

2003
**Tennessee Municipal And County
Recreation and Park Agencies**



Recreation Services Study

Conducted By:
Middle Tennessee State University
Dept. of Health, Physical Education, Recreation, & Safety

**Tennessee Department of Environment and
Conservation**

Recreation Educational Services Division

**Parks and Recreation Technical Advisory Service-
PARTAS**

Supported By:
Tennessee Recreation & Parks Association



TENNESSEE PARKS & RECREATION DEPARTMENT

PARKS & RECREATION SERVICES STUDY

2003

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Study supported by:

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Tennessee Department of Environment and Conservation
Recreation Educational Services Division
Parks and Recreation Technical Advisory Service (PARTAS)

Tennessee Recreation and Parks Association (TRPA)

The Recreation and Leisure Services Program and Middle Tennessee State University conducted the 2003 Parks & Recreation Services Study in an effort to build upon knowledge gained through three previous Tennessee Budget, Salary, and Fringe Benefit Studies conducted over the previous decade. The title of the study was changed to reflect a broader range of questions which were included in the study this year.

The objective of this study is to gather important information about the funding of public park and recreation services in the state of Tennessee and make it available to persons interested in the provision of services which improve the quality of life for the citizens of the state. Individuals who should gain particular benefit from the information in this report are park and recreation department heads, park and recreation board members, and city and county officials.

As always, we generate this document to be used as a planning tool, and hope that you will find the information contained herein to be useful and interesting. If you would like to have the data presented in a different format in future reports, please contact the authors. Special thanks for this report are extended to all of those professionals who took the time to fill out the questionnaires. Additional appreciation goes to Derek Jeter, an undergraduate student Recreation and Leisure Services who entered all of the data into SPSS for data analysis and prepared many of the tables in this report.

A final note – communities use a variety of approaches to budgeting and personnel systems. The result is an occasional need for the researcher to interpret survey forms and decide how and where to report data. The data used in this study was from the local government's 2002 FY. If you have questions regarding the report or specific tables please do not hesitate to contact the authors.

Sincerely,

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PREFACE

The 2003 Parks & Recreation Services Study is a joint project between Middle Tennessee State University's Recreation and Leisure Services Program and the Tennessee Department of Environment and Conservation's Parks and Recreation Technical Advisory Service (PARTAS). It is the fourth in a series of studies conducted over the previous decade in order to assess current budgets, salaries, and personnel benefits of Tennessee Parks and Recreation Departments. This study includes a new section regarding interagency agreements, in an effort to document the trend toward the cooperative development, operation and maintenance of recreational facilities in the state.

The results of this study are reported by the following population categories:

CITY DEPARTMENTS

Less than 5000
5,000 to 9,999
10,000 to 24,999
25,000 to 99,999
100,000 or more

COUNTY DEPARTMENTS

Less than 100,000
100,000 or more

Previous results published in 1992, 1994, and 1998 reported county information using categories of "less than 50,000" and "50,000 or more," but due to population of the counties which responded to the survey the "less than 50,000" category was no longer applicable. Copies of the earlier reports may be obtained from PARTAS. It is hoped that this information will be of interest to professionals and laypersons involved in the provision of park and recreation services in Tennessee. Any thoughts on ways to improve future reports are welcome and can be relayed either to PARTAS staff or to the authors.

INTRODUCTION

RESPONSE INFORMATION

The initial surveys were distributed to 114 city and county parks and recreation departments in Tennessee. The findings in this report are based on information provided by 50 responding departments. Of the departments responding forty two were municipal and eight represented counties. The overall response rate was 44% (48% city, 31% county).

REPORT ORGANIZATION

The findings of this study are reported based upon the population of the responding communities. Population estimates for the cities and counties were obtained from the most recent data available in the Tennessee Blue Book (which uses United States Census Bureau data). City departments (municipalities) are grouped into the following five categories:

- 1) Populations less than 5,000 individuals
- 2) Populations of 5,000 to 9,999 individuals
- 3) Populations of 10,000 to 24,999 individuals
- 4) Populations of 25,000 to 99,999 individuals
- 5) Populations of 100,000 or more individuals

County departments are grouped into two categories:

- 1) Populations less than 100,000 individuals
- 2) Populations of 100,000 or more individuals

Budget appropriations, per capita spending, revenue sources, revenue source proportions and salaries are presented according to the above population categories. Fringe benefits are presented according to the benefit type. Among the benefits included in the survey are leave policies, insurance benefits, vehicle policy, overtime compensation, etc.

While the total number of departments participating in this study is higher than the immediately preceding study, the response rate is slightly lower due to the increased number of park and recreation agencies in the state. The data is believed to be reflective of all communities who may have participated. Additionally, there is a change in the specific departments that responded this year as compared to the previous survey. These changes have no impact on the validity of the results.

LIMITATIONS OF THE STUDY

The findings of this study have been accurately reported and should reflect a reliable representation of city and county parks and recreation departments in Tennessee. However caution should be practiced when making interpretations. Some of these cautions are listed below.

The overall return rate of the survey was 44%, which is within the acceptable range for a mail out survey. However, had additional departments responded (with significantly different data) the budget, salary, and benefit information might have been different.

As with all surveys, the accuracy of the results is dependent upon the accuracy of the information provided by the respondents. While there is no reason to believe that responses were not honest answers there are several factors that may affect their accuracy. For example, departments describe positions with essentially similar duties by using a variety of different job titles. The researchers are limited in their ability to interpret and assume similarities because of the standardized questionnaire. The same problem exists when communities follow different methods for reporting financial data and must fit their information to the form provided.

Those agencies that did not provide a response to the initial mail questionnaire were sent a second survey via fax. Unfortunately, those agencies received a questionnaire that did not include the items regarding non-resident fees. Therefore, thirteen agencies returned completed questionnaires without responses to those items.

Finally, every community has different resources and needs. This report is organized to analyze and present the data according to community population. There are a number of other ways that this information could have been analyzed and presented. Differences in departmental budgets can be the result of a number of factors other than population, which are not readily apparent through this report.

BUDGET APPROPRIATIONS AND PER CAPITA EXPENDITURES

Each Tennessee city and county recreation and parks department was asked to provide information on the total number of staff and the department's operating and capital budgets in addition to overall budget appropriations. The following tables depict this data. Using the current population data and the total budget amounts reported, a "per capita" expenditure level is calculated.

The tables in this section of the report are presented by department, **with communities of the same population class grouped together**. In addition to the tables, graphs are included which provide a comparison of per capita expenditures among communities of different populations.

Table 1.1
Budget Appropriations and Per Capita Expenditures: Cities Under 5,000

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Clifton	800	1	2	NR	NR	NR	
Ardmore	1,100	1	0	\$15,750	\$14,000	\$29,750	\$27.04
Dandridge	2,000	1	1	\$44,804	\$2,000	\$46,804	\$23.40
Mountain City	4,700	1	2	\$63,796	\$0	\$63,796	\$13.57
Selmer	4,800	1	1	\$68,000	\$10,000	\$78,000	\$16.25
AVERAGE^b	3,150	1	1	\$48,087	\$6,500	\$54,587	\$20.06

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

^b Average number reported are based on the four communities who reported expenditures.

Table 1.2
Budget Appropriations and Per Capita Expenditures: Cities 5,000-9,999

Department	Population	Full time employees	Part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Munford	5,100	3	4	\$133,000	\$47,000	\$180,000	\$35.29
Pigeon Forge	5,400	30	30	\$2,230,933	\$371,566	\$2,602,499	\$481.94
Bolivar	6,100	3	0	\$200,000	\$7,500	\$290,000	\$47.54
Savannah	6,600	3	1	\$162,500	\$485,000	\$647,500	\$98.11
Harriman	7,000	4	0	\$189,000	\$52,000	\$60,000	\$8.57
Ripley	7,300	8	12	\$423,000	\$44,000	\$559,475	\$76.64
Fayetteville	7,500	6	1	\$29,715	\$4,500	\$34,215	\$4.56
Portland	7,900	7	2	\$451,120	\$267,406	\$718,526	\$90.95
Lexington	8,400	3	1	\$210,000	\$25,000	\$235,000	\$27.98
Newport	8,500	14	2	\$481,800	\$214,000	\$695,000	\$81.76
Pulaski	8,900	8	0	\$493,900	\$91,000	\$567,900	\$63.81
Manchester	9,900	5	0	\$386,019	\$7,665,000	\$8,051,019	\$813.23
AVERAGE	7,383	8	4	\$449,249	\$772,831	\$1,220,095	\$152.53

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

Table 1.3
Budget Appropriations and Per Capita Expenditures: Cities 10,000-24,999

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Crossville	10,400	4	0	\$415,675	\$22,300	\$437,975	\$42.11
Sevierville	11,600	26	20	\$1,884,667	\$970,000	\$2,854,667	\$246.09
Dickson	12,600	9	1	\$678,013	\$60,000	\$738,013	\$58.57
Goodlettsville	13,000	15	2	\$845,000	\$20,000	\$865,000	\$66.54
Athens	14,000	8	0	\$814,800	\$110,200	\$925,000	\$66.07
Greeneville	15,700	15	3	\$833,000	\$323,000	\$1,156,000	\$73.63
Dyersburg	17,000	18	2	\$992,265	\$56,395	\$1,048,600	\$61.68
Farragut	17,100	4	0	\$357,050	\$423,000	\$780,050	\$45.62
Gallatin	22,100	20	0	\$1,814,802	\$490,000	\$2,304,802	\$104.29
Morristown	23,300	19	5	\$1,389,934	\$45,700	\$1,435,634	\$61.62
Brentwood	24,200	11	8	\$1,110,390	\$530,000	\$1,640,390	\$67.78
Bristol	24,600	32	15	\$1,940,000	\$133,000	\$2,073,000	\$84.27
AVERAGE	17,133	15	5	\$1,089,633	\$265,300	\$1,354,928	\$92.53

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

Table 1.4
Budget Appropriations and Per Capita Expenditures: Cities 25,000-99,999

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Cookeville	26,000	30	5	\$1,774,775	\$185,000	\$1,959,775	\$75.38
Oak Ridge	27,000	22	8	\$4,089,980	\$1,200,000	\$5,289,980	\$195.93
Columbia	32,000	21	0	\$1,264,324	\$541,500	\$1,805,824	\$56.43
Franklin	34,000	11	1	\$535,102	\$557,465	\$1,092,567	\$32.13
Bartlett	37,000	37	137	\$2,655,944	\$94,000	\$3,724,762	\$100.67
Germantown	37,800	70	125	\$3,415,000	\$2,545,050	\$5,960,050	\$157.67
Hendersonville	40,000	11	8	\$843,004	\$127,600	\$970,604	\$24.27
Kingsport	43,000	17	1	\$1,450,193	\$40,000	\$1,490,193	\$34.66
Jackson	54,000	101	52	\$6,959,194	\$739,100	\$7,698,294	\$142.56
Johnson City	59,000	44	5	\$2,976,046	\$2,097,197	\$5,073,243	\$85.99
Murfreesboro	61,000	56	40	\$5,462,048	\$0	\$5,462,048	\$89.54
Clarksville	99,000	17	31	\$2,097,558	\$1,953,150	\$4,050,708	\$40.91
AVERAGE	45,817	36	34	\$2,793,597	\$840,005	\$3,714,837	\$81.07

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

Table 1.5
Budget Appropriations and Per Capita Expenditures: Cities 100,000 and over

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Nashville	500,000	415	129	\$26,346,278	\$3,458,565	\$29,804,843	\$59.60

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

Graph 1.1 Comparison of per capita spending among categories of cities

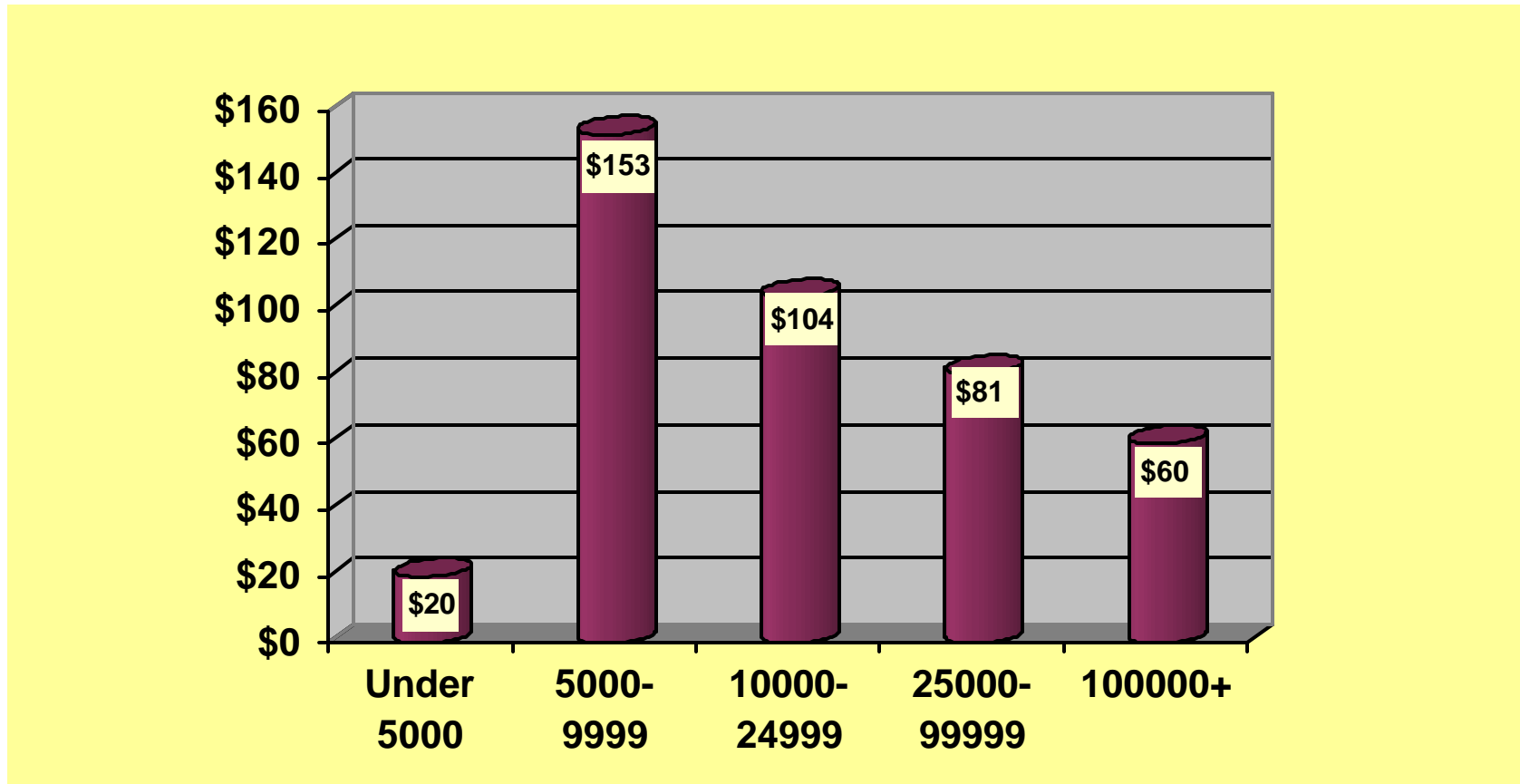


Table 1.6
Budget Appropriations and Per Capita Expenditures : Counties Under 100,000

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Roane	52,000	2	0	\$72,282	\$39,191	\$111,473	\$2.14
Putnam	62,000	11	0	\$607,793	\$36,500	\$344,293	\$5.55
Anderson	71,300	4	0	\$177,972	\$35,294	\$213,266	\$2.99
Madison	91,800	18	0	\$740,651	\$133,000	\$873,651	\$9.51
AVERAGE	69,275	9	0	\$399,675	\$60,996	\$385,671	\$5.56

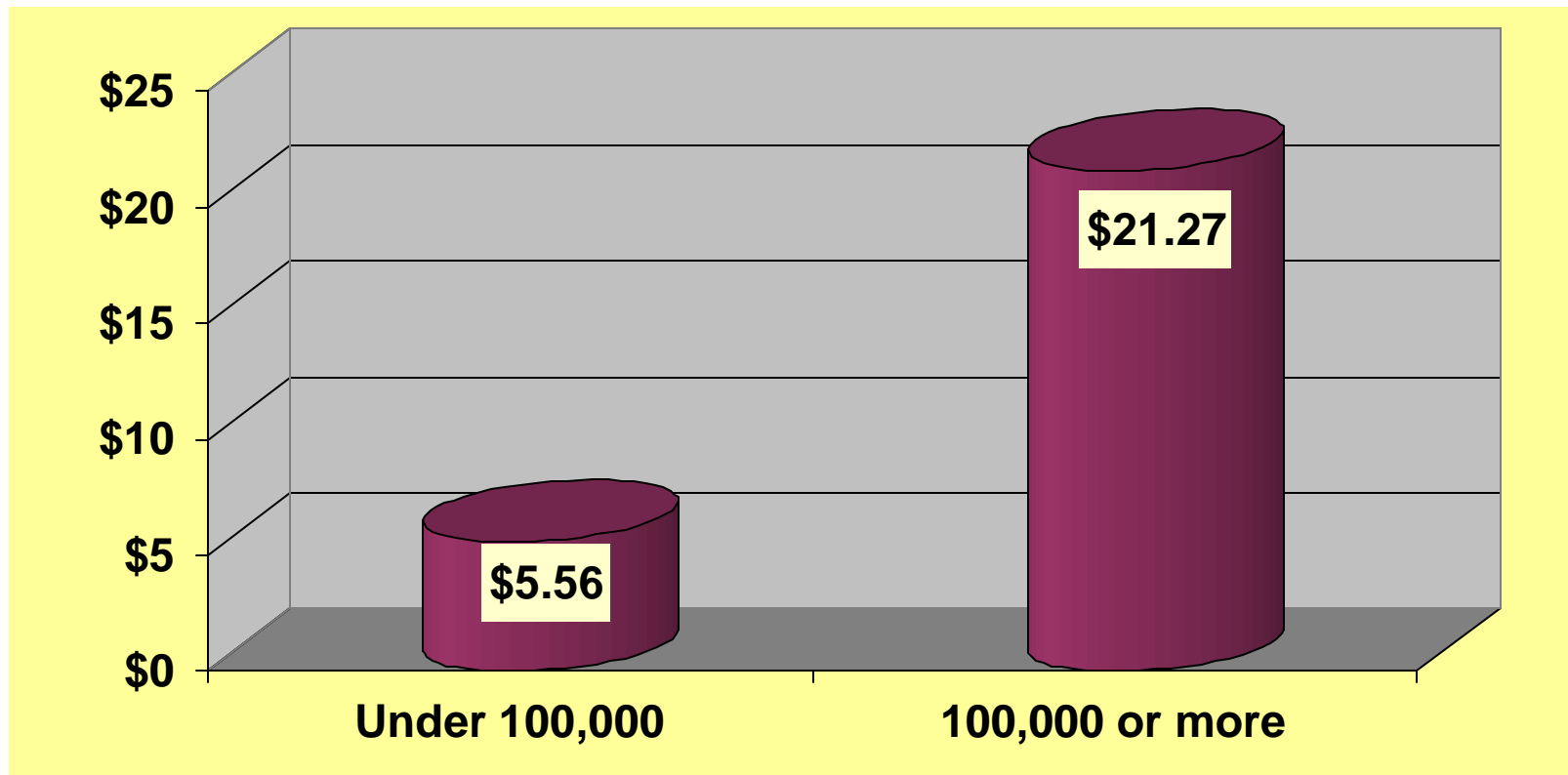
^aTotal budget as reported by respondent, may not equal capital budget plus operating budget.

Table 1.7
Budget Appropriations and Per Capita Expenditures: Counties Over 100,000

Department	Population	# of full time employees	# of part time employees	Operating Budget	Capital Budget	Total Budget ^a	Per Capita Expenditures
Maryville- Alcoa- Blount	106,000	21	4	NR	NR	\$1,869,210	\$17.63
Williamson County	127,000	54	131	\$4,496,111	\$3,365,000	\$7,861,111	\$61.89
Montgomery County	135,000	1	0	\$99,799	\$0	\$99,799	\$0.73
Hamilton County	308,000	77	2	\$4,419,446	\$134,000	\$4,553,446	\$14.78
AVERAGE	169,000	38	34	\$2,253,839	\$874,750	\$3,595,892	\$21.27

^a Total budget as reported by respondent, may not equal capital budget plus operating budget.

Graph 1.2 Comparison of per capita spending between categories of counties



REVENUE SOURCES

The revenue sources section of this report is designed to illustrate the various sources of funding for Tennessee recreation and parks programs. Like the other sections, it is presented in categories based on the population of the community served. New for this study, revenue has been divided into three types: operating, capital and other. The tables show the amounts of revenue drawn from the various sources available to local governments in Tennessee for each of these types. A graph is provided following each population category that illustrates the proportion of total funding for that population category derived from each source. Only cities of less than 5,000 population reported revenue other than operating and capital, therefore the “Sources of Other Revenue” tables were excluded for the remaining population categories.

Table 2.1
Sources of Operating Revenue: Cities Under 5,000

Department	General Fund	Special Rec. Tax	Bonds	County General Fund	Total
Clifton	NR	NR	NR	NR	\$0
Ardmore	\$0	\$6,000	\$0	\$2,500	\$8,500
Dandridge	\$47,164	\$0	\$0	\$0	\$47,164
Mountain City	\$63,796	\$0	\$0	\$0	\$63,796
Selmer	NR	NR	NR	NR	\$0
Total Funds per Source	\$110,960	\$6,000	\$0	\$2,500	\$119,460
Percentage of Total Operating Revenue	93%	5%	0%	2%	100%

Table 2.2
Sources of Capital Revenue: Cities Under 5,000

Department	General Fund	Special Rec. Tax	Bonds	County General Fund	Total
Clifton	NR	NR	NR	NR	\$0
Ardmore	\$14,000	\$0	\$0	\$0	\$14,000
Dandridge	\$13,056	\$0	\$0	\$0	\$13,056
Mountain City	\$0	\$0	\$0	\$0	\$0
Selmer	NR	NR	NR	NR	\$0
Total Funds per Source	\$27,056	\$0	\$0	\$0	\$27,056
Percentage of Total Capital Revenue	100%	0%	0%	0%	100%

Table 2.3
Sources of Other Revenue: Cities Under 5,000

Department	General Fund	Special Rec. Tax	Bonds	County General Fund	Total
Clifton	NR	NR	NR	NR	\$0
Ardmore	\$7,250	\$0	\$0	\$0	\$7,250
Dandridge	\$0	\$0	\$0	\$0	\$0
Mountain City	\$0	\$0	\$0	\$0	\$0
Selmer	NR	NR	NR	NR	\$0
Total Funds per Source	\$7,250	\$0	\$0	\$0	\$7,250
Percentage of Total Other Revenue	100%	0%	0%	0%	100%

Graph 2.1 Sources of Revenue: Cities Under 5,000 Population

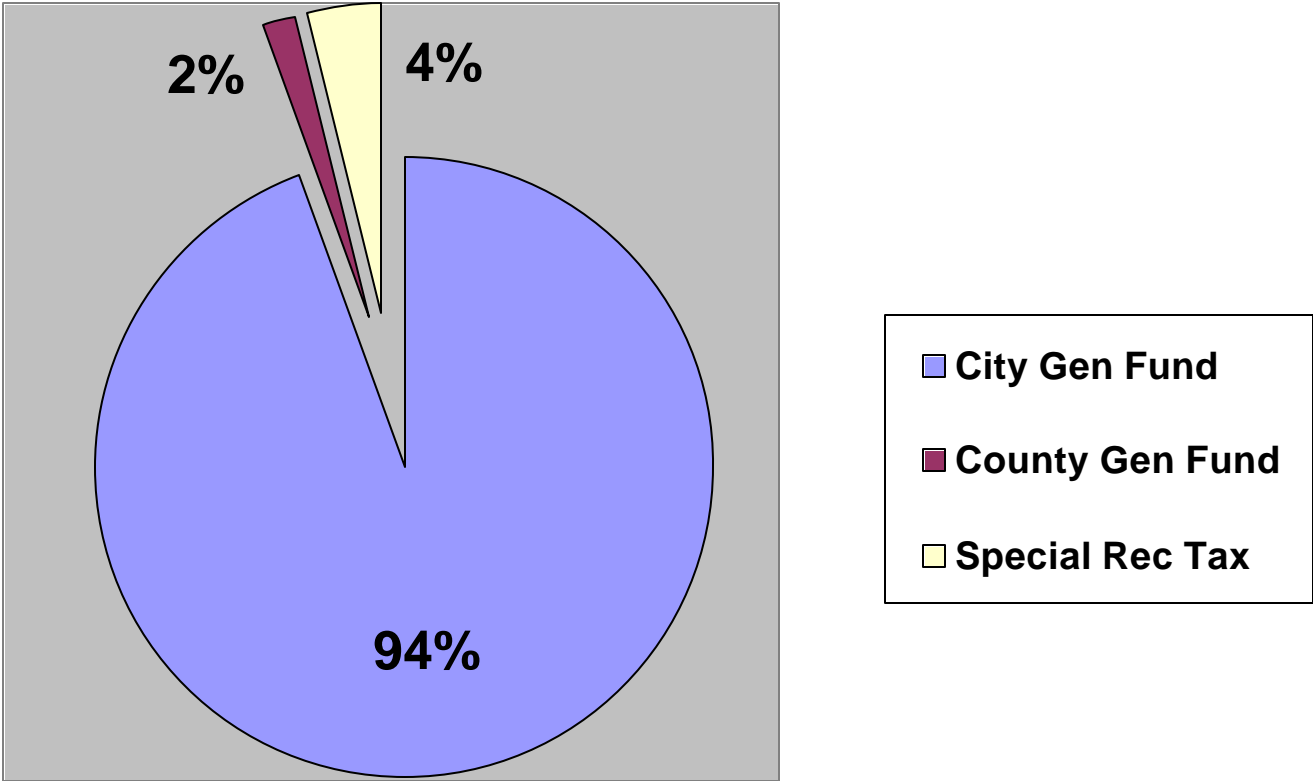


Table 3.1
Sources of Operating Revenue: Cities 5,000 – 9,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Munford	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	\$0
Pigeon Forge	\$1,882,124	\$0	\$0	\$0	\$0	\$329,050	\$136,325	\$0	\$0	\$30,000	\$2,377,499
Bolivar	\$150,000	\$0	\$0	\$0	\$0	\$48,000	\$2,000	\$0	\$0	\$0	\$200,000
Savannah	\$686,500	\$0	\$0	\$0	\$0	\$20,000	\$5,000	\$0	\$0	\$0	\$711,500
Harriman	\$249,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$249,000
Ripley	\$488,500	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$25,000	\$0	\$548,500
Fayetteville	\$348,000	\$0	\$0	\$0	\$0	\$9,500	\$0	\$0	\$10,000	\$0	\$367,500
Portland	\$347,000	\$240,000	\$0	\$0	\$0	\$0	\$111,526	\$0	\$0	\$0	\$698,526
Lexington	\$210,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000
Newport	\$808,300	\$0	\$0	\$0	\$0	\$46,000	\$10,000	\$0	\$100	\$0	\$1,156,400
Pulaski	\$493,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$493,900
Manchester	\$100,000	\$90,090	\$0	\$0	\$0	\$60,500	\$93,000	\$0	\$0	\$0	\$503,590
Total Funds per Source	\$5,763,324	\$330,090	\$0	\$0	\$0	\$513,050	\$392,851	\$0	\$35,100	\$30,000	\$7,064,415
Percentage of Total Operating Revenue	82%	5%	0%	0%	0%	7%	5%	0%	<1%	<1%	100%

Table 3.2
Sources of Capital Revenue: Cities 5,000 – 9,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Munford	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	\$0
Pigeon Forge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bolivar	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Savannah	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Harriman	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ripley	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fayetteville	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Portland	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Lexington	\$25,000	\$0	\$0	\$252,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$317,000
Newport	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pulaski	\$74,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$74,000
Manchester	\$43,000	\$0	\$7,500,000	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,703,000
Total	\$252,000	\$0	\$7,500,000	\$412,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$8,204,000
Funds Per Source											
Percentage of Total Capital Revenue	3%	0%	91%	5%	<1%	0%	0%	0%	0%	0%	100%

Graph 3.1 Sources of Revenue: Cities 5,000 – 9,999 Population

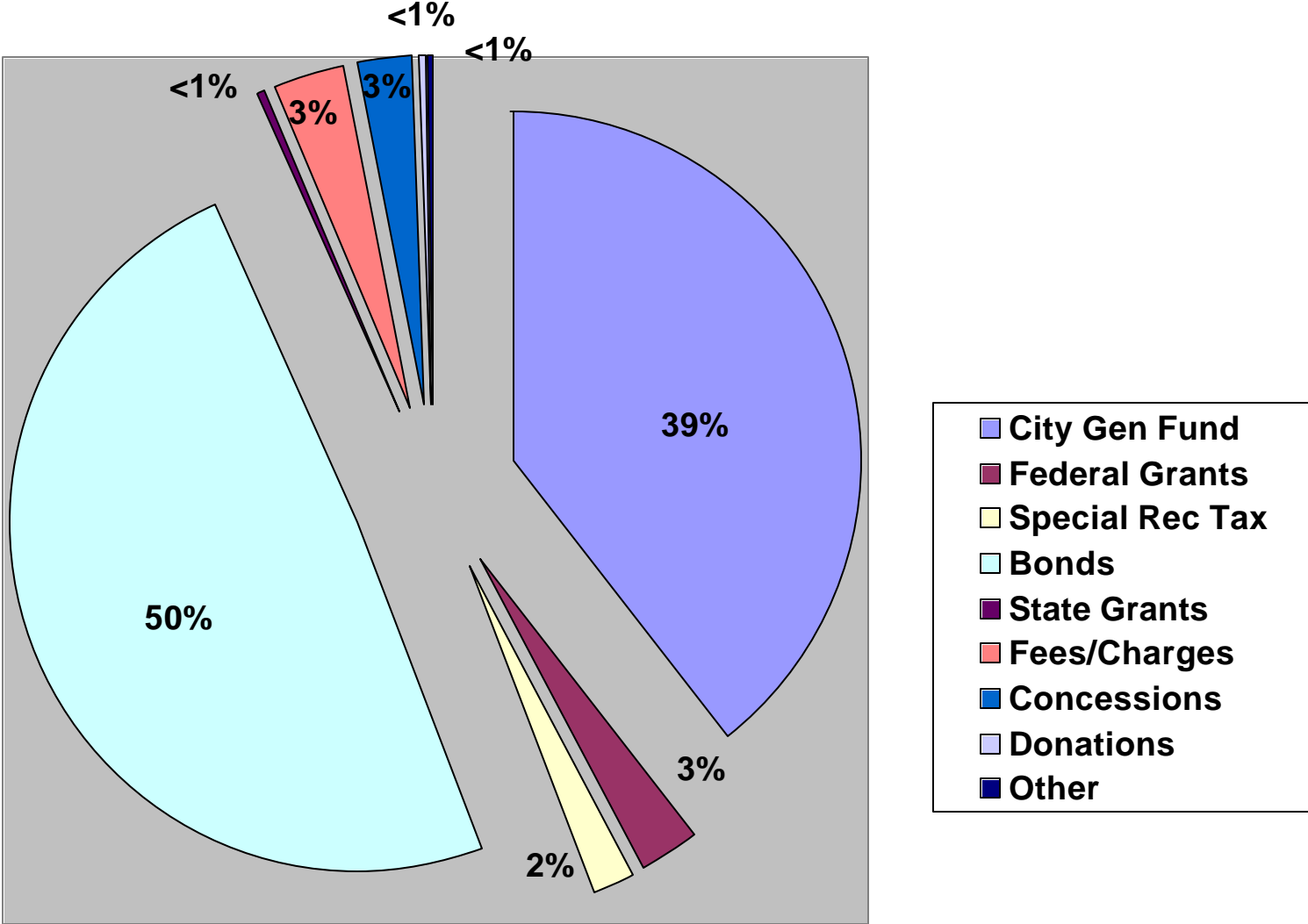


Table 4.1
Sources of Operating Revenue: Cities 10,000 – 24,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Crossville	\$372,175	\$0	\$0	\$0	\$0	\$3,000	\$42,500	\$0	\$0	\$0	\$417,675
Sevierville	\$1,884,667	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,884,667
Dickson	\$698,013	\$0	\$0	\$0	\$0	\$75,000	\$2,500	\$0	\$0	\$0	\$775,513
Goodlettsville	\$845,000	\$0	\$0	\$0	\$0	\$49,000	\$0	\$0	\$0	\$0	\$894,000
Athens	\$875,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$875,000
Greeneville	\$813,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$813,000
Dyersburg	\$992,265	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$1,072,265
Farragut	\$3,620,500	\$0	\$0	\$0	\$0	\$37,100	\$0	\$0	\$0	\$0	\$3,657,600
Gallatin	\$1,814,802	\$0	\$0	\$0	\$0	\$481,000	\$80,000	\$0	\$0	\$0	\$2,375,802
Morristown	\$1,389,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,389,934
Brentwood	\$1,110,390	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,110,390
Bristol	\$1,940,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$5,000	\$0	\$1,975,000
Total Funds Per Source	\$16,355,746	\$0	\$0	\$0	\$0	\$755,100	\$125,000	\$0	\$5,000	\$0	\$17,240,846
Percentage of Total Operating Revenue	95%	0%	0%	0%	0%	4%	<1%	0%	<1%	0%	100%

Table 4.2
Sources of Capital Revenue: Cities 10,000 – 24,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Crossville	\$22,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,300
Sevierville	\$700,000	\$0	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$970,000
Dickson	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Goodlettsville	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Athens	\$100,000	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Greeneville	\$298,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$323,000
Dyersburg	\$56,395	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,395
Farragut	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gallatin	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Morristown	\$45,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,700
Brentwood	\$530,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530,000
Bristol	\$133,000	\$0	\$0	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$308,000
Total Funds Per Source	\$1,905,395	\$0	\$0	\$275,000	\$270,000	\$0	\$0	\$25,000	\$0	\$0	\$2,475,395
Percentage of Total Capital Revenue	77%	0%	0%	11%	11%	0%	0%	1%	0%	0%	100%

Graph 4.1 Sources of Revenue: Cities 10,000 – 24,999 Population

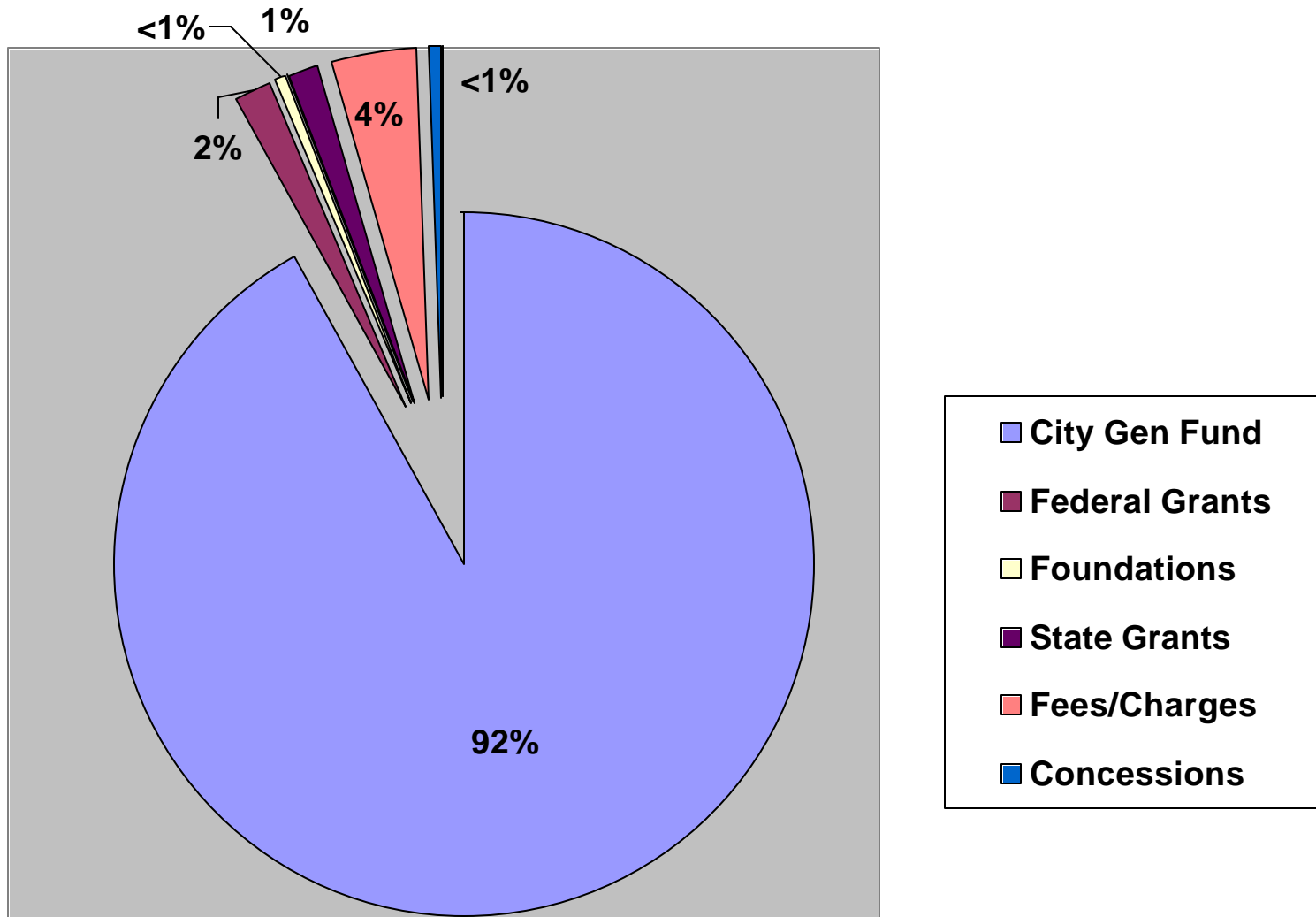


Table 5.1
Sources of Operating Revenue: Cities 25,000 – 99,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants ^a	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Cookeville	\$1,556,975	\$0	\$0	\$0	\$0	\$136,300	\$0	\$0	\$4,000	\$0	\$1,693,275
Oak Ridge	\$14,300,000	\$0	\$0	\$0	\$0	\$265,000	\$0	\$0	\$20,000	\$0	\$14,585,000
Columbia	\$1,264,324	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,264,324
Franklin	\$1,192,998	\$115,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,307,998
Bartlett	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	\$0
Germantown	\$3,300,000	\$0	\$0	\$0	\$0	\$2,400,000	\$0	\$0	\$40,000	\$0	\$5,740,000
Hendersonville	\$986,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0	\$0	\$0	\$1,076,000
Kingsport	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000
Jackson	\$6,959,194	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$6,961,194
Johnson City	\$2,976,046	\$0	\$0	\$0	\$0	\$724,699	\$0	\$0	\$0	\$0	\$3,700,745
Murfreesboro	\$4,548,529	\$47,500	\$0	\$91,320	\$0	\$75,350	\$0	\$0	\$0	\$0	\$4,762,699
Clarksville	\$1,257,196	\$0	\$0	\$106,266	\$0	\$559,790	\$0	\$0	\$23,500	\$0	\$1,946,752
Total Funds Per Source	\$38,341,262	\$162,500	\$0	\$197,586	\$0	\$4,251,139	\$0	\$0	\$104,500	\$0	\$43,052,987
Percentage of Total Operating Revenue	89%	<1%	0%	<1%	0%	10%	0%	0%	<1%	0%	100%

^a Housing and Urban Development (HUD)

Table 5.2
Sources of Capital Revenue: Cities 25,000 – 99,999

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Cookeville	\$83,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$62,000	\$0	\$185,000
Oak Ridge	\$5,400,000	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$5,550,000
Columbia	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Franklin	\$978,650	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$978,650
Bartlett	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	\$0
Germantown	\$1,400,000	\$0	\$2,500,000	\$725,000	\$250,000	\$2,300,000	\$0	\$0	\$0	\$0	\$7,200,000
Hendersonville	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Kingsport	\$0	\$0	\$0	\$30,000	\$0	\$360,239	\$31,645	\$0	\$30,000	\$0	\$451,884
Jackson	\$739,100	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$939,100
Johnson City	\$115,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,500
Murfreesboro	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Clarksville	\$47,750	\$0	\$1,905,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,953,150
Total Funds	\$9,264,000	\$0	\$4,405,400	\$955,000	\$400,000	\$2,660,239	\$31,645	\$40,000	\$92,000	\$0	\$17,873,284
Per Source											
Percentage of Total Capital Revenue	52%	0%	25%	5%	2%	15%	<1%	<1%	<1%	0%	100%

Graph 5.1 Sources of Revenue: Cities 25,000 – 99,999 Population

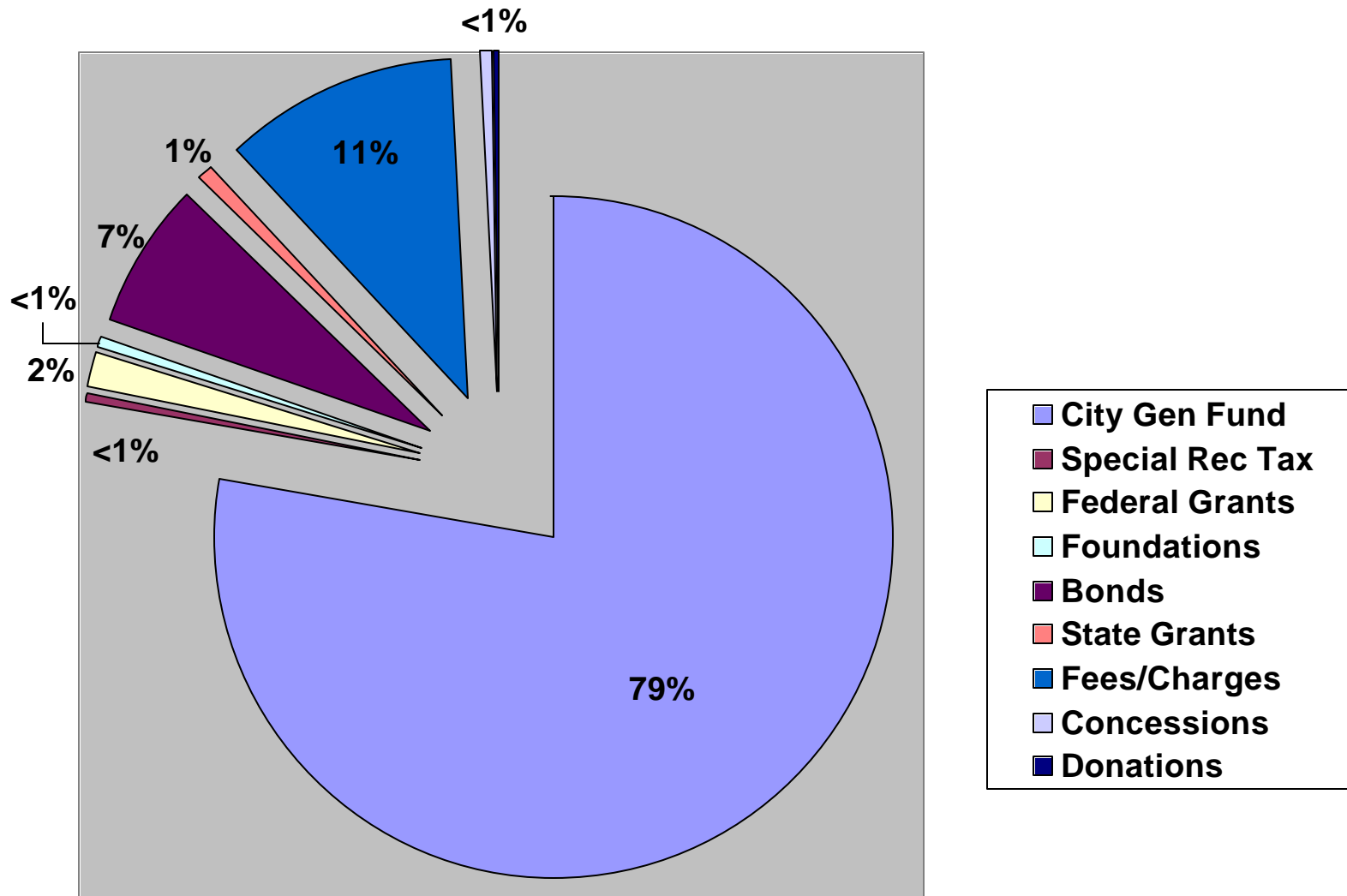


Table 6.1
Sources of Operating Revenue: Cities Over 100,000

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Nashville	\$26,346,278	\$0	\$0	\$115,000 ^a	\$8,312 ^b	\$0	\$0	\$0	\$400,769	\$0	\$26,870,359
Percentage of Total Operating Revenue	98%	0%	0%	<1%	<1%	0%	0%	0%	1%	0%	100%

^a Metro Development Housing Agency Grant

^b Tennessee Department of Agriculture

Table 6.2
Sources of Capital Revenue: Cities Over 100,000

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Foundations	Donations	Other	Total
Nashville	\$0	\$0	\$6,716,259	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$8,216,259
Percentage of Total Operating Revenue	0%	0%	82%	18%	0%	0%	0%	0%	0%	0%	100%

Graph 6.1 Sources of Revenue: Cities 100,000 or More Population

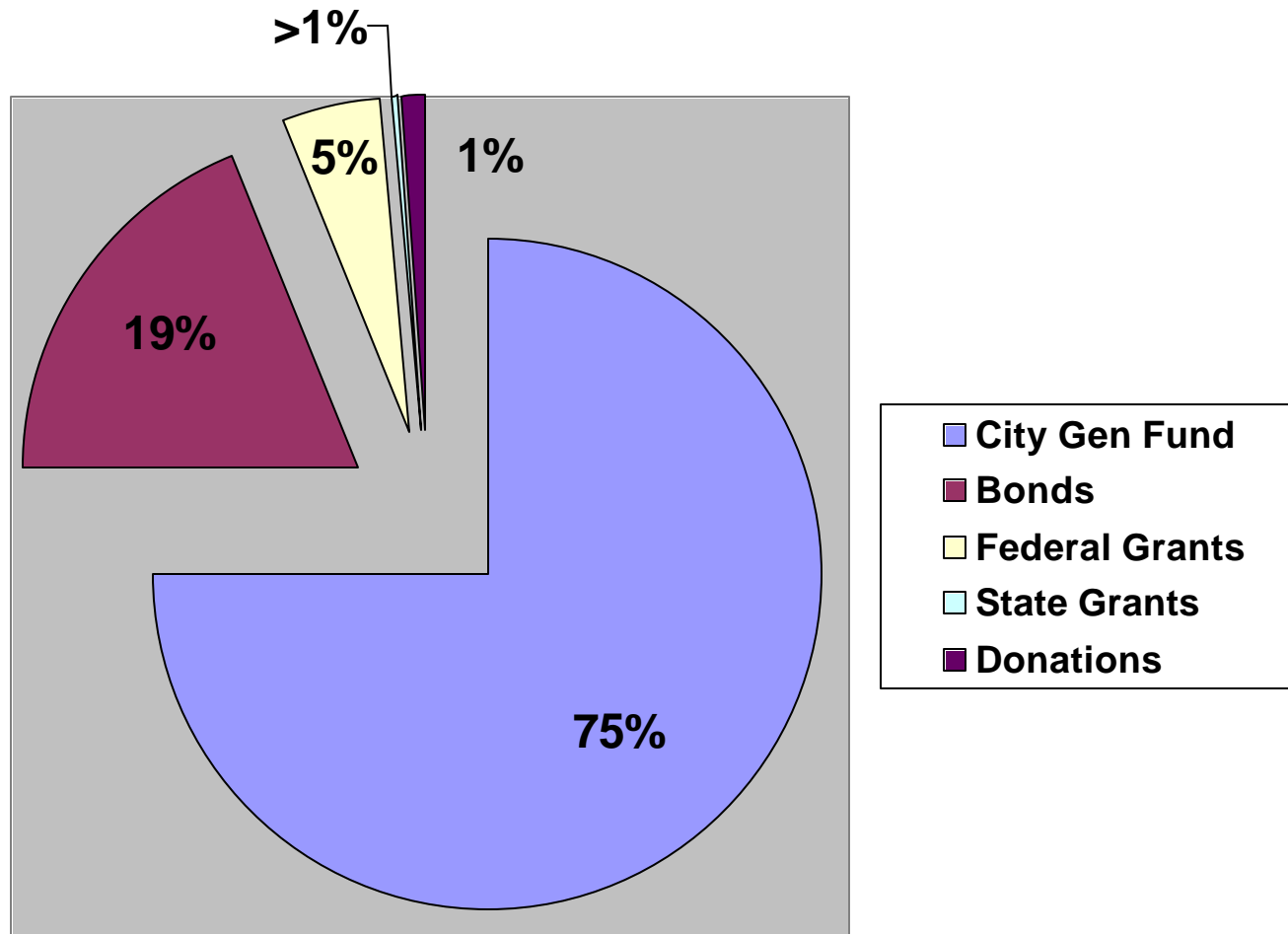


Table 7.1
Sources of Operating Revenue: Counties Under 100,000 Population

Department	General Fund	Special Rec. Tax	Bonds	Federal. Grants	State Grants	Fees/Charges	Concessions	Donations	Other	Total
Roane County	\$72,282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$72,282
Putnam County	\$415,050	\$0	\$0	\$0	\$0	\$75,350	\$900	\$35,040	\$82,452	\$608,792
Anderson County	\$184,266	\$0	\$0	\$0	\$0	\$0	\$29,000	\$0	\$0	\$213,266
Madison County	\$649,206	\$0	\$0	\$0	\$0	\$91,445	\$0	\$0	\$0	\$740,651
Total Funds	\$1,320,804	\$0	\$0	\$0	\$0	\$166,795	\$29,900	\$35,040	\$82,452	\$1,634,991
Per Source										
Percentage of Total Operating Revenue	81%	0%	0%	0%	0%	10%	2%	2%	5%	100%

Table 7.2
Sources of Capital Revenue: Counties Under 100,000 Population

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Donations	Other	Total
Roane County	\$20,700	\$0	\$0	\$0	\$24,941	\$0	\$0	\$0	\$0	\$45,641
Putnam County	\$36,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,500
Anderson County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Madison County	\$133,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,000
Total Funds Per Source	\$190,200	\$0	\$0	\$0	\$24,941	\$0	\$0	\$0	\$0	\$215,141
Percentage of Total Capital Revenue	88%	0%	0%	0%	12%	0%	0%	0%	0%	100%

Graph 7.1 Sources of Revenue: Counties Under 100,000 Population

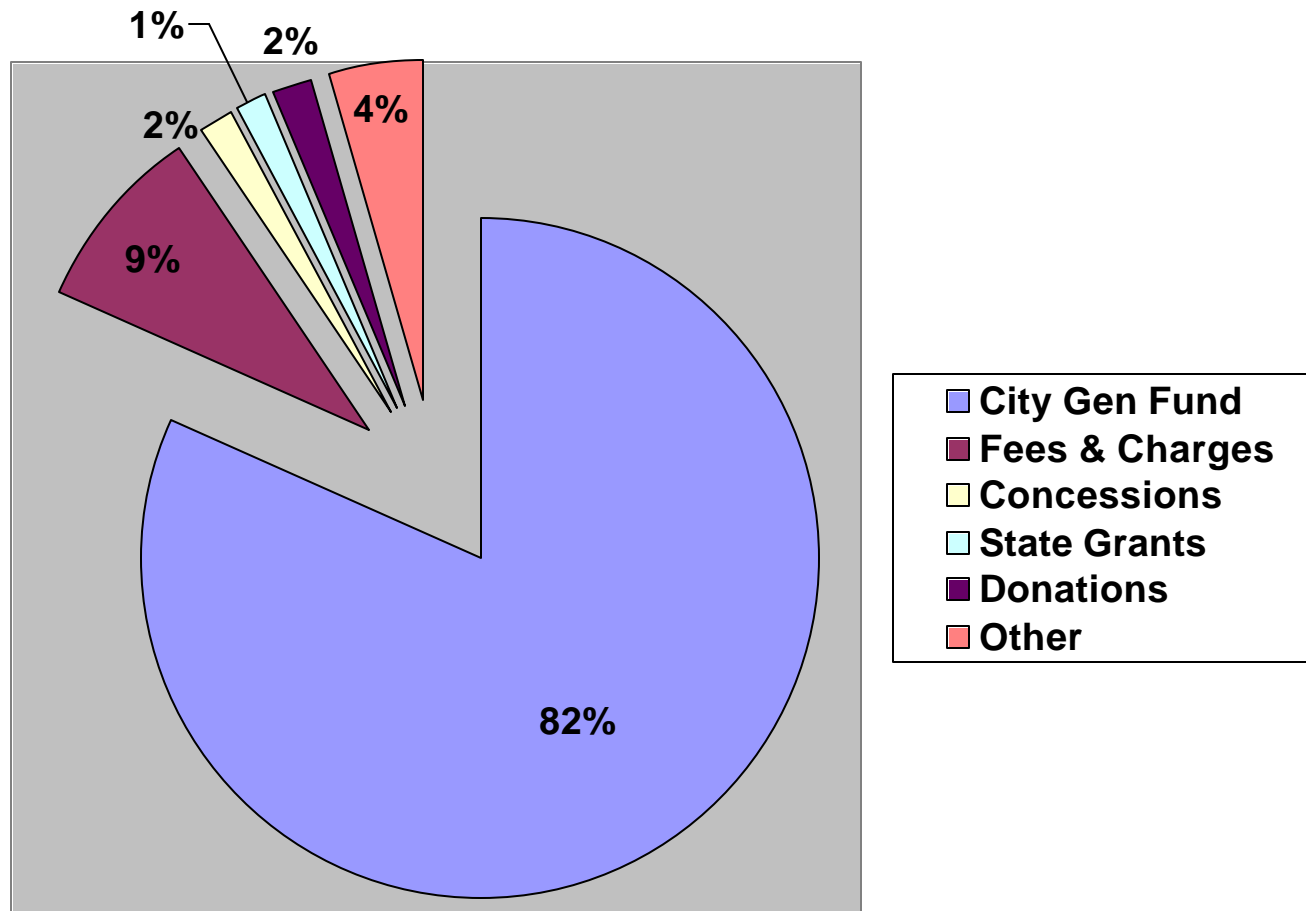


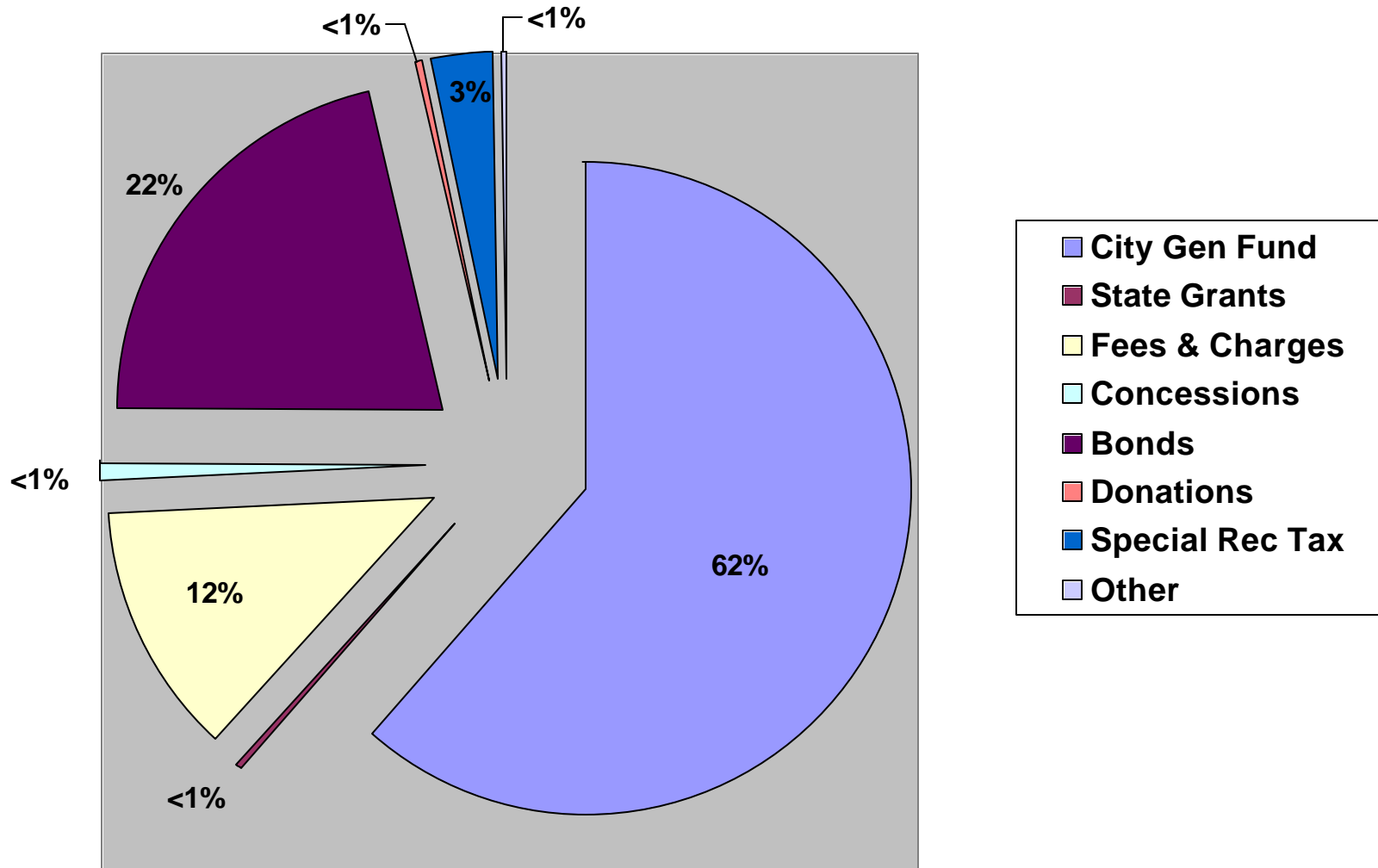
Table 8.1
Sources of Operating Revenue: Counties 100,000 or More Population

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Donations	Other	Total
Williamson County	\$3,296,111	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$4,496,111
Montgomery County	\$99,799	\$0	\$0	\$0	\$0	\$8,174	\$0	\$500	\$0	\$108,473
Hamilton County	\$4,419,446	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,419,446
Maryville-Alcoa-Blount	\$452,605	\$0	\$0	\$0	\$23,365	\$487,395	\$113,300	\$32,750	\$30,000	\$1,139,415
Total Funds Per Source	\$8,267,961	\$0	\$0	\$0	\$23,365	\$1,695,569	\$113,300	\$33,250	\$30,000	\$10,163,445
Percentage of Total Operating Revenue	81%	0%	0%	0%	<1%	17%	1%	<1%	<1%	100%

Table 8.2
Sources of Capital Revenue: Counties 100,000 or More Population

Department	General Fund	Special Rec. Tax	Bonds	Federal Grants	State Grants	Fees/Charges	Concessions	Donations	Other	Total
Williamson County	\$0	\$415,000	\$2,950,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,365,000
Montgomery County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hamilton County	\$134,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$134,000
Maryville-Alcoa-Blount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funds Per Source	\$134,000	\$415,000	\$2,950,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,499,000
Percentage of Total Capital Revenue	4%	12%	84%	0%	0%	0%	0%	0%	0%	100%

Graph 8.1 Sources of Revenue: Counties 100,000 Population or More



SALARIES AND WAGES

The following tables show the salaries and wages for personnel employed in Tennessee recreation and parks departments. The information reported in this section is consistent with the previous sections in that it is grouped according to community population.

It should be noted that the questionnaire solicited salary information for a number of specific positions commonly found in park and recreation agencies. While the list included a wide variety of position titles, a number of departments indicated that specific positions in their departments carried slightly different titles (i.e. Director, Manager, and Superintendent may all describe a department head). Whenever possible, the response was included in the appropriate position category.

Table 9.1

Salary & Wages Schedule: Cities under 5,000 Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	1	\$20,000	NR	NR
Assistant Director	1	\$12,586	\$12,586	\$12,586
Park Superintendent	1	\$11,880	\$11,880	\$11,880
Recreation Supervisor	1	\$25,000	\$25,000	\$25,000
Community Center Director	1	\$19,858	\$19,858	\$19,858
Park Foreman	1	\$27,104	\$27,104	\$27,104
Number of Cities Reporting	5			
NR = Not Reported				

Table 9.2

Salary & Wages Schedule: Cities 5,000 to 9,999 Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	12	\$41,094	\$25,000	\$72,000
Assistant Director	3	\$21,574	\$16,640	\$30,000
Park Superintendent	3	\$26,796	\$17,868	\$33,000
Recreation Superintendent	1	\$26,000	\$26,000	\$26,000
Recreation Programmer	3	\$22,323	\$19,968	\$26,852
Aquatics Supervisor	1	\$33,000	\$33,000	\$33,000
Athletics Supervisor	2	\$26,168	\$19,968	\$30,000
Community Center Director	1	\$44,000	\$44,000	\$44,000
Park Supervisor	2	\$30,000	\$24,000	\$33,000
Park Foreman	4	\$23,287	\$19,812	\$26,852
Horticulturist	1	\$27,000	\$27,000	\$27,000
Equipment Operator	1	\$22,000	\$20,000	\$25,000
Skilled Laborer	17	\$18,514	\$15,340	\$26,852
Unskilled Laborer	16	\$16,432	\$12,500	\$26,852
Secretary	4	\$20,548	\$16,000	\$32,718
Curator	4	\$25,377	\$14,508	\$31,000
Other:				
Office Manager	1	\$28,000	\$25,000	\$30,000
Center Operator	1	\$14,508	NR	NR
Bowling Manager	1	\$28,000	NR	NR
Fitness Supervisor	1	\$31,000	NR	NR
Concessions/Athletics/Day				
Camp Supervisor	1	\$31,000	NR	NR
Number of Cities Reporting	12			

Table 9.3

Salary & Wages Schedule: Cities 10,000 to 24,999 Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	12	\$51,294	\$35,690	\$73,727
Assistant Director	2	\$40,183	\$39,000	\$58,830
Park Superintendent	6	\$38,256	\$26,332	\$57,999
Recreation Supervisor	12	\$24,262	\$11,248	\$49,884
Recreation Programmer	6	\$26,305	\$17,825	\$46,974
Cultural Arts Supervisor	1	\$31,904	\$26,811	\$36,920
Aquatics Supervisor	2	\$33,952	\$26,811	\$47,000
Athletics Supervisor	5	\$29,371	\$24,314	\$39,634
Community Center Director	1	\$30,633	\$28,536	\$32,921
Greenway/Trail Coordinator	2	\$20,876	\$20,876	\$29,277
Park Supervisor	5	\$28,120	\$18,895	\$49,712
Park Foreman	15	\$26,382	\$20,433	\$37,727
Horticulturist	2	\$25,913	\$22,419	\$36,447
Equipment Operator	11	\$19,775	\$17,441	\$30,000
Skilled Laborer	37	\$21,429	\$16,161	\$33,681
Unskilled Laborer	20	\$19,945	\$17,267	\$26,822
Secretary	11	\$24,206	\$17,825	\$36,920
Curator	10	\$24,756	\$14,863	\$49,884
Other:				
Maintenance Supervisor	1	\$39,310	\$32,819	\$49,884
Custodians	2	\$20,460	NR	NR
Recreation Center Supervisor	2	\$32,865	\$25,409	\$37,728
Recreation Aide	1	\$23,663	\$21,917	\$32,522
Athletic Coordinator	1	\$39,888	\$32,522	\$48,290
Grounds Specialist	2	\$28,500	\$25,272	\$35,381
Number of Cities Reporting	12			

NR = Not Reported

Table 9.4

Salary & Wages Schedule: Cities 25,000 to 99,999 Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	12	\$65,188	\$43,500	\$97,200
Assistant Director	10	\$43,613	\$22,248	\$86,818
Park Superintendent	5	\$41,236	\$28,103	\$72,538
Recreation Superintendent	5	\$30,724	\$28,103	\$72,536
Recreation Supervisor	10	\$36,328	\$22,610	\$50,876
Recreation Programmer	18	\$27,540	\$19,739	\$50,056
Cultural Arts Supervisor	6	\$32,872	\$22,377	\$50,056
Aquatics Supervisor	6	\$31,574	\$22,377	\$50,876
Athletics Supervisor	10	\$38,333	\$28,097	\$55,136
Golf Course Supervisor	2	\$35,800	\$24,452	\$41,600
Therapeutic Rec. Supervisor	1	\$36,758	\$28,097	\$36,758
Community Center Director	16	\$34,825	\$22,377	\$72,536
Greenway/Trail Coordinator	1	\$36,758	\$28,097	\$36,758
Park Supervisor	9	\$30,798	\$20,981	\$50,876
Park Foreman	25	\$29,691	\$18,524	\$45,000
Horticulturist	2	\$30,500	\$30,000	\$46,018
Equipment Operator	18	\$25,132	\$17,150	\$39,761
Skilled Laborer	59	\$24,167	\$15,695	\$37,000
Unskilled Laborer	83	\$18,025	\$14,800	\$26,784
Secretary	24	\$24,171	\$16,766	\$38,820
Curator	14	\$27,560	\$16,165	\$49,890
Other:				
Office Clerical	1	\$17,500	\$16,165	\$25,186
Administrative Assistant	2	\$34,832	\$26,264	\$31,954
Building Superintendent	5	\$39,000	NR	NR
Pro Shop Manager	1	\$34,000	NR	NR
Building Attendants	6	NR	\$21,800	\$24,800
Executive Secretary	1	\$29,266	\$24,190	\$32,510
Seasonal Laborer	2	\$6,000	\$6,000	\$6,000
Museum Manager	3	NR	\$23,124	\$33,687
Inmate Crew Supervisor	1	\$23,668	\$19,536	\$28,284
Office Manager	2	\$27,000	\$26,264	\$31,954
Special Events Coordinator	1	\$30,866	\$29,678	\$37,897
Park Ranger Sergeant	1	\$40,803	\$33,537	\$40,803
Park Ranger	9	\$26,333	\$23,275	\$31,954
Number of Cities Reporting	12			
NR = Not Reported				

Table 9.5

Salary & Wages Schedule: Cities 100,000 or More Population*

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	1		\$73,947	\$142,646
Assistant Director	4	\$77,644	\$73,947	\$115,359
Park Superintendent	6	\$60,400	\$52,622	\$73,674
Recreation Superintendent	4	\$62,270	\$52,622	\$73,674
Recreation Supervisor	3	\$47,608	\$39,962	\$51,950
Recreation Programmer	10	\$41,000	\$36,290	\$47,180
Cultural Arts Supervisor	3	\$41,900	\$36,290	\$47,180
Aquatics Supervisor	3	\$35,771	\$32,854	\$42,700
Athletics Supervisor	2	\$47,000	\$36,290	\$47,180
Golf Course Supervisor	1		\$52,622	\$73,674
Community Center Director	22	\$38,783	\$32,854	\$42,700
Greenway/Trail Coordinator	1		\$52,622	\$73,674
Park Supervisor	6	\$47,475	\$41,475	\$48,318
Park Foreman	7	\$40,100	\$37,107	\$43,368
Horticulturist	1		\$59,622	\$73,674
Equipment Operator	1		\$27,643	\$32,240
Skilled Laborer	35	\$29,000	\$24,835	\$33,737
Unskilled Laborer	69	\$22,000	\$19,988	\$25,688
Secretary	1		\$39,962	\$51,950
Curator	1		\$39,962	\$51,950
Other:				
Nature Center Manager	1	\$46,649	\$39,962	\$51,950
Museum Manager	1	\$50,765	\$39,962	\$51,950
Park Ranger	15	\$32,000	\$26,695	\$38,565
Golf Course Manager	6	\$47,100	\$39,962	\$51,950
Golf Groundskeeper	6	\$40,000	\$32,497	\$41,787
Number of Cities Reporting	1			

*Nashville was the only city in this category which responded to the survey.

Table 9.6

Salary & Wages Schedule: Counties Less Than 100,000 Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	4	\$33,000	\$22,000	\$43,000
Assistant Director	2	\$25,800	\$19,000	\$32,655
Recreation Supervisor	1	\$24,000	\$24,000	\$24,000
Recreation Programmer	2	\$23,000	\$22,164	\$24,000
Aquatics Supervisor	1	\$5,000	\$5,000	\$5,000
Park Supervisor	1	\$26,000	\$26,000	\$26,000
Park Foreman	4	\$20,000	\$19,000	\$21,000
Skilled Laborer	5	\$20,000	\$15,000	\$26,026
Unskilled Laborer	13	\$18,385	\$13,000	\$26,026
Secretary	4	\$18,250	\$5,500	\$25,000
Curator	2	\$6,000	\$6,000	\$6,000
Number of Counties Reporting	4			

Table 9.7

Salary & Wages Schedule: Counties 100,000 or More Population

Position Title	# of Positions	Average Salary	Minimum Salary	Maximum Salary
Parks & Recreation Director	3	\$66,000	\$48,828	\$77,500
Assistant Director	2	\$52,250	\$47,000	\$57,500
Park Superintendent	5	\$45,000	\$37,214	\$55,821
Recreation Supervisor	1	\$36,340	\$29,072	\$43,608
Recreation Programmer	3	\$34,000	\$26,338	\$41,475
Aquatics Supervisor	1	\$41,475	\$41,475	\$41,475
Athletics Supervisor	2	\$39,200	\$37,000	\$41,475
Therapeutic Rec. Supervisor	1	\$41,475	\$41,475	\$41,475
Park Supervisor	6	\$36,500	\$28,476	\$46,000
Park Foreman	1	\$35,000	\$35,000	\$35,000
Horticulturist	1	\$34,000	\$34,000	\$34,000
Skilled Laborer	8	\$22,500	\$23,193	\$36,686
Unskilled Laborer	11	\$24,000	\$20,073	\$30,110
Secretary	4	\$26,250	\$24,000	\$40,494
Curator	2	\$39,700	\$38,000	\$41,475
Other:				
Administration Supervisor	1	\$41,475	NR	NR
Accounting Technician	1	\$38,000	NR	NR
Number of Counties Reporting	4			
NR = Not Reported				

FRINGE BENEFITS

Local park and recreation agencies provide a wide variety of fringe benefits to their employees. This survey identified the most commonly provided employee benefits and the frequency with which they are provided. In addition to the specific fringe benefits, which are listed on the following tables, a final table that identifies and summarizes all other benefits is provided.

Table 10.1

Vacation Leave (after one year)

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
1	1	2%
5	9	18%
6	3	6%
7	2	4%
10	19	38%
12	13	26%
14	1	2%
15	2	4%

* Total Departments Reporting = 50

Table 10.2

Vacation Leave (after five years)

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	1	2%
2	1	2%
7	1	2%
10	11	22%
12	12	24%
14	3	6%
15	16	33%
18	3	6%
20	1	2%

* Total Departments Reporting = 49

Table 10.3

Vacation Leave (after ten years)

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	1	2%
3	1	2%
7	1	2%
12	3	6%
14	1	2%
15	21	43%
16	1	2%
17	1	2%
18	8	16%
20	6	12%
21	1	2%
22	1	2%
24	2	4%
25	1	2%

* Total Departments Reporting = 49

Table 10.4
Sick Leave Days Per Year

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	3	6%
10	1	2%
11	1	2%
12	40	82%
14	1	2%
15	2	4%
24	1	2%

* Total Departments Reporting = 49

Table 10.5

Bereavement Days Per Year

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	3	6%
1	1	2%
2	4	8%
3	38	78%
5	3	6%

* Total Departments Reporting = 49

Table 10.6

Holiday Leave Days Per Year

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	2	4%
6	2	4%
7	2	4%
8	1	2%
9	9	18%
10	10	20%
11	13	26%
12	6	12%
13	4	8%
14	1	2%

* Total Departments Reporting = 50

Table 10.7
Continuing Education Leave Days Per Year

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	45	94%
4	1	2%
12	1	2%
14	1	2%

* Total Departments Reporting = 48

Table 10.8

Administrative Leave Days for Department Head

Annual Number of Days	Number of Departments Reporting*	Percent of Departments Reporting
0	47	94%
2	2	4%
5	1	2%

* Total Departments Reporting = 50

Table 10.9

Health Insurance Coverage Provided to Full Time Employees

Percent Provided	Number of Departments Reporting*	Percent of Departments Reporting
0	2	4%
50	1	2%
51	1	2%
60	2	4%
70	1	2%
75	3	6%
80	6	12%
82	1	2%
85	1	2%
87	1	2%
90	2	4%
100	29	58%

* Total Departments Reporting = 50

Table 10.10

Life Insurance Coverage Provided to Full Time Employees

Amount Provided	Number of Departments Reporting*	Percent of Departments Reporting
None	10	21%
Equal to annual salary	31	63%
Double annual salary	6	12%
Triple annual salary	2	4%

* Total Departments Reporting = 49

Table 10.11

Vehicle Benefits for Department Heads

Vehicle Provided for Official Business	Number of Departments Reporting*	Percent of Departments Reporting
Yes	39	78%
No	11	22%
<i>Reimbursement Rate for Using Private Vehicle</i>		
None	35	70%
\$4,800/year	1	2%
\$3,900/year	1	2%
\$3,720/year	1	2%
\$3,000/year	1	2%
.36/mile	1	2%
.35/mile	2	4%
.34/mile	1	2%
.32/mile	2	4%
No rate reported	5	10%

* Total Departments Reporting = 50

Table 10.12

Overtime Compensation for Department Heads

Compensation Type Reported	Number of Departments Reporting*	Percent of Departments Reporting
No Compensation	27	54%
Administrative Leave	5	10%
Compensated with time off equal to hours worked	13	26%
Compensated with time off equal to 1 ½ times hours worked	5	10%
Time and Half Pay	0	0%

* Total Departments Reporting = 50

Table 10.13

Overtime Compensation for Recreation Employees

Compensation Type Reported	Number of Departments Reporting*	Percent of Departments Reporting
No Compensation	8	16%
Administrative Leave	2	4%
Compensated with time off equal to hours worked	9	18%
Compensated with time off equal to 1 ½ times hours worked	14	29%
Time and Half Pay	15	31%
Other	1	2%

* Total Departments Reporting = 49

Table 10.14

Overtime Compensation for Maintenance Employees

Compensation Type Reported	Number of Departments Reporting*	Percent of Departments Reporting
No Compensation	5	10%
Compensated with time off equal to hours worked	3	6%
Compensated with time off equal to 1 ½ times hours worked	14	29%
Time and Half Pay	26	53%
Other	1	2%

* Total Departments Reporting = 50

Table 10.15

Other Personnel Benefits

Benefit Type Reported	Number of Departments	Percent of Departments
	Reporting*	Reporting
Uniforms	31	62%
Dental Insurance	28	56%
Travel expenses	27	54%
Professional Memberships	26	52%
Disability	20	40%
Longevity Pay	9	18%
Vision	9	18%
Bonus	9	18%
Deferred Compensation	4	8%
Retirement	2	4%
Perfect Attendance Bonus	2	4%
Personal Days	2	4%
Fitness Club Membership	2	4%
Flexible Benefits	1	2%
Direct Deposit	1	2%
Credit Union	1	2%
Accidental Death & Dismemberment	1	2%
Life Insurance	1	2%
Performance Based Pay	1	2%
Employee Assistance Program	1	2%
Tuition Reimbursement	1	2%
Medical Benefits	1	2%
Pension	1	2%
4 day week for Maint. Staff	1	2%
Sick Leave Bonus	1	2%
125 Cafeteria Plan	1	2%
Housing for Director	1	2%
Free Camping	1	2%

* Total Departments Reporting = 49

INTERAGENCY AGREEMENTS

This section of the survey was added this year in order to ascertain the degree to which park and recreation agencies in Tennessee are using interagency agreements to operate public facilities. As constraints on agency budgets continue to increase, interagency agreements are considered as a method to extend the provision of facilities and programs beyond what could be offered using only agency personnel.

It should be noted that those agencies who did not respond to the initial mailing of questionnaires were faxed a questionnaire which was slightly different than the mailed version. The faxed questionnaire (which was completed by 13 agencies) did not contain the questions related to whether or not non-residents were charged different fees than residents and whether or not the agency had a written policy regarding non-resident fees.

Respondents were asked to “indicate if you currently own any of the following facilities and have an agreement with another agency or association (i.e., schools, YMCA, civic club) for their operation.” Respondents found it difficult to respond to this question because there was no place to indicate whether or not the agency owned each type of facility, the only response area was for the operating agency. The responses indicated that most communities do have existing interagency agreements for at least one type of facility, as indicated in the following table.

Table 11.1

Interagency Agreement Partners by Facility Type

Facility Type	Partner(s)
Baseball	Optimist; City League; Dixie Youth; Booster Club; American Legion; Lions Club; Babe Ruth; County; PFBA
Concessions Buildings	Leagues; Dixie Youth; Booster Club; Football Association; Contract
Softball	Kiwanis; Leagues; Booster Club; County
Soccer	
Tennis	County
Golf Course	None
Campgrounds	None
Shelters/Pavilions	None
Other:	
Swimming Pool	VFW
Gymnasium	School District; Boys & Girls Club
Football	League
Total Departments Reporting = 50	

Table 11.2

Percentage of Agencies with Interagency Agreements for Typical
Facilities by Population Category

	Cities					Counties		All Agencies
	<5000	5000- 9999	10,000- 24,999	25,000- 99,999	100,000+	<100,0000	100,000+	
Number of agencies	5	12	12	12	1	4	4	50
Facility Type								
Baseball	40%	25%	17%	42%	---	---	50%	28%
Soccer	---	8%	25%	33%	---	---	25%	18%
Golf Course	---	---	---	---	---	---	---	0%
Softball	40%	---	17%	25%	---	---	50%	18%
Concessions								
Buildings	80%	17%	17%	50%	100%	---	50%	34%
Campgrounds	---	---	---	---	---	---	---	0%
Tennis Centers	---	---	---	8%	---	---	---	2%
Shelters/Pavilions	---	---	---	---	---	---	---	0%
Other:								
Swimming Pool	---	---	---	8%	---	---	---	2%
Gymnasium	---	8%	---	8%	---	---	---	4%
Football	20%	8%	8%	8%	---	---	---	8%

One third of the agencies responding to the survey, which received the questionnaire with the non-resident fee related questions, indicated that non-residents were charged at a differential rate. Three quarters of those agencies which charged non-resident fees also had a formal written policy for the fee.

Appendix A

Departments Responding to the 2002 Survey

Alphabetical Listing

Municipal Departments

Ardmore
Athens
Bartlett
Bolivar
Brentwood
Bristol
Clarksville
Clifton
Columbia
Cookville
Crossville
Dandridge
Dickson
Dyersburg
Farragut

Fayetteville
Franklin
Gallatin
Germantown
Goodlettsville
Greeneville
Harriman
Hendersonville
Jackson
Johnson City
Kingsport
Lexington
Manchester
Morristown
Mountain City

Munford
Murfreesboro
Nashville
Newport
Oak Ridge
Pigeon Forge
Portland
Pulaski
Ripley
Savannah
Selmer
Sevierville

County Departments

Anderson County
Hamilton County
Madison County
Maryville/Alcoa/Blount County
Montgomery County
Putnam County
Roane County
Williamson County

Appendix B

Departments Responding to the 2002 Survey Listing by Population Class

Cities Less Than 5,000

Clifton
Ardmore
Dandridge
Mountain City
Selmer

Cities of 5,000-9,999

Munford
Pigeon Forge
Bolivar
Savannah

Harriman
Ripley
Fayetteville
Portland

Lexington
Newport
Pulaski
Manchester

Cities of 10,000-24,999

Crossville
Sevierville
Dickson
Goodlettsville

Athens
Greeneville
Dyersburg
Farragut

Gallatin
Morristown
Brentwood
Bristol

Cities of 25,000-99,999

Cookville
Oak Ridge
Columbia
Franklin

Bartlett
Germantown
Hendersonville
Clarksville

Kingsport
Jackson
Johnson City
Murfreesboro

Cities Over 100,000

Nashville

Counties of 50,000-99,999

Roane County
Putnam County
Anderson County
Madison County

Counties Over 100,000

Maryville/Alcoa/Blount County
Williamson County
Montgomery County
Hamilton County

Appendix C
Departments Responding to the 1997-1998 & 2002 Surveys
Alphabetical Listing

Municipal Departments

Bartlett
Bolivar
Brentwood
Bristol
Clarksville
Cookeville
Dyersburg

Farragut
Goodlettsville
Greenville
Hendersonville
Jackson
Jefferson City
Johnson City

Kingsport
Manchester
Murfreesboro
Newport
Pulaski
Ripley
Sevierville

County Departments

Hamilton County
Madison County
Maryville/Alcoa/Blount County
Putnam County

Thank you for your continued participation!

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