, AZ 85013**

If you desire, you may fax the completed survey to 602-265-5919.

If you have any questions, please contact Judie Scalise at 602-265-6120.