

2019 NRPA PARK
AND RECREATION

SALARY SURVEY



NRPA National Recreation
and Park Association

Because everyone deserves a great park

www.nrpa.org

TABLE OF CONTENTS

INTRODUCTION 1

KEY FINDINGS..... 2

SALARY INFORMATION 13

POSITION DESCRIPTIONS

 Park and Recreation Agency Director (or Executive Director or Superintendent) 15

 Planning Director (or Superintendent). 19

 Director of Finance (or Administrative Director or Business Manager) 23

 Recreation Director (or Recreation Superintendent or Assistant Director - Recreation) . . . 27

 Park Operations Director (or Maintenance Director or Maintenance Superintendent). 31

 Park Operations Foreman (or Maintenance Foreman) 35

 Facilities Manager. 39

 Athletics Supervisor (or Athletics Manager) 43

 Aquatics Supervisor (or Aquatics Manager) 47

 Recreation Program Coordinator (or Recreation Program Manager) 51

SAMPLE ORGANIZATIONAL CHARTS 55

CONCLUSION..... 66

ABOUT NRPA 67

2019 PARK AND RECREATION SALARY SURVEY KEY FINDINGS

MEDIAN 2018 TO 2019 SALARY INCREASES

Park and Recreation Agency Director

+3.0%

Planning Director

+2.5%

Director of Finance

+3.4%

Recreation Director

+3.2%

Park Operations Director

+3.1%

Park Operations

+3.1%

Facilities Manager

+3.0%

Athletics Supervisor

+3.0%

Aquatics Supervisor

+3.0%

Recreation Program Coordinator

+3.0%

SALARIES TYPICALLY ARE HIGHER FOR THOSE WITH:



Greater professional experience



Greater education attainment



A professional certification

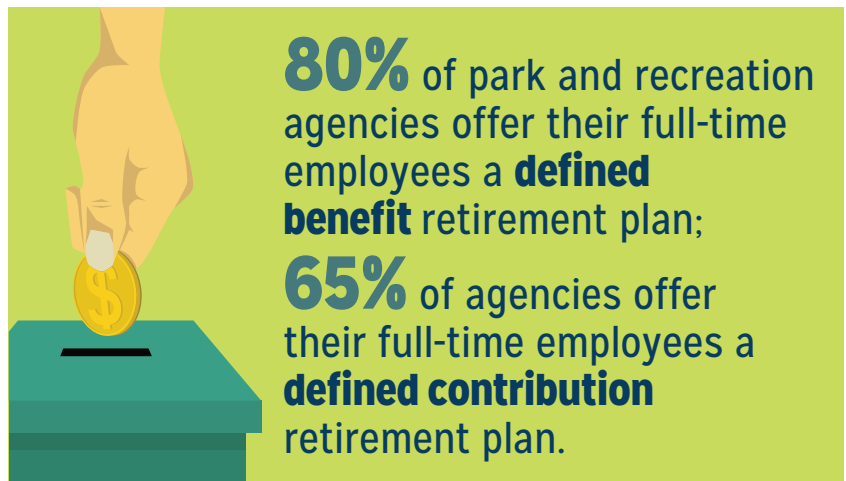


MEDIAN ANNUAL VACATION DAYS:

10 days upon hire
20 days after 10 years of employment

PARK AND RECREATION AGENCIES TYPICALLY COVER

80% OF THEIR FULL-TIME EMPLOYEES' HEALTH INSURANCE PREMIUMS.



80% of park and recreation agencies offer their full-time employees a **defined benefit** retirement plan;
65% of agencies offer their full-time employees a **defined contribution** retirement plan.

INTRODUCTION

Parks and recreation transforms our cities, towns and counties into vibrant, healthy communities. From neighborhood and regional parks and sprawling trail networks to pools and recreation centers, local park and recreation agencies provide places and programs that offer much-needed respites from our increasingly complicated lives. By offering opportunities to be physically active, reconnect with nature, learn a new skill or care for our youngest or oldest residents, parks and recreation touches the lives of millions of Americans every day.

A cadre of hard-working and dedicated professionals makes all of this happen. The Bureau of Labor Statistics estimates that there were more than 157,000 full-time employees of local park and recreation agencies throughout the United States in 2017, with several hundred thousand more part-time and seasonal workers. It is these skilled teams that program events, maintain facilities and otherwise ensure that all Americans can access and enjoy all that their local park and recreation agencies have to offer.

In much of the United States, however, tight labor markets have made it difficult to recruit and retain quality workers. Consequently, park and recreation agencies must offer competitive compensation packages for their staff, including robust benefits that go beyond salary, in order to bring the best and brightest to their teams.

Comprehensive compensation data inform park and recreation agency leaders on how to attract the best staff. Such data can also provide park and recreation professionals with insights on salary and benefits being offered by potential employers. To amass that data, NRPA's research team sent a 35-question survey in April 2019 to elicit not only the salary data of 10 positions at park and recreation agencies, but also general information about benefits and salary policies. Leaders from 470 park and recreation agencies across the United States responded to the survey, the results of which are the basis of this report.

The *2019 NRPA Park and Recreation Salary Survey* report features detailed base salary and bonus data for 10 typical park and recreation agency positions:

- Park and Recreation Agency Director (or Executive Director or Superintendent)
- Planning Director (or Superintendent)
- Director of Finance (or Administrative Director or Business Manager)
- Recreation Director (or Recreation Superintendent or Assistant Director - Recreation)
- Park Operations Director (or Maintenance Director or Maintenance Superintendent)
- Park Operations (or Maintenance Foreman)
- Facilities Manager
- Athletics Supervisor (or Athletics Manager)
- Aquatics Supervisor (or Aquatics Manager)
- Recreation Program Coordinator (or Recreation Programs Manager)

Of course, no two park and recreation agencies are exactly alike and so neither are the compensation packages they offer their teams. The *2019 NRPA Park and Recreation Salary Survey* report presents compensation data by agency size, type and certain demographic characteristics of incumbents in the positions (e.g., education, certifications and years in the profession). The analysis also examines factors that determine pay raises and bonuses (if offered) and highlights other benefits that comprise the full compensation package for park and recreation professionals.

KEY FINDINGS

When we think of employee compensation, base salaries are usually top of mind. However, compensation is not just salary: it includes a variety of benefits that can greatly increase the financial value of a paycheck. Valuable employee benefits—including generous vacation and sick-leave policies, health and dental insurance and retirement plans—put additional dollars in workers’ pockets and improve their standard of living.

VACATION AND SICK LEAVE

After salary, one of the most highly valuable components of employee compensation is the amount of vacation and sick leave provided to workers. This is certainly true for parks and recreation—a field that celebrates the importance of leisure as a part of a healthy lifestyle. Further, increasing vacation benefits over time are an important tool in retaining quality staff.

Most park and recreation agencies divide paid time off into separate vacation and sick leave accounts. Only one in six agencies provides paid time off (PTO), which is a combination of vacation and sick leave in a single account.

Park and recreation agencies typically provide 10 days of annual vacation for their newly hired full-time employees (after any preliminary probation period). After five years of employment, the median number of vacation days increases to 15 days per year, and then increasing again to 20 days after 10 years of service. With few exceptions, the typical number of vacation days does not differ significantly by agency size or type.

A closer look at the amount of annual vacation time for those with more than 10 years of service reveals that 51 percent of park and recreation agencies offer their employees more than 20 days of vacation (including six percent that provide at least five weeks of annual vacation to their longest-tenured employees). Forty percent of park and recreation agencies provide employees with at least 10 years of service between 15 and 19 days of vacation time each year.

MEDIAN NUMBER OF VACATION DAYS OFFERED TO FULL-TIME EMPLOYEES

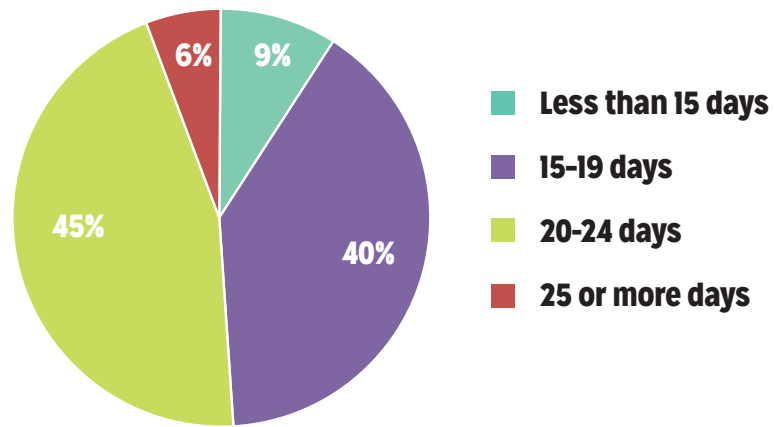
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Annual days of vacation upon hire	10	10	10	10	11	10	10	10	10	10
Annual days of vacation after 5 years of employment	15	15	15	15	15	15	15	15	15	15
Annual days of vacation after 10 years of employment	20	19	18	20	20	19	20	18	20	20



*Time off is **vital** for a motivated and healthy staff*



NUMBER OF ANNUAL VACATION DAYS OFFERED TO FULL-TIME
EMPLOYEES AFTER 10 YEARS OF SERVICE TO AGENCY
(Percentage Distribution)



Most park and recreation agencies also provide paid time off that employees can use when they or close family members are ill. The typical park and recreation professional receives 12 days of annual sick leave; this number does not vary significantly by agency size or type. Unlike vacation time, the amount of annual sick leave offered to park and recreation professionals typically does not tend to increase with employee tenure.

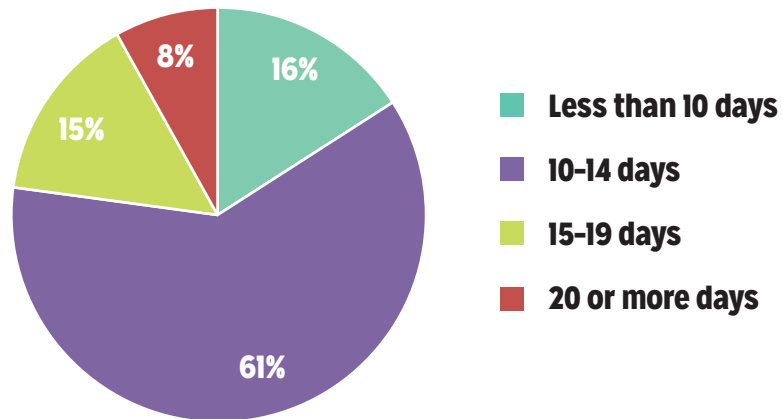
More than three in five park and recreation agencies offer their employees between 10 and 14 days of sick leave each year. Sixteen percent of agencies offer fewer than 10 days of sick leave per year; at the other end of the spectrum, 23 percent of agencies offer 15 or more days of annual sick leave to their employees.

MEDIAN NUMBER OF SICK DAYS OFFERED TO FULL-TIME EMPLOYEES

	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Annual days of sick leave upon hire	12	12	12	12	12	12	12	12	12	12
Annual days of sick leave after 5 years of employment	12	12	12	12	12	12	12	12	12	12
Annual days of sick leave after 10 years of employment	12	12	12	12	12	12	12	12	12	12

NUMBER OF ANNUAL SICK DAYS OFFERED TO FULL-TIME EMPLOYEES AFTER 10 YEARS OF SERVICE TO AGENCY

(Percentage Distribution)



Most park and recreation agencies offer their employees between 10 and 14 days of sick leave each year



THE FAMILY AND MEDICAL LEAVE ACT OF 1993

Under the Family and Medical Leave Act of 1993 (FMLA), qualified employees are guaranteed up to 12 weeks of unpaid leave each year with no threat of job loss. The FMLA also requires employers covered by the law to maintain the same health benefits for eligible workers during this time off as those employees had while working. All public agencies, including state, federal and local employers, must follow FMLA rules. Employees are eligible for such benefits under the FMLA if they meet any of the following situations:

- The employee cannot work due to a serious medical condition
- The employee must care for an immediate family member with a serious medical condition
- The birth, placement and/or subsequent care of the employee's child (including adoption or foster care)
- A "qualifying exigency" due to an employee's spouse, child or parent being on active duty or having been called to active duty for the National Guard or Reserve in support of a contingency operation

MATERNITY/PATERNITY LEAVE

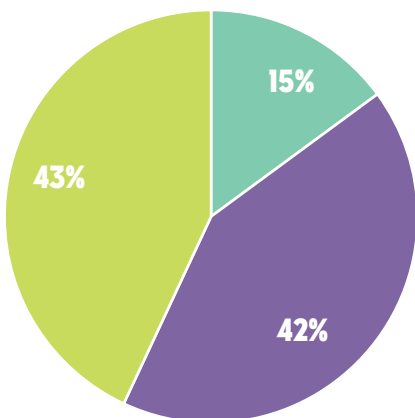
Whereas the Family and Medical Leave Act guarantees up to 12 weeks of unpaid leave, workers can continue to receive paychecks by drawing from their vacation, sick leave and/or paid time off allotments. In addition, some employers choose to pay employees for a portion or all of the time employees are on leave, one example being maternity and paternity leave benefits.

Seventy-three percent of park and recreation agencies do not offer specific paid leave benefits associated with the birth or adoption of a child. Twelve percent of park and recreation agencies *do* provide specific paid maternity benefits and 14 percent of park and recreation agencies provide specific paid maternity *and* paternity benefits.

PARK AND RECREATION AGENCIES' PROVISION OF MATERNITY AND PATERNITY LEAVE
(Percentage Distribution)

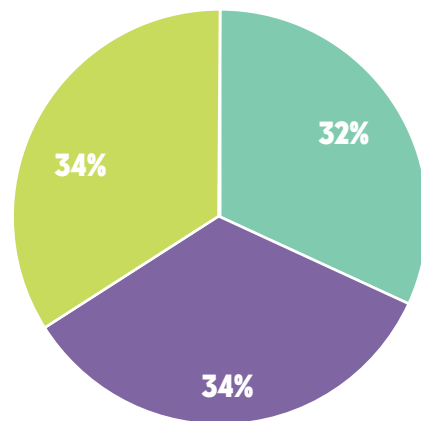
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Offers paid maternity leave	12%	16%	13%	11%	9%	9%	14%	8%	7%	9%
Offers both paid maternity and paternity leave	14	12	6	19	16	23	14	20	12	22
Does not offer specific paid leave benefits associated with the birth or adoption of a child	73	72	80	70	76	68	72	73	81	69

NUMBER OF WEEKS OF PAID MATERNITY LEAVE
(Percentage Distribution of Agencies Providing Paid Maternity Leave)



■ 1-5 weeks ■ 6-8 weeks ■ 9-12 weeks

NUMBER OF WEEKS OF PAID PATERNITY LEAVE
(Percentage Distribution of Agencies Providing Paid Paternity Leave)



■ 1-5 weeks ■ 6-8 weeks ■ 9-12 weeks

HEALTH INSURANCE

Providing access to quality healthcare is another valuable component of employee compensation. Virtually all park and recreation agencies offer health insurance coverage to staff and their families. Most agencies require employees to share in health insurance costs, including having their staff contribute to insurance premiums. The percentage of the premiums that an agency pays and the percentage that an employee must cover may vary greatly across agencies.

Typically, park and recreation agencies cover 80 percent of their employees' health insurance premiums. Some agencies pick up an even greater part of the tab: 35 percent pay for at least 90 percent of their employees' health insurance premiums, including 19 percent of agencies that cover the entire amount. On the flip side, a third of agencies cover 70 percent or less of their employees' health insurance premiums. Special park districts tend to pay a higher percentage of their employees' health insurance premiums (median: 90 percent).

PERCENTAGE OF HEALTH INSURANCE PREMIUMS PAID BY PARK AND RECREATION AGENCY
(Percentage Distribution)

Percentage of Health Insurance Premiums Paid by Agency	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
100%	19%	27%	23%	11%	13%	15%	17%	16%	27%	10%
90-99%	16	13	27	16	14	8	14	14	23	15
80-89%	32	30	26	40	36	28	33	29	26	27
70-79%	16	16	16	13	18	26	17	14	18	20
50-69%	10	8	6	10	9	15	11	16	*	15
Less than 50%	7	6	3	10	11	8	8	11	*	12
Median agency contribution	80%	80%	88%	88%	80%	80%	80%	80%	90%	80%

* = Insufficient Data

In addition to health insurance and vacation, an overwhelming majority of agencies offers other valuable benefits as a part of their compensation packages for full-time employees including:

- Dental (97 percent)
- Continuing education (97 percent)
- Life insurance (93 percent)
- Vision (90 percent)
- Employee assistance/counseling (89 percent)

In some cases, the agency pays the full cost of the benefit. In other cases, the agency and employee share the costs. Park and recreation agencies are more likely to bear the full cost for continuing education, life insurance and employee assistance.

PERCENTAGE OF STANDARD BENEFITS PROVIDED AND FUNDED
BY PARK AND RECREATION AGENCIES

(Percentage Distribution)

	Benefit provided, funded fully by agency	Benefit provided, funded (at least) in part by employee	Benefit not currently offered
Continuing training (courses, conferences, certificates)	75%	22%	3%
Dental	33	64	3
Life Insurance	61	32	7
Vision	29	63	10
Employee assistance/Counseling (EAP)	76	13	11
Long-term disability insurance	34	44	22
Short-term disability insurance	34	41	25
Tuition reimbursement (college, trade school)	24	45	31

RETIREMENT PLANS

Employee compensation not only includes wages and benefits that workers currently receive but also can provide a foundation for financial security when employees retire. Virtually all park and recreation agencies' compensation packages include quality retirement benefits as a tool to attract and retain high-performing employees.

Historically, government employees—including park and recreation professionals—were offered defined benefit (DB) plans. Under these plans, frequently referred to as pension plans, the employer promises the employee specific retirement benefits (either a weekly/biweekly/monthly payment or a lump-sum upon retirement) based on the employee's length of service and salary level. Typically, the employer contributes most, if not all, of the funds for these retirement benefits and guarantees the payments when the employee retires and begins to draw on those benefits.

DB plans are a valuable tool to recruit and retain high-quality employees, but the financial obligations associated with such plans have made them untenable for many of the local government employers that continue to offer them. In recent decades, private-sector employers have moved away from offering DB plans to new employees. While the shift away from pension plans has been less prevalent in the public sector, park and recreation agencies have been moving toward (or at least supplementing their DB plans with) another increasingly common retirement savings tool: defined contribution (DC) plans.

With DC plans, the employee and frequently the employer both make regular contributions to an employee-owned retirement account. Funds held in DC plans (e.g., 401(k), 457(b) or 403(b)) may be withdrawn without penalty by the worker until a certain age, typically 59.5 years old. Taxes on both the contributions made to these plans and the income earned over the years are deferred until the worker withdraws funds from the plan during retirement.

Unlike DB plans, DC plans do not guarantee a specific payment amount at retirement, but they usually do give employees a choice in how to invest their retirement savings based on their appetite for risk. These plans also can be attractive to employees because they are portable: when employees change jobs, they may roll over the funds to their new employer's plan or a bank's or investment company's investment product of their choice. In comparison, DB plans have vesting schedules that require the employee to remain with the employer for a certain number of years before "earning" any retirement benefits.

Forty-five percent of park and recreation agencies offer both DB and DC plans to their employees, providing a greater diversity of retirement options for their staff. Nearly four in five agencies have a defined benefit program as part of the compensation packages they offer to their newly hired, full-time employees, while 65 percent offer a DC plan either in conjunction with a DB plan or as the sole retirement benefit offering.

In those park and recreation agencies that offer defined benefit retirement programs, 84 percent of employees make contributions to those retirement accounts. The typical DB employee contribution is six percent.

Sixty-two percent of agencies that offer a defined contribution plan provide a percentage match to participants' contributions. The median employer match is six percent.

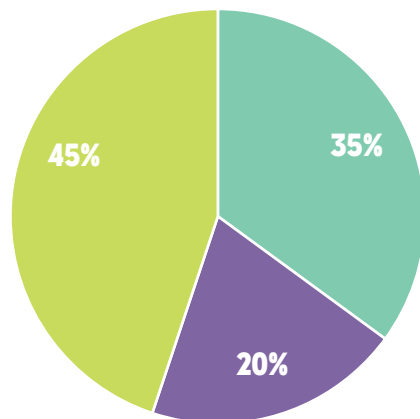
RETIREMENT PLANS OFFERED TO NEWLY HIRED, FULL-TIME PARK AND RECREATION AGENCY EMPLOYEES

(Percentage Distribution)

	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Defined benefit program (e.g., pension plan)	35%	46%	38%	35%	19%	19%	37%	30%	28%	18%
Defined contribution plan (e.g., 401(k), 457(b), 403(b))	20	23	24	19	17	14	22	17	19	14
Defined benefit and defined contribution plans	45	31	37	46	64	67	41	52	53	68

RETIREMENT PLAN(S) OFFERED TO NEWLY HIRED, FULL-TIME PARK AND RECREATION AGENCY EMPLOYEES

(Percentage Distribution)



- **Defined benefit program** (e.g., pension plan)
- **Defined contribution plan** (e.g., 401(k))
- **Both defined benefit and defined contribution plans**

PAY RAISES AND BONUSES

Regular salary adjustments are an important part of compensation plans so that employers can keep their staff engaged and motivated. The methods that park and recreation agencies use to set pay raises vary significantly by agency. Between 2018 and 2019, base salaries for the 10 park and recreation professional job titles increased between 2.5 percent and 3.4 percent.

The two most common salary adjustments are for individual performance and cost-of-living (COLA). Sixty-one percent of agencies award merit-based pay raises; high-performing employees receive larger pay adjustments than do other workers. In the case of COLAs, the salaries of every member of the park and recreation agency staff increase at a similar rate that matches the rate of inflation in the local area. Fifty-seven percent of park and recreation agencies offer COLAs to their employees.

Park and recreation agencies may also increase employees' salaries because of:

- Increased employee responsibilities and duties (44 percent)
- Predetermined step raises (38 percent)
- Jurisdiction-wide raises as granted by the mayor, county executive, council, etc. (24 percent)
- Union contract requirements (26 percent)

KEY DETERMINANTS OF PAY RAISES FOR PARK AND RECREATION PROFESSIONALS

(Percent of Agencies)

	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Individual performance	61%	58%	53%	63%	59%	46%	53%	41%	84%	43%
Cost-of-living increase	57	60	67	56	59	46	60	66	50	54
Increased employee responsibilities/duties	44	42	44	41	49	40	41	30	64	34
Step raises	38	32	39	37	31	54	42	32	20	48
Union/Contract requirement	26	18	18	29	31	38	29	16	18	35
Jurisdiction-wide raises as granted by the mayor, county executive, council, etc.	24	21	25	21	25	29	25	34	8	29
Other	4	1	4	5	5	12	3	5	7	5



From 2018-2019, the 10 park and recreation professional job titles saw their base salary increase between 2.5% and 3.4%



Beyond base salaries, many park and recreation agencies include a bonus plan as part of their compensation packages for employees. Thirty-five percent of park and recreation agencies offer bonuses to at least some of their employees. Bonuses are more likely to be offered by larger park and recreation agencies (42 percent at agencies with more than 100 full-time equivalents on staff) and by special park districts (43 percent) than by smaller or county park and recreation agencies.

The most common bonus plans—offered by 18 percent of agencies—are tenure-based; that is, employees receive a fixed payment based on the anniversary of their employment. Employees at 15 percent of park and recreation agencies are eligible for merit-based bonuses based on their performance. One percent of agencies have plans in which employees throughout the department earn a bonus based on the success of their department meeting stated goals.

PREVALENCE OF BONUSES FOR PARK AND RECREATION PROFESSIONALS BY AGENCY TYPE

(Percent of Agencies)

	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Tenure based (e.g., length of service)	18%	18%	20%	11%	18%	13%	20%	18%	7%	16%
Individual-based performance bonus	15	10	13	20	16	15	11	13	27	18
Department-based performance bonus	1	*	*	*	*	*	*	*	*	*
Other	8	6	7	7	7	12	7	*	11	6
Agency does not offer bonuses to its staff	65	60	63	60	66	58	61	66	57	56

* = Insufficient Data



Larger park and recreation agencies and special park districts are more likely to offer bonuses to their full-time employees



MINIMUM WAGE POLICY AND SEASONAL EMPLOYEES

Part-time and seasonal workers are essential contributors to park and recreation agencies' ability to deliver services and amenities to their communities. In many cases, part-time and seasonal workers are in front-line customer-service positions, such as lifeguards at a pool, aides or instructors at a summer camp or staffing the customer help desk at a recreation center. In many cases, these positions are the first jobs for young adults entering the workforce.

Part-time and seasonal employees typically receive compensation at or just above the minimum wage. The lowest hourly wage paid by seven in ten park and recreation agencies is the statutory minimum wage to which they are subject. At 24 percent of agencies, the minimum wage paid matches the current federal minimum wage of \$7.25 per hour; another 47 percent of agencies pay a locality/state minimum wage that is higher than the federal minimum wage. Twenty-nine percent of park and recreation agencies set their lowest hourly wage above the minimum wage rate to which they are subject.

PARK AND RECREATION AGENCIES' MINIMUM WAGE POLICY
(Percentage Distribution)

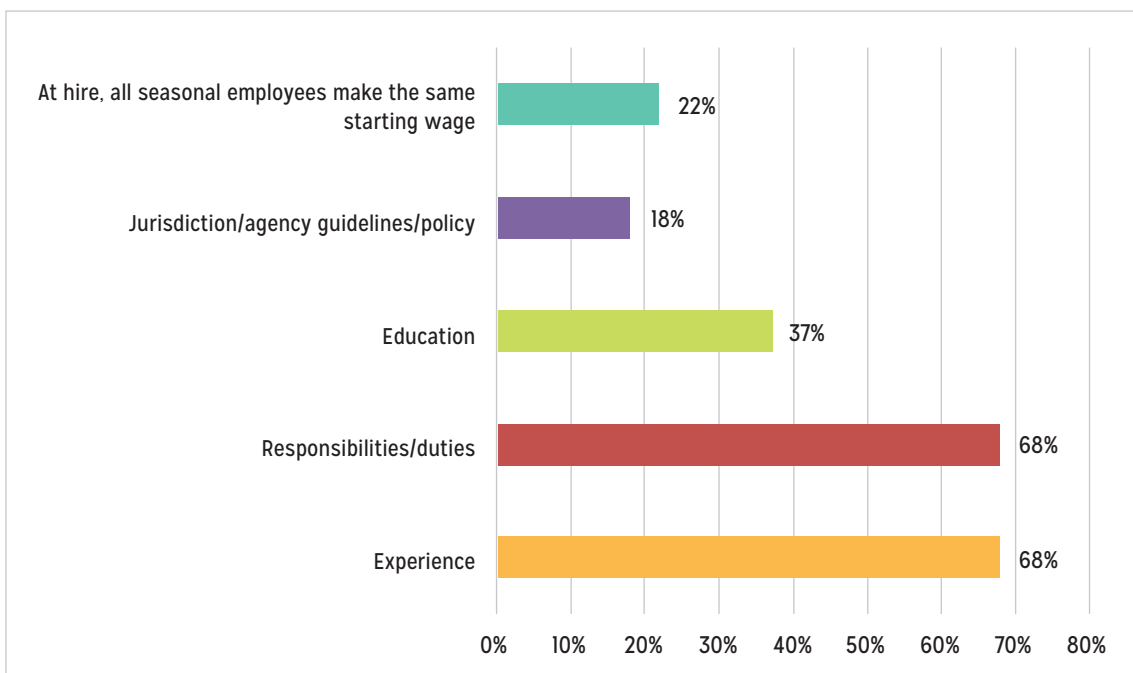
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban
Agency's minimum wage matches federal minimum wage of \$7.25/hour	24%	31%	19%	20%	25%	20%	25%	29%	18%	25%
Agency's minimum wage matches locality's and/or state's minimum wage, which is higher than the federal minimum wage	47	40	43	54	52	50	44	36	67	49
Agency's minimum wage is higher than the locality and state minimum wage	29	29	38	26	23	30	32	36	15	26

Seasonal staff are among the park and recreation workers most likely to earn the agency’s minimum wage rate. In fact, approximately half of seasonal employees at the typical park and recreation agency earn the agency’s minimum wage rate when hired.

Nearly four in five park and recreation agencies consider several factors when determining what to pay a new seasonal employee. Two-thirds of agencies will hire a seasonal worker at a wage rate above that paid to other seasonal workers based on the worker’s experience, with a similar share of agencies doing the same based on the specific responsibilities and duties of the position. New seasonal employees who meet particular education or certification criteria may qualify for a higher starting wage. On the other hand, 22 percent of park and recreation agencies pay the same starting wage for all of its seasonal workers, regardless of experience, responsibilities or educational background.

FACTORS CONSIDERED WHEN PAYING NEW SEASONAL WORKERS A WAGE HIGHER THAN THE MINIMUM STARTING WAGE

(Percent of Agencies)



Experience and specific job responsibilities and duties lead to higher wages for seasonal workers



SALARY INFORMATION

This section of the report presents detailed salary, bonus and demographic data for the 10 park and recreation professions covered in the survey:

- Park and Recreation Agency Director (or Executive Director or Superintendent)
- Planning Director (or Superintendent)
- Director of Finance (or Administrative Director or Business Manager)
- Recreation Director (or Recreation Superintendent or Assistant Director - Recreation)
- Park Operations Director (or Maintenance Director or Maintenance Superintendent)
- Park Operations (or Maintenance Foreman)
- Facilities Manager
- Athletics Supervisor (or Athletics Manager)
- Aquatics Supervisor (or Aquatics Manager)
- Recreation Program Coordinator (or Recreation Program Manager)

MEDIAN BASE SALARIES AND TYPICAL ANNUAL SALARY INCREASES

	Base Salary on January 1, 2019	Base Salary on January 1, 2018	Median Year-to-Year Percentage Increase
Park and Recreation Agency Director	\$100,250	\$95,000	+3.0%
Planning Director	78,052	77,000	+2.5
Director of Finance	85,000	80,388	+3.4
Recreation Director	78,250	76,000	+3.2
Park Operations Director	72,500	68,000	+3.1
Park Operations	55,000	53,625	+3.1
Facility Manager	57,434	54,433	+3.0
Athletics Supervisor	54,152	52,000	+3.0
Aquatics Supervisor	51,500	47,600	+3.0
Recreation Program Coordinator	48,141	46,194	+3.0

In the same way that park and recreation agencies differ significantly in size, programming and facility offerings, and the scope of their mission and funding, they also differ in the responsibilities and (ultimately) the compensation of their professional teams. Taking into account those differences, this report provides a broader snapshot of compensation data, including a presentation of not only the median and average salaries for each of the 10 positions covered in the survey, but also salaries and bonuses at the 10th, 25th, 75th and 90th percentiles. Agencies with broader missions and offerings and those with greater funding resources may be more apt to pay their employees at the 75th or even 90th percentiles in order to recruit and retain professionals best suited for their agencies. Conversely, agencies with more modest offerings or funding resources may choose to offer compensation levels below the median.

Other factors can have an impact on a park and recreation professional's compensation such as agency size, type, its location and employee demographics (education, certification, etc.). This report also looks at the relationship between the characteristics of agencies and employees and their salaries.

- **Agency size, as measured by the number of full-time staff employed:** In general, base salaries and bonuses tend to be larger at agencies with larger full-time staffs.
- **Agency type:** Cities/towns, counties, special park districts/regional authorities and agencies located in urban locales. While base salaries and bonuses can vary significantly, both tend to be higher at special park districts and at agencies located in urban locales.
- **Region:** The four census regions of Northeast, South, Midwest and West, with significant differences by region. Agencies located in the West tend to offer higher base salaries.
- **The highest level of education attained:** In general, park and recreation professionals with a bachelor's degree tend to have larger base salaries than do their peers without a four-year college degree. Furthermore, professionals who have earned a graduate degree (e.g., Master's, MBA, JD, Ph.D.) have base salaries greater than those with a four-year college degree.
- **Certification:** In lieu of or in addition to a degree, many park and recreation professionals have professional certifications. Employees holding a professional certification have greater success in upward career mobility, finding jobs or receiving promotions based on the job requirements of the employer. Also, for certain job titles, park and recreation professionals who have earned one or more professional certifications, including, but not limited to, the Certified Park and Recreation Professional (CRPP) and Certified Park and Recreation Executive (CPRE), tend to earn more than their peers who do not hold these certifications.
- **Years of professional experience:** Experienced park and recreation professionals earn more than their peers who are relatively new to the field.

Following the salary data for each of the 10 jobs is a sample job description outlining the key responsibilities and typical job experience of incumbents in those positions. Park and recreation agencies can use these sample job descriptions as guides when creating or updating the list of key responsibilities at their organizations. Please note that incumbents who have greater responsibilities than those listed in the sample job descriptions tend to earn more than those whose job responsibilities match those listed in the samples.

Park and Recreation Agency Director/Executive Director/ Superintendent

POSITION SUMMARY

The incumbent is responsible for leading the overall direction and operation of the department/district. This includes creating the plans, vision and inspiration for the agency to provide high-quality services in a cost-effective and environmentally responsible framework. The incumbent is responsible for creating a customer-focused approach to the delivery of park and recreation programs and services, aligned with community needs.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$100,250	\$1,200
Average	\$101,804	\$3,887
10th percentile	\$59,720	\$214
25th percentile	\$74,625	\$400
75th percentile	\$125,000	\$3,000
90th percentile	\$150,200	\$6,640

* = of incumbents who received a bonus during 2018

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTICS

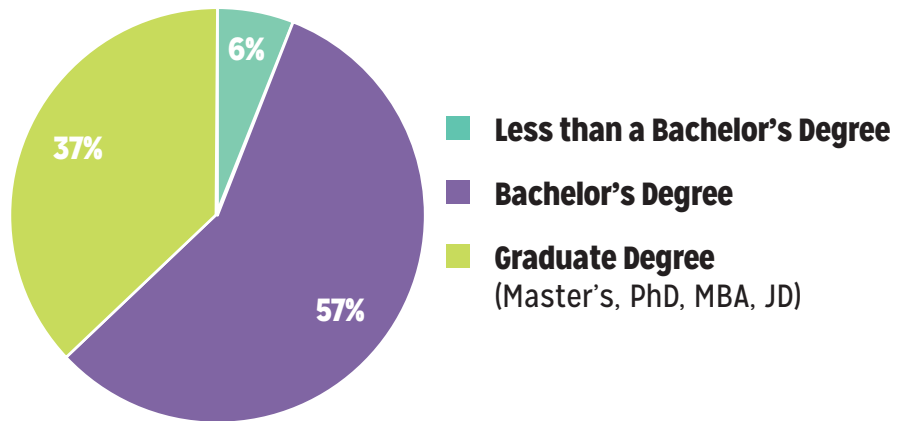
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$100,250	\$71,000	\$91,520	\$118,500	\$130,872	\$140,000	\$97,606	\$95,863	\$115,024	\$127,500

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$88,000	\$102,500	\$90,500	\$109,639

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

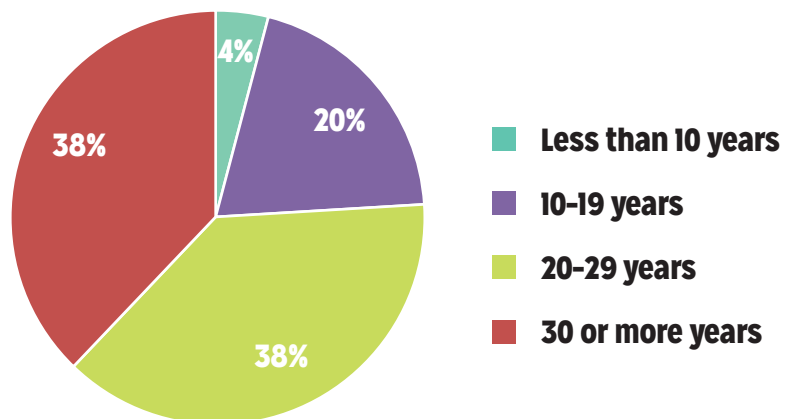
	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$68,100	\$94,750	\$107,100

MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$100,785	\$117,000	\$83,200	\$104,000	\$93,500	\$83,300

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 10 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$64,943	\$79,413	\$101,636	\$104,243

JOB DESCRIPTION

Executive Director/Director

POSITION SUMMARY

The Executive Director is responsible for leading the overall direction and operation of the Department/District and includes responsibility for all areas of organizational performance including financial results, safety and sustainability efforts, staff leadership and visibility within the community. The position is responsible for creating the plans, vision and inspiration for the agency in providing high-quality services. The Executive Director is responsible for creating a customer-focused approach to the delivery of park and recreation programs and services, aligned with community needs. The director works collaboratively with a variety of community groups, elected officials, and other organizations.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Leads a team of senior-level direct reports in support of operational excellence and works toward developing staff members through effective coaching, feedback, and exerting accountability and an ethical workplace.
- Provides strategic direction for the organization through appropriate planning efforts such as strategic, plans, master plans, and capital plans. Establishes work plans with short and long-term goals along with assigned responsibilities.
- Leads the agency according to the mission, vision and values of the department/district.
- Develops and nurtures partnerships, working relationships, and communication with other department heads, community and government organizations, and the public at large.
- Creates avenues and opportunities for members of the community to engage with the department/district through suggestions, involvement and feedback.
- Develops policies to carry out departmental responsibilities relative to the city/county/district Code and all officially adopted plans.
- Responsible for financial management of the agency and authorizes all departmental/district capital and operating budget expenditures. Ensures the best return on investment of financial and human asset resources.
- Leads the department/district in all actions concerning the acquisition, development, operation and maintenance of park land and recreation facilities.
- Oversees the recreation programs and services delivery processes to ensure programs reach a diverse audience according to community demographics and community need.
- Ensures support functions such as technology, marketing and customer service are continuously improving.
- Ascertains park and recreational needs and evaluates the adequacy and effectiveness of present programs.
- Keeps abreast of trends in the field of parks and recreation; develops short- and long-range plans to meet the needs of the community.
- Directs responsibilities associated with emergency management, safety and sustainability practices.

MANAGEMENT RESPONSIBILITIES

Directly supervises X number of employees and indirectly supervises all employees. Is responsible for the overall direction, coordination and evaluation of direct reports as well as their business units. Creates the overall leadership system for the organization. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance and addressing issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of and promotion of legal and ethical behavior throughout the organization.
- Ability to understand the development, monitoring and analysis of financial reports.
- Thorough knowledge of strategic planning concepts and process.
- Basic computer knowledge and understanding of business applications of various technological tools, systems and advances.
- Skill in creating leadership systems including mission, vision and value development, the creation of work plans and measurement of organizational performance.
- Skill in managing and deploying change and innovation.
- Skill in teaching, coaching and providing feedback to staff.
- Skill in creating team-based approaches to work and development of a team approach from departments/divisions of the organization.
- Knowledge of customer service systems and delivery of park and recreation services.
- Knowledge of park planning, recreation programming, facility operations and maintenance operation best practices.
- Ability to read, analyze and interpret technical journals, financial reports and legal documents.
- Ability to forge effective relationships with community organizations, businesses, and individual community members.
- Ability to interpret and analyze data and use data for effective decision making.
- Skill in communicating with the public, elected officials and staff.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree and 10 years progressively responsible experience is required, showing evidence of staff leadership and management, expertise in managing parks, recreation, open spaces and natural resources, and extensive experience with financial systems and budgets. A Master's degree is preferred. Certified Professional Recreation Professional (CPRP) or Certified Professional Recreation Executive (CPRE) are also preferred. A valid state driver's license is required.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT

While performing the duties of this job, the employee works indoors in an office environment but is frequently exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office or moderately noisy when in the field.

Planning Director/Superintendent

POSITION SUMMARY

The incumbent provides leadership for the department/district's planning division. This position is responsible for areas, including land-use planning, land acquisition, capital planning and capital budget oversight, project management and individual park and system master plans. The incumbent conducts various plans and studies that provide direction for the agency's ability to meet community needs for park and recreation services. The position also manages public input processes related to capital development. The position requires a high degree of interaction and collaboration with engineers, contractors, developers, consultants, other city departments and local governmental entities.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$78,052	\$1,210
Average	\$82,826	\$1,000
10th percentile	\$47,856	*
25th percentile	\$65,541	*
75th percentile	\$100,152	*
90th percentile	\$127,408	*

* = of incumbents who received a bonus during 2018

* = Insufficient Data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTICS

	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$78,052	\$67,625	\$56,000	\$79,394	\$91,568	\$84,052	\$75,000	\$78,000	\$90,064	\$90,967

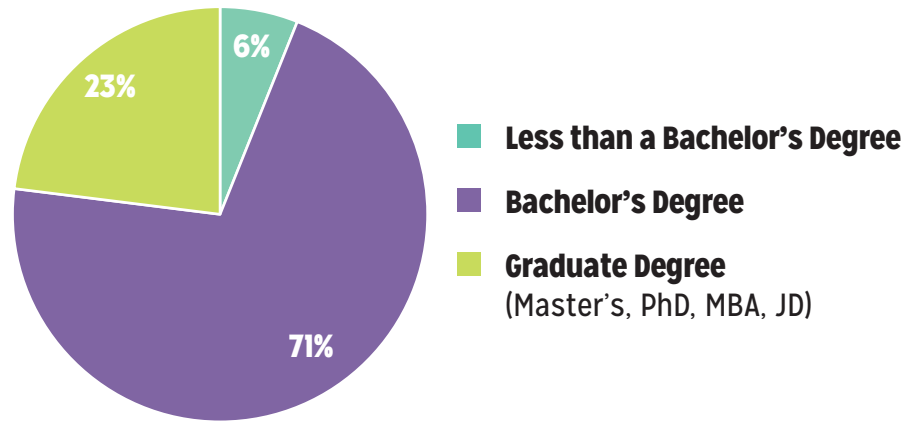
MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	*	\$79,394	\$69,568	\$95,784

* = Insufficient Data

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	*	\$77,351	\$86,568

* = Insufficient Data

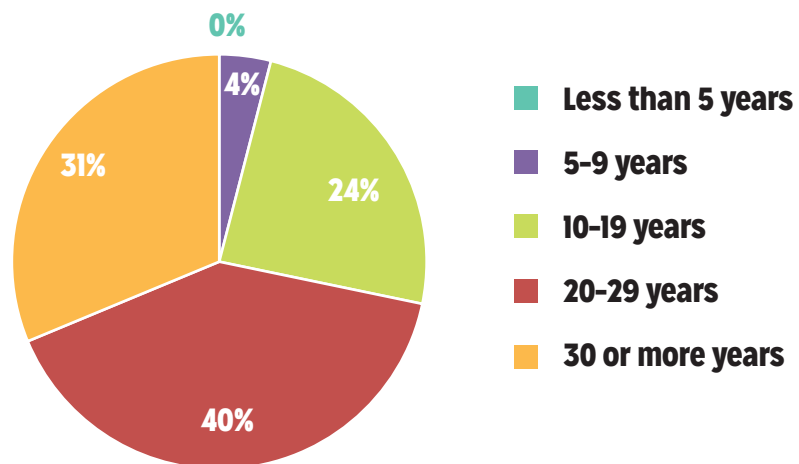
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$70,000	*	\$78,500	\$73,753	\$78,104	*

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	*	*	\$83,500	\$77,403	\$88,500

* = Insufficient Data

JOB DESCRIPTION

Planning Director

POSITION SUMMARY

The Planning Director provides leadership for the department/district's planning division. This position is responsible for areas including land use planning, land acquisition, capital planning and capital budget oversight, project management and individual park and system master plans. The Planning Director conducts various plans and studies that provide direction for the agency's ability to meet community needs for parks and recreation services. The position also manages public input processes related to capital development. The position requires a high degree of interaction and collaboration with engineers, contractors, developers, consultants, other city departments and local governmental entities.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Responsible for the overall leadership and management of planning functions.
- Provides leadership and direction to supporting staff through feedback, coaching and employee development.
- Establishes divisional/departmental work plans and monitor progress toward goals and objectives, in line with agency mission, vision and strategic plan.
- Develops and manages divisional/departmental budget.
- Prepares and administers the department's/district's annual capital budget and five- or ten-year capital improvement program. Monitors progress of capital budget projects.
- Oversees the preparation of requests for proposals, contract management for long-range comprehensive planning documents and individual park master plans.
- Responsible for master plan implementation and ensuring alignment with the city's comprehensive plan.
- Serves as project manager for capital projects or supervises staff who serve as project manager.
- Develops and updates park plans; evaluates and analyzes issues and recommends solutions with site analysis, project design and technical plans for park, trail, open space and recreation facility projects.
- Supervises and administers the Department's land acquisition program including appraisal review, land development and cash in lieu policies.
- Coordinates with multiple agencies and departments for project and program administration; represents the department/district on park project and community initiatives.
- Develops public input processes for park, facility and master plan projects.
- Works collaboratively with staff involved in maintenance, operations and recreation programming of parks and facilities and provides input opportunities for staff affected by the improvements.
- Supervises and administers state program open space grant funds for park acquisition and development; includes the supervision of grant preparation, reconciling audit claims and adherence to compliance regulations.
- Develops a performance measurement system to determine the overall effectiveness of the planning function.

MANAGEMENT RESPONSIBILITIES

Directly supervises X number of employees. Is responsible for the overall direction, coordination and evaluation of direct reports. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance; and resolving issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Thorough knowledge of capital budget management.
- Thorough knowledge of project management.
- Knowledge of parkland and facility acquisition.
- Thorough knowledge of project cost estimating and construction management.
- Skills related to creating strategic direction and work plans for a business unit.
- Ability to evaluate consultants and negotiate contract terms in accordance with Qualifications Based Selection guidelines.
- Ability to plan, assign and review the work of professional and technical personnel engaged in contract management of engineering and design consultants.
- Understanding and knowledge of requirements included in short- and long-range capital planning.
- Knowledge of real estate practices including contracts and appraisal review.
- Knowledge of the ordinances, subdivision laws and survey requirements for platting.
- Ability to communicate clearly and effectively, both orally and in writing.
- Ability to forge effective relationships with community organizations, businesses, developers, consultants and individual community members.
- Ability to understand the development, monitoring, and analysis of financial reports.
- Skill in developing community outreach processes as well as facilitation skills for managing public meetings.
- Knowledge of computers and understanding of business applications of various technological tools, systems and advances including Microsoft Office. Knowledge and use of Geographical Information Systems.
- Demonstrated leadership experience, including feedback and coaching.
- Skill in teaching, coaching and providing feedback to staff.
- Skill in creating team-based approaches to work and development of a team approach from departments/divisions of the organization.
- Ability to read, analyze and interpret technical reports and legal documents.
- Ability to interpret and analyze data and use data for effective decision making.

PREFERRED EDUCATION AND EXPERIENCE

Minimum of a Bachelor's Degree in Public Policy, Urban and/or Regional Planning, Landscape Architecture, Parks and Recreation or related field. Master's Degree Preferred. Minimum of eight years of experience in Parks and Recreation or related field. Experience in parks and recreation planning (short-term and long-term), design and construction of public projects, conducting research studies, facilitation of public processes, conflict resolution, reviewing and implementing public policy. A valid state driver's license is required.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT

While performing the duties of this job, the employee primarily works indoors in an office environment, but is routinely exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The noise level in the work environment is usually quiet while in the office or moderately noisy when in the field.

Director of Finance (or Administrative Director or Business Manager)

POSITION SUMMARY

The Director of Finance provides leadership in all areas of business administration. Work includes directing and coordinating significant departmental/district administrative areas, including finance and technology. The position is involved in managing the overall financial system, including governmental-fund accounting, purchasing, operating and capital budgets, accounts payable, payroll and financial reporting. This involves preparing and monitoring budgets, financial projections, and performing research and analysis to ensure efficient and cost-effective operations.

The incumbent also is responsible for technology operations and evaluating them according to established goals. The position establishes technology policies and systems, and analyzes business requirements of all departments/divisions to determine technology needs.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$85,000	\$1,068
Average	\$88,711	\$400
10th percentile	\$47,985	*
25th percentile	\$60,662	*
75th percentile	\$108,919	*
90th percentile	\$141,537	*

+ - of incumbents who received a bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTICS

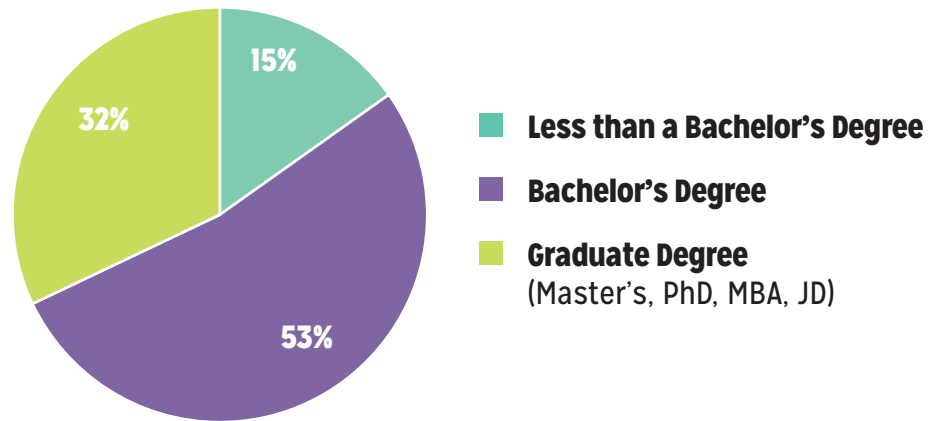
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$85,000	\$54,542	\$61,800	\$94,376	\$104,673	\$90,500	\$78,104	\$75,389	\$95,992	\$91,190

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$60,785	\$92,000	\$74,900	\$106,558

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$50,400	\$86,286	\$92,000

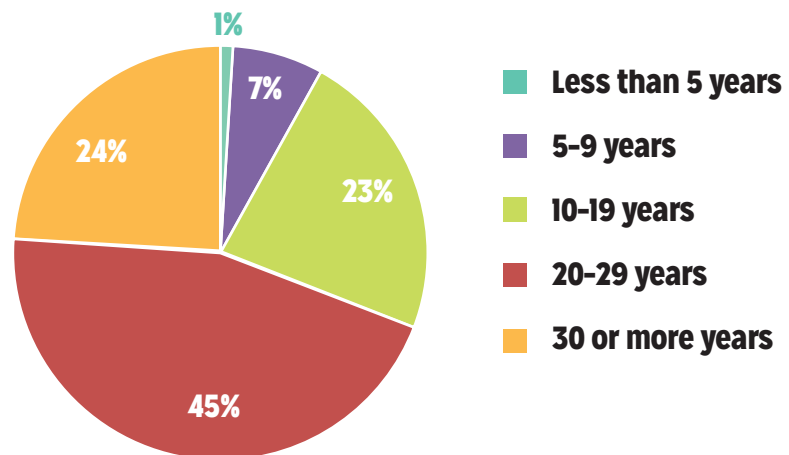
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$90,000	\$111,579	\$103,085	\$75,900	*	*

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	*	\$70,392	\$95,992	\$80,100	\$87,380

* = Insufficient Data

JOB DESCRIPTION

Director of Finance (or Administrative Director or Business Manager)

POSITION SUMMARY

The Director of Finance provides leadership in all areas of business administration. Work includes directing and coordinating significant departmental/district administrative areas, including finance and technology. The position is involved in managing the overall financial system including governmental fund accounting, purchasing, operating and capital budgets, accounts payable, payroll and financial reporting. This involves preparing and monitoring budgets, financial projections, and performing research and analysis to ensure efficient and cost-effective operations.

The position is also responsible for technology operations and evaluating them according to established goals. The position establishes technology policies and systems, and analyzes business requirements of all departments/divisions to determine technology needs. The position ensures effective and efficient internal support for technology.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Establishes divisional/departmental work plans and monitors progress toward goals and objectives, in line with agency mission, vision and strategic plan.
- Responsible for the annual preparation of the department's operating and capital budget and monitors financial reporting of operational expenses and revenues.
- Responsible for the overall leadership and management of supporting finance and technology.
- Formulates, implements and monitors departmental policies regarding cash handling, payroll, contracting for services, inventory control, pricing of services and ensures that the department/district follows policies.
- Develops ongoing financial reporting systems, including analysis of financial trends in expense and revenues as well as future projections of same.
- Prepares fiscal impact assessments of new policies and major capital improvement projects.
- Maintains systematic, complete and accurate records of the financial and technological activities of the department/district and its property.
- Supervises the annual audit by outside auditors, reviews audit findings and implements audit recommendations.
- Plans, organizes, and directs cash management training and auditing; provides audit reports to director.
- Provides education to agency employees about financial systems. In addition, develops communication efforts with residents about the agency's financial system and results.
- Continuously initiates system and process improvements related to administrative functions, in support of agency departments/divisions.
- Develops management studies to continuously improve efficiency and cost-effective operations.
- Identifies and recognizes opportunities to use new technology for improving methods of conducting business and providing better external customer service.
- Oversees the development and ensures completion of organizational technology goals. Leads initiatives to enhance efficiencies through the use of technology and assures short and long-term plans are in place.
- Analyzes the performance of the department/division. Develops and monitors key performance indicators to assess the performance of the department/division.

MANAGEMENT RESPONSIBILITIES

Directly supervises X number of employees. Is responsible for the overall direction, coordination and evaluation of the direct reports. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance; and resolving issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Excellent knowledge of public sector finance, auditing, cash control and accounting procedures.
- Skills related to budget analysis and forecasting.
- Skills related to development and management of operating and capital budgets.
- Skills related to creating strategic direction and work plans for a business unit.
- Effective communication and presentation skills with staff, elected officials, and the public. Ability to write reports, business correspondence, and policy and procedure manuals.
- Ability to work effectively with staff members in all departments/divisions.
- Demonstrated leadership experience, including feedback and coaching.
- Ability to read, analyze and interpret general business periodicals and technical procedures.
- Proficient with accounting software and possession of related computer skills. Proficient in Microsoft Office.
- General understanding of a variety of IT & data processing, hardware and software systems.
- Understanding and use of data analytics for decision making.
- Understanding of organizational performance improvement including the development of key performance indicators.
- Skill in identifying process improvements throughout the organization to improve efficiency and effectiveness.
- Skill in support processes and delivering satisfactory internal customer support for areas related to finance and technology.

PREFERRED EDUCATION AND EXPERIENCE

A Bachelor's Degree in business administration, accounting, finance, public administration or a closely related field is required. Eight years' experience involving governmental finances, accounting, purchasing and information technology. Possess computer skills including proficiency in word processing and advanced spreadsheet and financial applications.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT

While performing the duties of this job, the employee works indoors in an office environment and is rarely exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The noise level in the work environment is usually quiet while in the office.

Recreation Director/Recreation Superintendent/ Assistant Director-Recreation

POSITION SUMMARY

This position oversees and leads recreation, events and related services. The position reports to the agency director and serves as part of the executive leadership of the agency. The recreation director is responsible for the overall vision of the program and event delivery systems and establishes future direction. This includes overseeing recreation programs and services, identifying community needs for recreation services, ensuring alignment of programs with needs and changing demographics, and identifying and adapting offerings to trends and innovation in services.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$78,250	\$919
Average	\$81,532	\$950
10th percentile	\$48,961	*
25th percentile	\$58,000	*
75th percentile	\$98,028	*
90th percentile	\$121,542	*

+ = of incumbents who received a bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

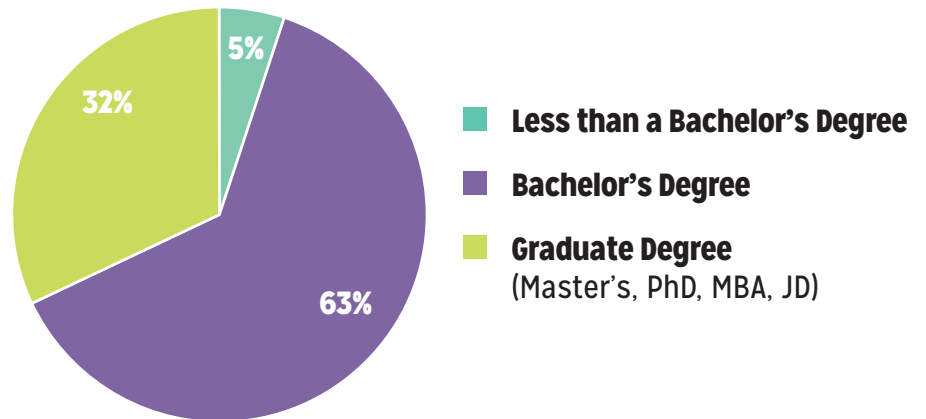
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$78,250	\$58,270	\$65,000	\$82,350	\$100,000	\$97,600	\$79,043	\$61,000	\$87,574	\$88,795

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$82,000	\$81,798	\$65,000	\$90,000

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$51,368	\$77,425	\$82,000

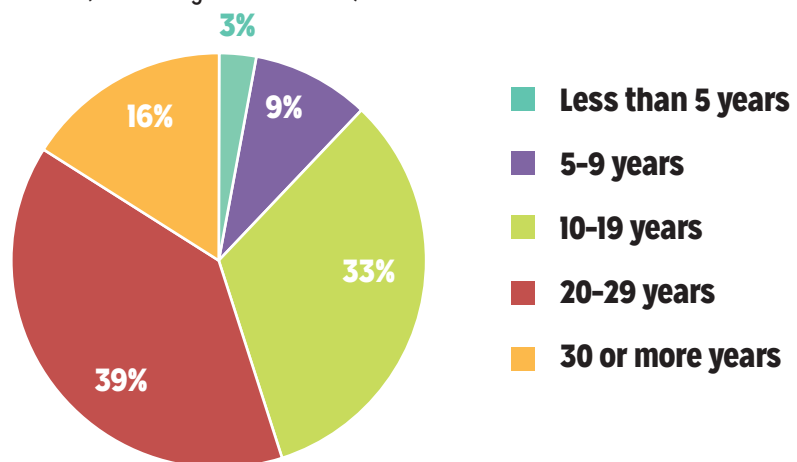
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$81,597	\$90,961	\$70,250	\$65,000	*	*

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$41,000	\$55,500	\$76,000	\$82,326	\$91,000

JOB DESCRIPTION

Recreation Director/Recreation Superintendent/Assistant Director-Recreation

POSITION SUMMARY

This position oversees and leads recreation programs, facilities, events and related services. The position reports to the agency director and serves as part of the executive leadership of the agency. The Recreation Director is responsible for the overall vision of the program and event delivery systems and establishes future direction. This includes overseeing recreation programs and services, facility operations, identifying community needs for recreation services, ensuring alignment of programs with needs and changing demographics, and identifying and adapting offerings to trends and innovation in services. The position also is responsible for the supervision of recreation and facility staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Responsible for the overall leadership and management of recreation programs, facility operations, events and services. This includes identifying community need for programs and analyzing offerings to ensure the programs match the need. This also includes analyzing possible underserved communities and identifying ways to strengthen/alter offerings.
- Provides leadership and direction to supporting staff through establishment of direction, feedback, coaching and employee development.
- Establishes divisional/departmental work plans and monitors progress toward goals and objectives, in line with agency mission, vision and strategic plan.
- Provides oversight of financial management of department/division. This includes developing and managing budgets, establishing pricing for services, revenue and expense projections, cost analysis and identifying ways to maximize resources.
- Develops methods to connect with residents through continuous outreach efforts with the community and working toward reinforcing the agency's brand and image.
- Establishes effective relationships with various sectors of the community including corporations, government agencies, other city departments, non-profit and community groups.
- Establishes and builds program partnerships to augment services.
- Establishes processes to identify, manage, and evaluate programs and services in relationship to equity throughout the community.
- Oversees the customer satisfaction measurement process for programs and services, reviews results and leads changes for improvement.
- Establishes quality control methods to ensure programs and services meet or exceed customer requirements and expectations through the use of standards, audits, class visitation, and employee feedback and customer evaluations.
- Researches current recreation trends to develop activities that are driven by market needs which will provide the maximum recreational opportunities for the community.
- Directs and/or assists in the development of studies to ascertain park and recreation needs and evaluates the adequacy and effectiveness of current programs.
- Analyzes the performance of the department/division through the use of data and technology support. Develops and monitor key performance indicators to assess the performance of the department/division.

MANAGEMENT RESPONSIBILITIES

Directly supervises X number of employees. Is responsible for the overall direction, coordination and evaluation of direct reports and overall leadership for the recreation department/division. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance; and resolving issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of department/district inventory of services, identifying how services meet the needs of the community and positioning recreation services for the future.
- Knowledge of recreation program delivery processes, facility management and customer service systems.
- Knowledge of customer satisfaction measurement systems.
- Skills related to creating strategic direction and work plans for a business unit.
- Ability to understand the development, monitoring, and analysis of financial reports, including revenue and expense projections, pricing of services, and interpretation of financial results.
- Computer knowledge and understanding of business applications of various technological tools, systems, and advances including program registration systems. Proficient in Microsoft Office.
- Demonstrated leadership experience, including feedback and coaching.
- Skill in teaching, coaching and providing feedback to staff.
- Skill in creating team based approaches to work and development of a team approach within the department/division as well as across the organization.
- Ability to read, analyze and interpret technical reports and legal documents.
- Ability to forge effective relationships with community organizations, businesses, and individual community members.
- Ability to interpret and analyze data and use data for effective decision making.
- Skill in communicating with the public, elected officials and staff.
- Skills in developing marketing strategies for programs, facilities and services.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree in Park and Recreation, Public Administration or related field and eight years progressively responsible experience in recreation. Master's Degree preferred. CPRP or CPRE certification preferred. A valid state driver's license is required.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a compute, or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT

While performing the duties of this job, the employee works indoors in an office environment but is frequently exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office or moderately noisy when in the field.

Park Operations Director/Maintenance Director/ Maintenance Superintendent

POSITION SUMMARY

The incumbent provides leadership for the department/district's parks division that includes several operational areas, such as park and athletic field maintenance, greenways and medians, open space, fleet management and urban forestry. The position provides strategic direction for these operations, while also providing input and guidance related to department capital development and implementation, as well as the development of replacement schedules for vehicles, equipment and structures. The position also includes ensuring efficient and effective delivery of maintenance services, including continuous improvement of processes, management of standards and adherence to standards, and providing leadership to maintenance personnel through and with direct reports.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$72,500	\$1,762
Average	\$75,324	\$1,500
10th percentile	\$45,000	*
25th percentile	\$55,000	*
75th percentile	\$90,500	*
90th percentile	\$113,306	*

+ - of incumbents who received a of bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

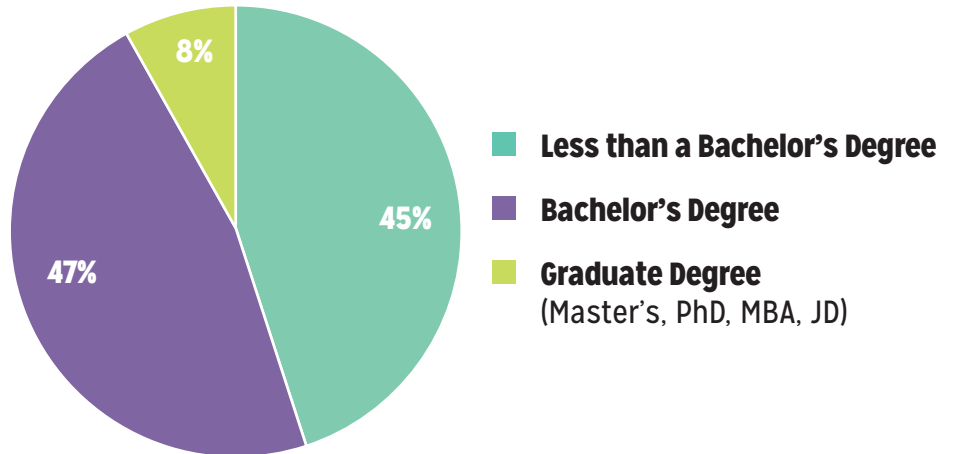
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$72,500	\$52,500	\$59,000	\$83,473	\$91,149	\$80,388	\$72,400	\$56,201	\$87,574	\$90,000

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$82,000	\$78,350	\$59,057	\$80,876

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$60,228	\$78,046	\$90,769

* = Insufficient Data

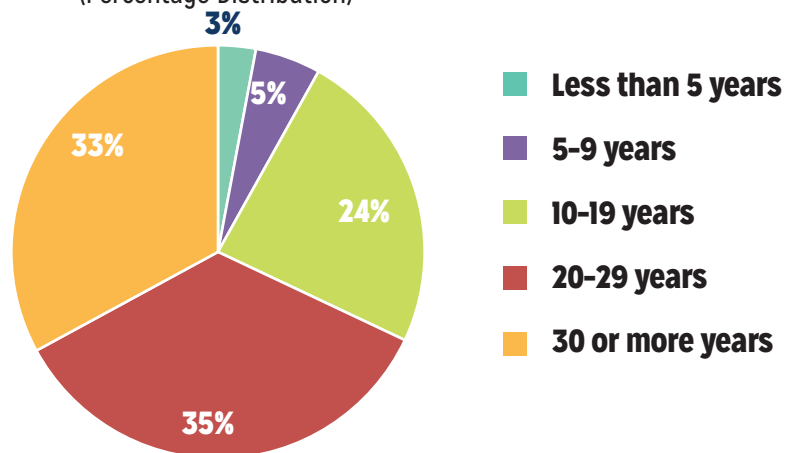
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$89,552	*	\$69,500	\$61,000	\$75,712	\$69,500

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$45,000	\$45,000	\$63,000	\$72,750	\$80,000

JOB DESCRIPTION

Park Operations Director/Maintenance Director/Maintenance Superintendent

POSITION SUMMARY

The Park Operations Director provides leadership for the department/district's parks division that includes several operational areas such as park and athletic field maintenance, greenways and medians, horticulture, open space, fleet management and urban forestry. The position provides strategic direction for these operations, while also providing input and guidance related to department capital development and implementation, as well as the development of replacement schedules for vehicles, equipment and structures. The position also includes ensuring efficient and effective delivery of maintenance services including continuous improvement of processes, management of standards and adherence to standards, and providing leadership to maintenance personnel through and with direct reports.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides strategic direction and leadership to the Parks Division and its individual operating units.
- Establishes divisional/departmental work plans and monitor progress toward goals and objectives, in line with agency mission, vision and strategic plan.
- Oversees and manages system-wide park operations including functions such as park and facility maintenance, athletic field maintenance, horticultural and forestry.
- Builds and continuously improves the systems and processes of the operations division. Develops best practice approaches to maintenance management, work order systems, standards, inspections and conformance to standards.
- Provides support to other agency divisions in support of special events, programs, and services.
- Provides leadership and direction to supporting staff through feedback, coaching and employee development.
- Provides oversight of financial management of department/division. This includes developing and managing budgets, revenue and expense projections, cost analysis and identifying ways to maximize resources.
- Contributes to preparation and refinement of capital improvement program budgets.
- Maintains effective relationships with other government agencies, user groups, partners and the general public.
- Coordinates with multiple agencies, departments and jurisdictions for maintenance related activities. Represents the agency on park projects and community initiatives.
- Analyzes performance of the department/division through the use of data and technology support. Develops and monitors key performance indicators to assess the performance of the department/division.
- Ensures efforts in sustainable practices throughout the division/department/district.
- Participates in agency commitment to safe practices for the public and employees. Ensures departmental compliance with state and federal environmental regulations, OSHA laws, risk management policies and emergency operations.

MANAGEMENT RESPONSIBILITIES

Directly supervises X number of employees. Is responsible for the overall direction, coordination and evaluation of direct reports as well as the leadership of the overall park operations department/division. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance; and resolving issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of maintenance management, work order and asset management systems.
- Skill in implementation of maintenance standards.
- Knowledge of turf management, horticulture, forestry and athletic field maintenance practices.
- Knowledge of sustainable practices including integrated pest management approaches.
- Ability to understand the development, monitoring and analysis of financial reports.
- Skills related to creating strategic direction and work plans for a business unit.
- Basic computer knowledge and understanding of business applications of various technological tools, systems and advances, including Microsoft Office.
- Demonstrated leadership experience.
- Skill in teaching, coaching and providing feedback to staff.
- Skill in creating team-based approaches to work and development of a team approach from departments/divisions of the organization.
- Knowledge of customer service systems and delivery of park and recreation services.
- Ability to read, analyze and interpret technical journals, financial reports and legal documents.
- Ability to forge effective relationships with community organizations, businesses and individual community members.
- Ability to interpret and analyze data and use data for effective decision making.
- Skill in communicating with the public, elected officials, and staff.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree in Park Management, Recreation or related field, and eight years of progressive management experience. A thorough working knowledge of natural resource management, park operations and facility maintenance, horticulture and landscaping is an essential part of this job. CPRP or CPRE preferred. A valid state driver's license is required.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 50 pounds.

WORK ENVIRONMENT

While performing the duties of this job, the employee generally works indoors in an office environment but is frequently exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office or moderately noisy when in the field.

Park Operations/Maintenance Foreman

POSITION SUMMARY

The Park Operations/Maintenance Foreman typically provides leadership for a geographical area of the city/district, or oversees a specific function within park maintenance such as athletic field maintenance. In smaller agencies, the Maintenance Foreman may be responsible for maintenance for the entire community. A majority of the time, the Foreman manages and supervises maintenance crews involved in a variety of activities such as park and athletic field maintenance, greenways and medians, open space, horticulture, fleet management, facility maintenance and urban forestry. The position provides input into divisional goals and objectives, capital improvement plans, and replacement schedules for vehicles, equipment and structures. The position also includes ensuring efficient and effective delivery of maintenance services including continuous improvement of processes, management and adherence to maintenance standards, management of a work order system and providing leadership to maintenance personnel through and with direct reports. Depending upon the size of the agency, the Park Foreman may be involved in doing actual park maintenance activities, but the majority of time, the Foreman oversees the work of supporting staff.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$55,000	\$1,621
Average	\$77,819	\$614
10th percentile	\$34,660	*
25th -percentile	\$41,000	*
75th percentile	\$66,362	*
90th percentile	\$79,508	*

+ - of incumbents who received a of bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

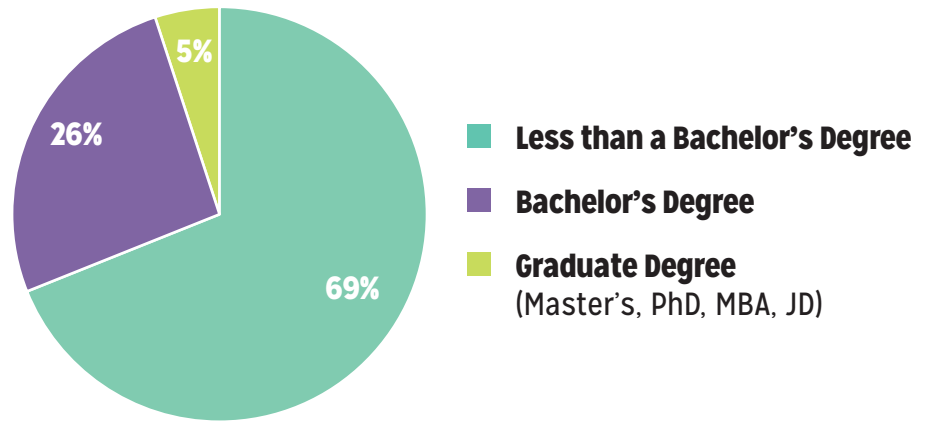
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$55,000	\$41,154	\$49,810	\$59,610	\$65,000	\$59,967	\$53,947	\$50,000	\$59,216	\$62,838

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$56,000	\$57,411	\$44,313	\$61,082

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$48,658	\$63,897	\$64,946

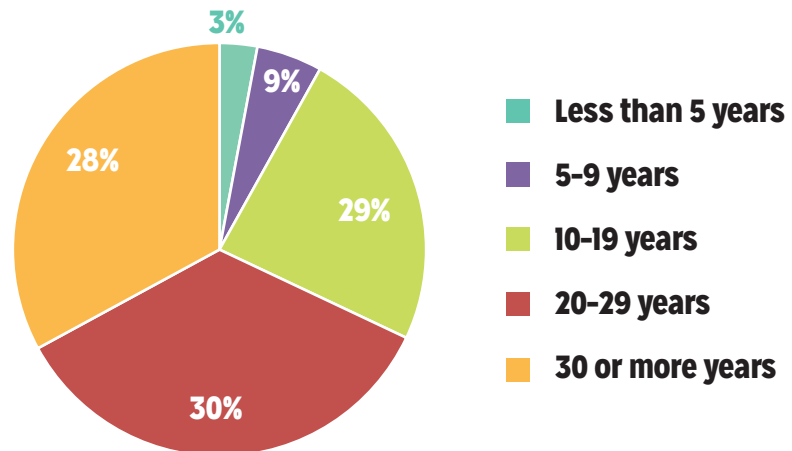
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$59,967	*	\$63,707	\$49,908	\$58,211	*

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$42,500	\$44,154	\$56,000	\$57,705	\$58,000

JOB DESCRIPTION

Park Operations/Maintenance Foreman

POSITION SUMMARY

The Park Operations/Maintenance Foreman typically provides leadership for a geographical area of the city/district, or oversees a specific function within park maintenance such as athletic field maintenance. In smaller agencies, the Maintenance Foreman may be responsible for maintenance for the entire community.

A majority of the time, the Foreman manages and supervises maintenance crews involved in a variety of activities such as park and athletic field maintenance, greenways and medians, open space, horticulture, fleet management, facility maintenance and urban forestry. The position provides input into divisional goals and objectives, capital improvement plans, and replacement schedules for vehicles, equipment and structures.

The position also includes ensuring efficient and effective delivery of maintenance services including continuous improvement of processes, management and adherence to maintenance standards, management of a work order system and providing leadership to maintenance personnel through and with direct reports.

Depending upon the size of the agency, the Park Foreman may be involved in doing actual park maintenance activities, but the majority of time, the Foreman oversees the work of supporting staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides leadership and direction to supporting staff through feedback, coaching and employee development.
- Schedules the work of maintenance crews.
- Supports the parks superintendent in establishing divisional/departmental work plans and monitors progress toward goals and objectives, in line with agency mission, vision and strategic plan.
- Supports the parks superintendent in the preparation and management of asset replacement schedules including vehicles and equipment.
- Develops and manages budgets, expense projections, cost analysis, and identifies ways to maximize resources.
- Contributes to preparation and refinement of capital improvement program budgets.
- Works cooperatively with other areas of the department/district in providing maintenance support, including special events and recreation programming.
- Maintains effective relationships with other government agencies, user groups, partners and the general public.
- Coordinates with multiple agencies, departments and jurisdictions for project and program implementation. Represents the agency on park projects and community initiatives.
- Builds and continuously improves park operations. Develops best practice approaches to maintenance management, work order systems, standards, inspections and conformance to standards.
- Ensures efforts in sustainable practices throughout the division/department/district.
- Participates in agency commitment to safe practices for the public and employees. Ensures departmental compliance with state and federal environmental regulations, OSHA laws, risk management policies and emergency operations.

MANAGEMENT RESPONSIBILITIES

Directly supervises full- and part-time employees. Is responsible for the overall direction, coordination and evaluation of direct reports. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; providing feedback and coaching, appraising performance; and resolving employee issues.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of maintenance management, work order and asset management systems.
- Skill in the implementation of maintenance standards.
- Knowledge of turf management, forestry and horticultural practices.
- Knowledge of athletic field maintenance practices.
- Knowledge of sustainable practices, including integrated pest management approaches.
- Familiarity with park inspection processes, including playground inspections.
- Demonstrated leadership experience, including feedback and coaching.
- Skill in planning, assigning and directing work.
- Evaluates the performance of support staff and takes corrective action, when necessary.
- Set goals, objectives and priorities with staff.
- Creates an effective working environment for staff including ongoing communication, continuously improving processes to streamline work activities, provide continuous feedback and coaching to staff, and provide staff with opportunities for engagement in decision making related to athletics programming.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Basic computer knowledge and understanding of business applications of various technological tools and systems, including Microsoft Office.
- Ability to understand the development, monitoring, and analysis of financial reports.
- Ability to read, analyze and interpret technical journals, financial reports and legal documents.
- Ability to maintain effective relationships with community organizations, businesses, and individual community members.
- Ability to interpret and analyze data and use data for effective decision making.
- Skill in communicating with the public, elected officials and staff.

PREFERRED EDUCATION AND EXPERIENCE

A minimum of an Associate's Degree in Park or Resource Management or related field and five years of progressive park operations experience. At least two years of supervisory experience. Certified Playground Safety Inspector and Applicator Pesticide Spray License or ability to obtain is preferred. A valid state driver's license is required.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is frequently required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. Sufficient vision, hearing and stamina to perform the above functions are required. The employee must occasionally lift and/or move up to 50 pounds. Requires occasional lifting of up to 50 pounds.

WORK ENVIRONMENT

The employee occasionally works near moving mechanical parts and may, on occasion, operate equipment or machinery. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office or moderately noisy when in the field.

Facility Manager

POSITION SUMMARY

The Facility Manager is responsible for the management of a specific facility such as a community center, senior center, or indoor sports facility. This includes overseeing all aspects of facility operations, such as overseeing programs and service delivery of the building, supervision of facility staff, safety and security systems, technology systems, custodial support, and overseeing and managing the facility's budget. Typically, this position works with a separate facility maintenance department to ensure timely repairs, renovations and ongoing preventative maintenance.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$57,434	\$3,085
Average	\$59,081	\$905
10th percentile	\$37,818	*
25th percentile	\$46,170	*
75th percentile	\$70,793	*
90th -percentile	\$86,024	*

+ = of incumbents who received a bonus during 2018

* = insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

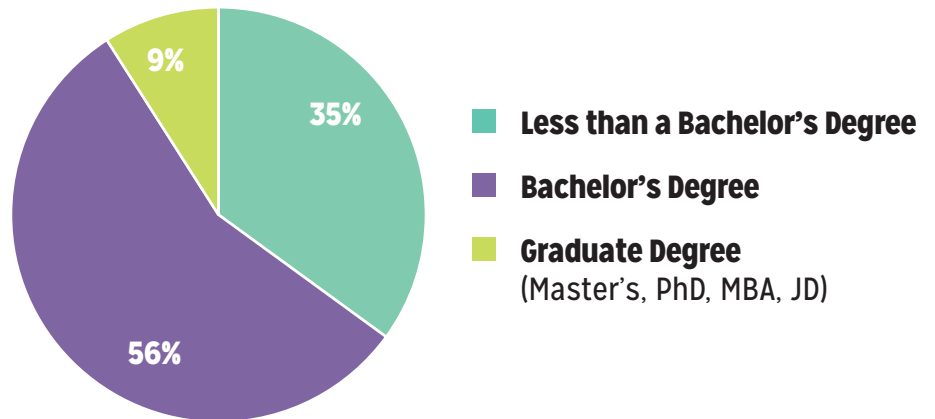
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$57,434	\$41,633	\$51,740	\$62,606	\$69,500	\$59,460	\$57,869	\$50,000	\$62,600	\$68,900

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$51,258	\$61,000	\$50,000	\$68,226

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$51,258	\$60,000	\$67,000

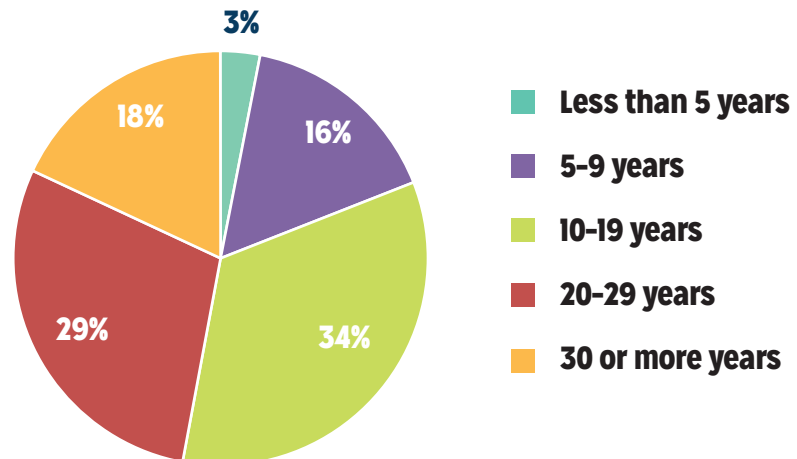
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$65,600	*	\$51,908	\$56,184	*	\$58,748

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	*	\$51,740	\$51,000	\$61,000	\$74,470

* = Insufficient Data

JOB DESCRIPTION

Facility Manager

POSITION SUMMARY

The Facility Manager is responsible for the management of a specific facility such as a community center, senior center or indoor sports facility. This includes overseeing all aspects of facility operations, such as overseeing programs and service delivery of the building, supervision of facility staff, safety and security systems, technology systems, custodial support, and overseeing and managing the facility's budget. Typically, this position works with a separate facility maintenance department to ensure timely repairs, renovations and ongoing preventative maintenance.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Manages facility operations including staff scheduling, facility scheduling, custodial support, program/membership registration systems, front desk operations and safety processes.
- Manages recreation programs and services and oversees program coordinators who directly oversee the programs. (This may or may not be the Facility Manager's responsibility; some agencies include programs as part of a separate recreation program division.)
- Develops an operational audit system to ensure the facility operates according to established specifications. This includes areas such as building cleanliness, safety, cash control, registration processes, and opening and closing procedures.
- Completes, reviews and submits incident, injury, accident or other related reports.
- Works toward ensuring the safety and security of participants and staff.
- Reviews accident/incident reports, determines the severity and follows up with parents/ participants/staff.
- Works with facility maintenance staff to ensure building repairs, renovations and ongoing preventative maintenance is performed.
- Prepares an annual budget, including pricing recommendations, and monitors revenue and expense on a continuous basis.
- Ensures the training of staff in building operations, customer service, safety procedures, cash control, etc.
- Develops an emergency response plan, aligned with agency protocol.
- Maintains accurate and current facility usage/membership/program participation information, and analyzes the data for planning and evaluation.
- Develops key performance indicators that monitor building operations efficiency and effectiveness.
- Performs research on facility operation trends and adapts programs, services and operations accordingly.
- Works with marketing staff in developing an overall strategy for marketing the facility, including developing descriptions of programs for the program guide.
- Recruits, hires, trains, supervises and evaluates part-time staff, seasonal staff and volunteers.
- Provides excellent customer service in the delivery of programs and works toward achieving excellent customer service from support staff.
- Manages a customer satisfaction measurement process for all programs and services.
- Facilitates ongoing coordination and cooperation with partner agencies and organizations.

MANAGEMENT RESPONSIBILITIES

- Directly responsible for the management of support staff, which can include both full-time and part-time staff.
- Plans, assigns, schedules and directs work.

- Evaluates the performance of support staff.
- Recruits and hires staff.
- Develops ongoing employee orientation and training programs.
- Sets goals, objectives and priorities with staff.
- Responsible for accuracy of staff timekeeping and associated reporting.
- Creates an effective working environment for staff including ongoing communication, continuously improving processes to streamline work activities, provide continuous feedback and coaching to staff, and provide staff with opportunities for engagement in decision making related to athletics programming.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Addresses concerns and issues of staff, investigate and work toward resolution of the issue.

KNOWLEDGE, SKILLS AND ABILITIES

- Effective communication and presentation skills with staff, participants, other department members and the public. Ability to write reports, business correspondence and policy and procedure manuals.
- Knowledge of recreation facility operations.
- Demonstrated leadership experience.
- Experience with automated registration and membership systems.
- Ability to create, implement and evaluate recreation programs and services.
- Ability to read, analyze and interpret general business periodicals and technical procedures.
- Knowledge of principles of recreation programming.
- Knowledge of budget development and oversight, financial accounting, and cash handling and controls.
- Basic mathematic skills and the ability to compute rate, ratio, and percent and to draw and interpret graphs.
- Knowledge and skills with computers and Microsoft Office.
- Ability to work a varied schedule including weekends and weekday nights as required.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree in Parks and Recreation, Sports Management or related field. Minimum of four years' experience with recreation facility operations. A valid driver's license is required. CPR and First Aid certification is also required.

PHYSICAL DEMANDS

The employee will be required to lift 20 pounds with frequent lifting and carrying of objects. The job requires sitting, walking, and standing to a significant degree. The employee is regularly required to talk or hear. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

WORK ENVIRONMENT

The employee will work in an indoor office environment and may be subjected to noise, if located within the facility.

Athletics Supervisor/Manager

POSITION SUMMARY

The Athletics Supervisor/Manager is responsible for overseeing agency-wide athletic programs, including the development, implementation and evaluation of a wide range of athletic programs and services. The position also acts as the liaison to several athletic affiliate organizations. The position oversees part-time staff including umpires, referees, facility attendants, instructors, facility maintenance staff and others.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$54,152	\$1,363
Average	\$53,753	\$400
10th percentile	\$35,000	*
25th percentile	\$42,887	*
75th percentile	\$64,354	*
90th percentile	\$71,000	*

+ - of incumbents who received a of bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

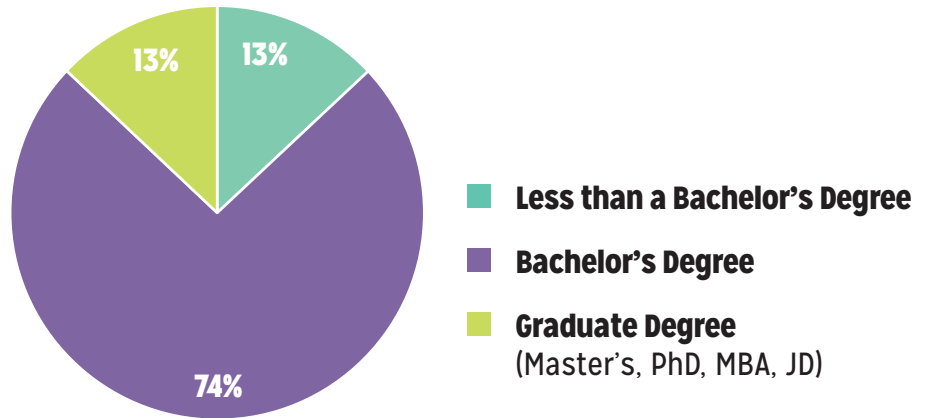
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/Town/Borough	County	Special Park District/Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$54,152	\$38,637	\$49,500	\$54,360	\$58,383	\$61,183	\$56,659	\$40,000	\$50,544	\$60,000

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$60,110	\$52,921	\$48,401	\$61,194

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$48,988	\$54,693	\$55,500

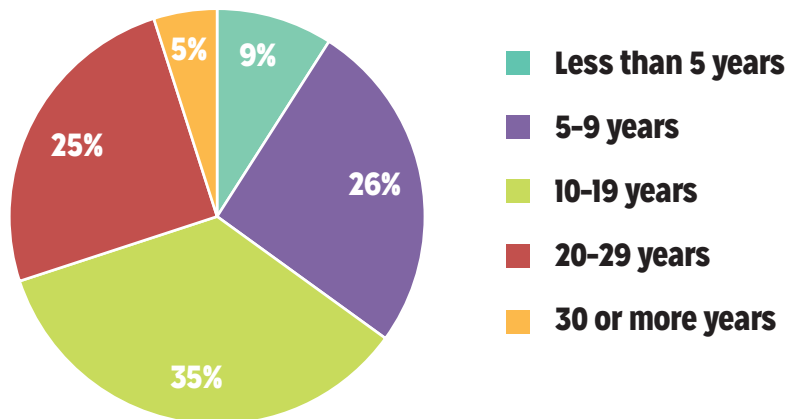
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$57,960	*	\$46,700	\$54,392	*	\$56,659

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$45,500	\$47,840	\$56,877	\$59,597	\$64,500

JOB DESCRIPTION

Athletics Supervisor/Manager

POSITION SUMMARY

The Athletics Supervisor/Manager is responsible for overseeing agency-wide athletic programs, including the development, implementation and evaluation of a wide range of athletic programs and services. The position also acts as the liaison to several athletic affiliate organizations. The position oversees part-time staff including umpires, referees, facility attendants, instructors, facility maintenance staff and others.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develops direction for athletics program areas and determines the appropriate mix of recreation programs and services to offer, based on community need.
- Serves as the liaison with designated sports groups, including meeting attendance, continuous communication with sport group representatives, and working with park maintenance staff involved in field/facility maintenance.
- Coordinates field and facility scheduling.
- Develops and oversees athletic affiliate agreements.
- Prepares an annual budget, including pricing recommendations, and monitors revenue and expense on a continuous basis.
- Is responsible for purchasing and coordinating program supplies and equipment.
- Maintains accurate and current personnel and program participation records, and analyzes the information for planning and evaluation.
- Performs research on athletic programming trends and adapt programs accordingly.
- Works with marketing staff in developing an overall strategy for marketing athletics programs, including developing descriptions of programs for the program guide.
- Hires and supervises support staff involved in athletics programming.
- Reviews accident/incident reports, determines severity and follows up with parents / participants.
- Provides excellent customer service in the delivery of programs and works toward achieving excellent customer service from support staff.
- Manages a customer satisfaction measurement process for all programs and services.
- Maintains effective relationships with partners, including school district personnel, athletic affiliates and other organizations.

MANAGEMENT RESPONSIBILITIES

- Directly responsible for the management of support staff, which can include both full-time and part-time staff.
- Plans, assign and directs work.
- Sets goals, objectives and priorities with staff.
- Is responsible for accuracy of staff timekeeping and associated reporting.
- Creates an effective working environment for staff including ongoing communication, continuously improving processes to streamline work activities, provides continuous feedback and coaching to staff, and provides staff with opportunities for engagement in decision making related to athletics programming.
- Evaluates the performance of support staff.

- Develops new staff orientation and ongoing training program for staff.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Addresses concerns and issues of staff, investigate and work toward resolution of the issue.

KNOWLEDGE, SKILLS AND ABILITIES

- Effective communication and presentation skills with staff, participants, other department members and the public. Ability to write reports, business correspondence and policy and procedure manuals.
- Knowledge of athletic/facility design specifications.
- Knowledge of a variety of sports and tournaments.
- Knowledge of principles of recreation programming.
- Demonstrated leadership experience.
- Ability to read, analyze and interpret general business periodicals and technical procedures.
- Knowledge of budget development and oversight, financial accounting, and cash handling and controls.
- Knowledge of basic mathematic skills and the ability to compute rate, ratio, and percent and to draw and interpret graphs.
- Knowledge and skills with computers and software including Microsoft Office.
- Ability to work a varied schedule including weekends and weekday nights as required.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree in Parks and Recreation, Sports Management, Physical Education or related field. Minimum of four years' experience with athletic programming. A valid driver's license is required. CPR and First Aid certification must be obtained within six months of employment.

PHYSICAL DEMANDS

The employee will be required to lift 20 pounds with frequent lifting and carrying of objects. The job requires walking or standing to a significant degree and bending and reaching. Requires manual dexterity sufficient to operate standard office machines such as computers, printers, telephones and other office equipment. The job also involves driving to athletic facilities on a regular basis.

WORK ENVIRONMENT

The employee will work in both an indoor office environment as well as regularly working outdoors and will be exposed to a variety of weather conditions, including exposure to chemicals.

Aquatics Supervisor/Manager

POSITION SUMMARY

The Aquatics Supervisor/Manager is responsible for managing agency-wide aquatic operations and programs. This includes creating future direction for the aquatics area of responsibility, including the management of operations, the development of aquatic-related programs and services, and overseeing all safety processes related to aquatics. Also, the position is responsible for the management of multiple part-time and seasonal support staff, including pool managers and programming staff.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$51,500	\$1,212
Average	\$50,372	\$875
10th percentile	\$24,360	*
25th percentile	\$42,000	*
75th percentile	\$61,000	*
90th percentile	\$72,330	*

+ - of incumbents who received a of bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

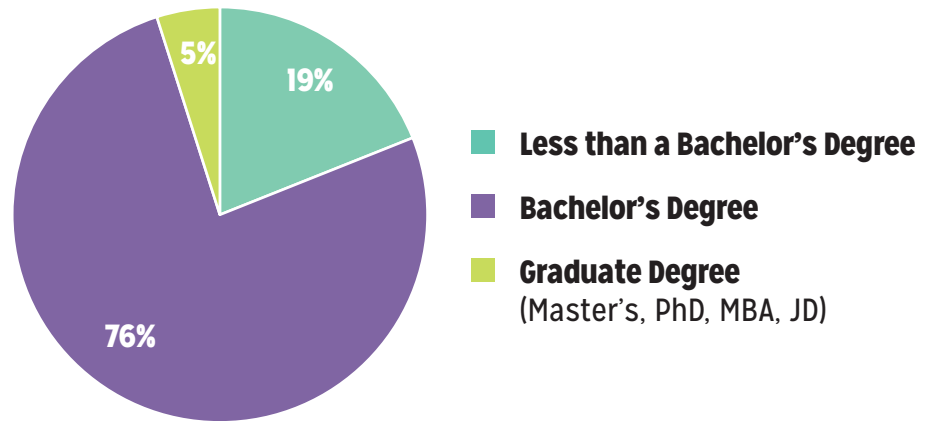
	All	1-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$51,500	\$38,974	\$48,000	\$56,511	\$51,167	\$57,500	\$50,870	\$42,400	\$52,000	\$60,000

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$30,062	\$51,750	\$48,000	\$56,023

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$40,000	\$53,295	\$46,506

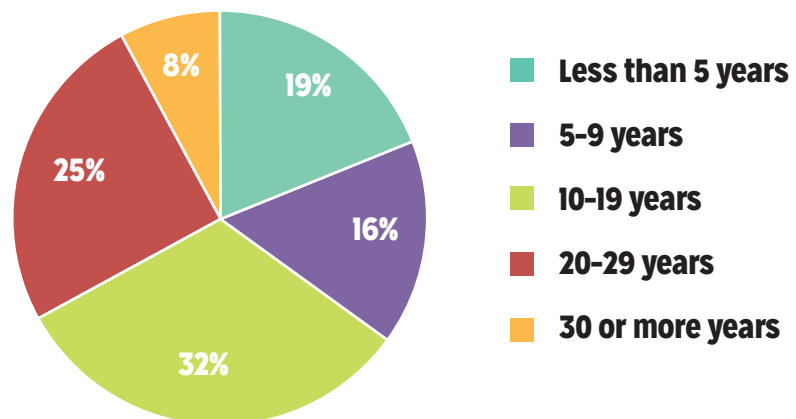
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$64,750	*	\$47,275	\$48,000	*	\$54,152

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$43,773	\$49,063	\$54,891	\$55,000	\$56,000

JOB DESCRIPTION

Aquatics Supervisor/Manager

POSITION SUMMARY

The Aquatics Supervisor/Manager is responsible for managing agency-wide aquatic operations and programs. This includes creating future direction for the aquatics area of responsibility, including the management of operations, the development of aquatic-related programs and services, and overseeing all safety processes related to aquatics. Also, the position is responsible for the management of multiple part-time and seasonal support staff, including pool managers and programming staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Develops direction for aquatic program areas and services and determines the appropriate mix of aquatic programs and services to offer, based on community need. Identifies aquatics related trends and incorporates changes to services, as appropriate.
- Serves as the liaison to the community swim team and other aquatic related partners.
- Prepares an annual budget, projects revenue and expense and monitors the aquatics related budget on a continuous basis.
- Manages food concession operations either in-house or oversees a food service vendor.
- Develops a schedule of pricing of services.
- Analyzes participation and financial results and makes adjustments to continuously improve programs and efficiency and effectiveness of operations.
- Creates an overall process to ensure public and staff safety, including the development of an ongoing facility inspection process and water chemistry inspections.
- Develops an overall orientation and training process and certification requirements for pool staff. Ensures compliance with lifeguard and swim instructor certification guidelines.
- Hires and supervises support staff involved in aquatics operations and programming.
- Creates pool time/pool use schedules that meet public need and other key stakeholders and group's needs.
- Oversees the investigation of critical safety incidents/accidents and develops an appropriate response for assigned areas of responsibility. Develops an emergency response plan, aligned with agency guidelines.
- Is responsible for purchasing and coordinating program supplies and equipment.
- Maintains accurate and current personnel and general swim/program participation records, and analyzes the information for planning and evaluation.
- Works with marketing staff in developing an overall strategy for marketing aquatics programs, including developing descriptions of programs for the program guide.
- Provides excellent customer service in the delivery of programs and works toward achieving excellent customer service from support staff.
- Manages a customer satisfaction measurement process for all programs and services.
- Management Responsibilities
- Recruits and hires staff.
- Manages support staff, which generally include part-time and seasonal staff.
- Plans, assigns and directs work.

- Evaluates the performance of support staff and takes corrective action, when necessary.
- Sets goals, objectives, and priorities with staff.
- Is responsible for accuracy of staff timekeeping and associated reporting.
- Creates an effective working environment for staff including ongoing communication, continuously improving processes to streamline work activities, provide continuous feedback and coaching to staff, and provide staff with opportunities for engagement in decision making related to athletics programming.
- Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.
- Addresses concerns and issues of staff, investigate and work toward resolution of the issue.

KNOWLEDGE, SKILLS AND ABILITIES

- Working knowledge of pool management practices, including safety and safety requirements.
- Knowledge of aquatics facility design specifications.
- Knowledge of local and state health codes and inspection processes.
- Ability to obtain CPR and AED certifications.
- Ability to swim, to obtain lifeguarding certification, and to pass swim instructor certification.
- Effective communication and presentation skills with staff, participants, other department members, and the public. Ability to write reports, business correspondence and policy and procedure manuals.
- Demonstrated leadership experience.
- Ability to read, analyze and interpret general business periodicals and technical procedures.
- Knowledge of principles of recreation programming.
- Knowledge of budget development and oversight, financial accounting, and cash handling and controls.
- Knowledge and skills with computers, program registration software and Microsoft Office.
- Ability to work a varied schedule including weekends and weekday nights as required.

PREFERRED EDUCATION AND EXPERIENCE

Bachelor's Degree in Parks and Recreation, Physical Education or related field. Minimum of four years' experience with aquatics operations and programming is required. Must be able to acquire lifeguard certification, swim instructor certification, Certified Pool Operator or Aquatics Facility Operator Certification, CPR and AED certifications. A valid driver's license is required.

PHYSICAL DEMANDS

The employee will be required to lift 20 pounds with frequent lifting and carrying of objects. The job requires walking or standing to a significant degree and bending and reaching. Requires manual dexterity sufficient to operate standard office machines such as computers, printers, telephones and other office equipment. The job also involves driving to aquatics facilities on a regular basis.

WORK ENVIRONMENT

The employee will work in normal indoor/outdoor swimming pool environment with expected exposure to noise, dust, chemicals, and variable weather conditions. The employee will work in both an indoor office environment as well as regularly work outdoors and will be exposed to a variety of weather conditions.

Recreation Program Coordinator/ Recreation Program Manager

POSITION SUMMARY

The Recreation Program Coordinator position manages a variety of needs-based and mission-appropriate activities for the community. Reporting to the Recreation Director or Recreation Superintendent, the Coordinator administers prescribed programs, services, facilities, and/or events. This includes identifying appropriate programs to offer, hiring instructors/contractors, promoting programs, ensuring quality control and measuring success.

BASE SALARY AND BONUS DATA

	January 1, 2019 Base Salary	Bonuses Paid During 2018*
Median (50th percentile)	\$48,141	\$913
Average	\$48,676	\$625
10th percentile	\$32,230	*
25th -percentile	\$38,589	*
75th percentile	\$57,302	*
90th percentile	\$70,334	*

+ - of incumbents who received a of bonus during 2018

* = Insufficient data

MEDIAN ANNUAL BASE SALARY BY AGENCY CHARACTERISTIC

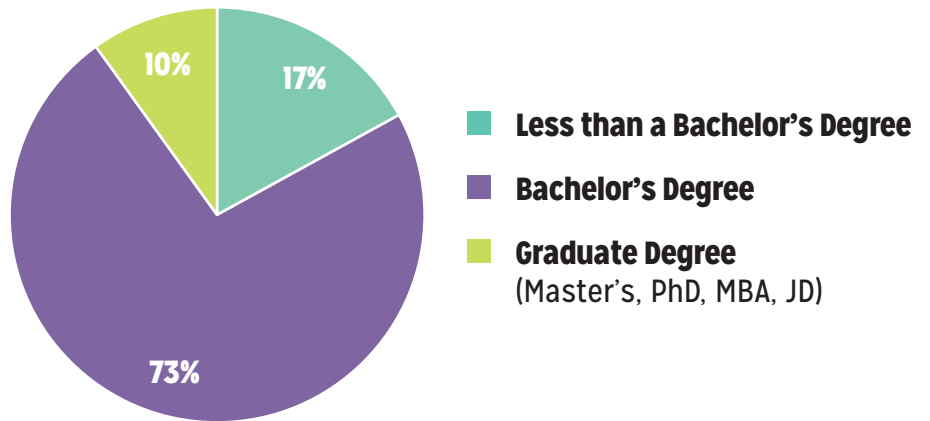
	All	I-10 FT Employees	11-20 FT Employees	21-50 FT Employees	51-100 FT Employees	More than 100 FT Employees	City/ Town/ Borough	County	Special Park District/ Regional Authority	Urban Agencies
January 1, 2019 Base Salary	\$48,141	\$41,652	\$46,450	\$48,483	\$54,905	\$50,000	\$47,387	\$43,305	\$50,000	\$58,388

MEDIAN ANNUAL BASE SALARY BY REGION

	Northeast	Midwest	South	West
January 1, 2019 Base Salary	\$55,000	\$49,033	\$42,887	\$49,088

HIGHEST LEVEL OF EDUCATION ATTAINED BY INCUMBENT

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY EDUCATION

	Less than Bachelor's Degree	Bachelor's Degree	Graduate Degree
January 1, 2019 Base Salary	\$40,000	\$48,300	\$51,200

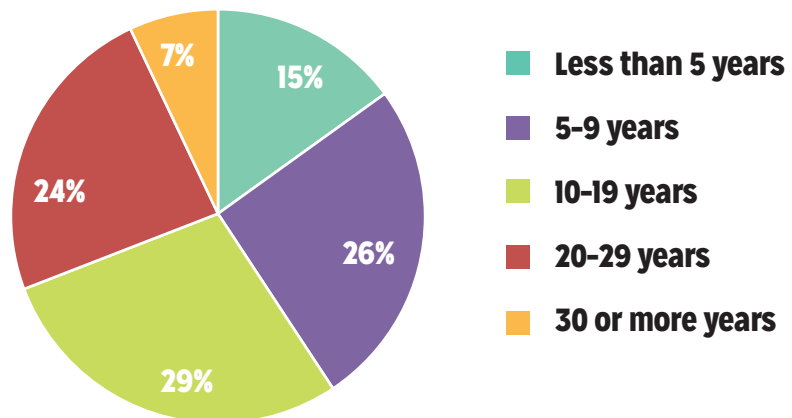
MEDIAN ANNUAL BASE SALARY BY CERTIFICATION

	CPRP	CRPE	Other	No Certification	CPSI	AFO
January 1, 2019 Base Salary	\$54,192	*	\$50,000	\$45,700	*	*

* = Insufficient Data

YEARS OF PROFESSIONAL EXPERIENCE

(Percentage Distribution)



MEDIAN ANNUAL BASE SALARY BY YEARS OF PROFESSIONAL WORK EXPERIENCE

	Less than 5 Years	5-9 Years	10-19 Years	20-29 Years	30 or More Years
January 1, 2019 Base Salary	\$38,799	\$45,000	\$47,500	\$55,500	\$60,750

JOB DESCRIPTION

Recreation Program Coordinator/Recreation Program Manager

POSITION SUMMARY

The Recreation Program Coordinator position manages a variety of needs-based and mission-appropriate activities for the community. Reporting to the Recreation Director or Recreation Superintendent, the Coordinator administers prescribed programs, services, facilities, and/or events. This includes identifying appropriate programs to offer, hiring instructors/contractors, promoting programs, ensuring quality control and measuring success.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, develops, implements, evaluates and analyzes a variety of programs, facilities and services associated with the department/district program portfolio, including but not limited to: special activities, recreation classes, community events, leagues, camps, trips, facilities and services.
- Recruits, hires, trains, supervises and evaluates part-time staff, seasonal staff and volunteers.
- Researches, selects, and evaluates contractual program providers.
- Develops and delivers human resource, safety and program-specific staff training to assure program delivery readiness.
- Prepares and monitors registration information through the recreation software system; manages waitlists, refunds, and program transfers.
- Initiates thorough communication of program information to participants. Promptly respond to and positively resolve inquiries and complaints.
- Ensures program equipment and supplies adhere to the department/district's quality standards; manage the inventory and complete purchasing/ordering processes.
- Develops and tracks budget revenue and expenditures.
- Prepares payroll, honorariums and contract payments as scheduled.
- Develops and submits written program descriptions and content for marketing pieces, i.e., brochures, webpage, flyers and news outlets.
- Prepares and manages independent contractor agreements with private recreation providers.
- Coordinates with other agency departments to provide outstanding customer service.
- Upholds the agency's internal and external customer service standards.
- Enforces program, park, and facility rules and regulations and complies with safety standards associated with risk management.
- Prepares accurate reports for management review.
- Creates a team-oriented work environment.
- Ensures prompt and timely communication with both internal and external customers; adheres to all internal procedures and systems in a complete and timely manner
- Engages systems that convey a favorable department/district image with the media, other community agencies and the public.
- Works openly with internal and external customers, recognizes diverse opinions and needs, and maintains positive working relationships.
- Fosters open and frequent lines of communication with local schools, timely schedule coordination, and strictly adheres to prescribed facility use agreements.
- Acts as a recreation liaison with different community groups as assigned.
- Stays abreast of industry trends through peer networking and continuous improvement opportunities.

KNOWLEDGE, SKILLS AND ABILITIES

- Ability to create, implement and evaluate programs and events.
- Leadership skills for support staff and instructors.
- Ability to manage and prioritize work load.
- Knowledge of program development implementation and evaluation principles and methods.
- Knowledge of computer software use and applications associated with programming.
- Ability to develop and manage a budget.
- Knowledge and experience in Microsoft Office applications.
- Knowledge of program area supervised.
- Knowledge of industry trends related to specific program areas.
- Knowledge of basic marketing approaches to recreation programming.

EDUCATION AND EXPERIENCE

- Bachelor's Degree in Recreation or related field. Minimum 2 years of progressive work experience in the park and recreation industry and 2 year's supervisory experience. CPRP or CTRS certification preferred.
- Valid state driver's license.
- Certification in advanced Cardio Pulmonary Resuscitation (CPR), First Aid and Automated External Defibrillator (AED) within 3 months of employment.

SUPERVISORY RESPONSIBILITIES

Directly supervises full-time, part-time and seasonal employees in the department/district. Directly manages service contractors on a [quarterly/annual] basis. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing issues and resolving problems.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

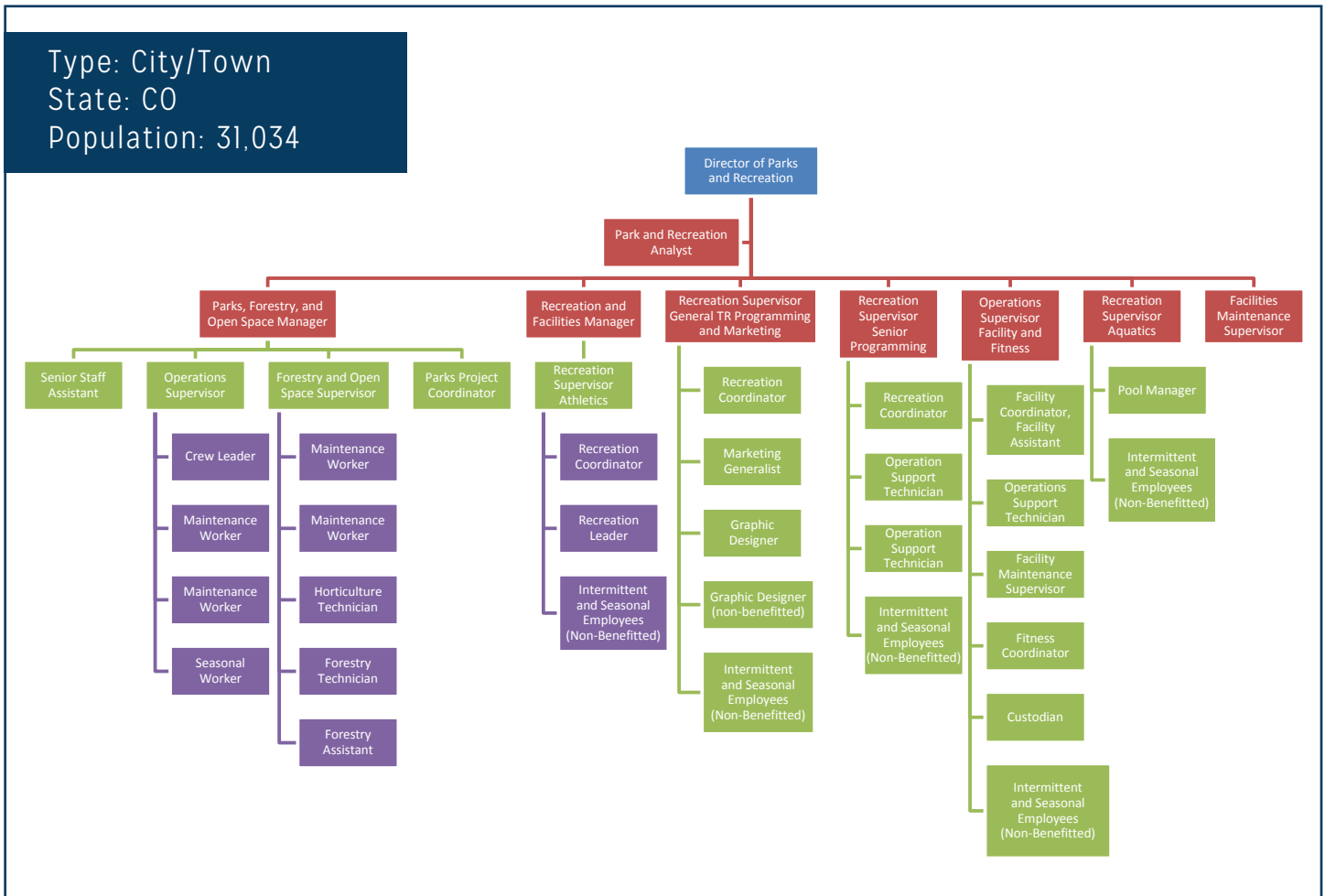
While performing the duties of this job, the employee is frequently required to walk, stand, sit, and talk or hear. The employee is occasionally required to use hands to finger, handle, feel or operate objects, tools such as a computer or controls; and reach with hands and arms. The employee is occasionally required to climb or balance; stoop, kneel, crouch or crawl. The employee must occasionally lift and/or move up to 25 pounds.

WORK ENVIRONMENT

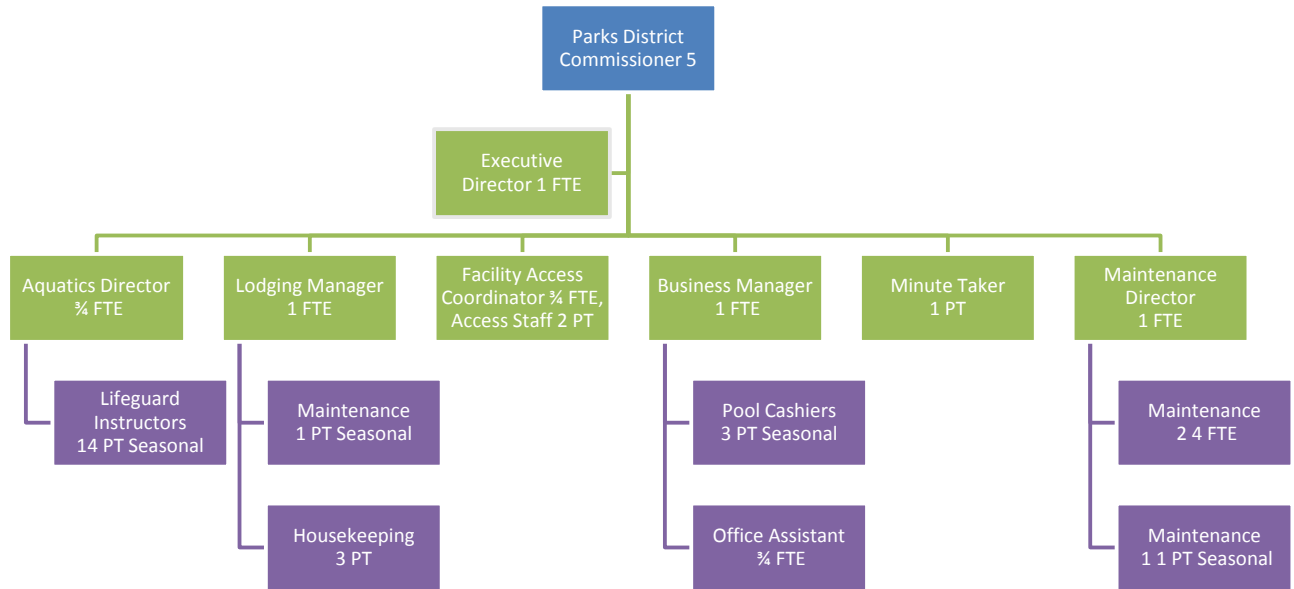
While performing the duties of this job, the employee works indoors in an office environment but is frequently exposed to outside weather conditions. The employee occasionally works near moving mechanical parts. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals. The noise level in the work environment is usually quiet while in the office, or moderately noisy when in the field.

SAMPLE ORGANIZATION CHARTS

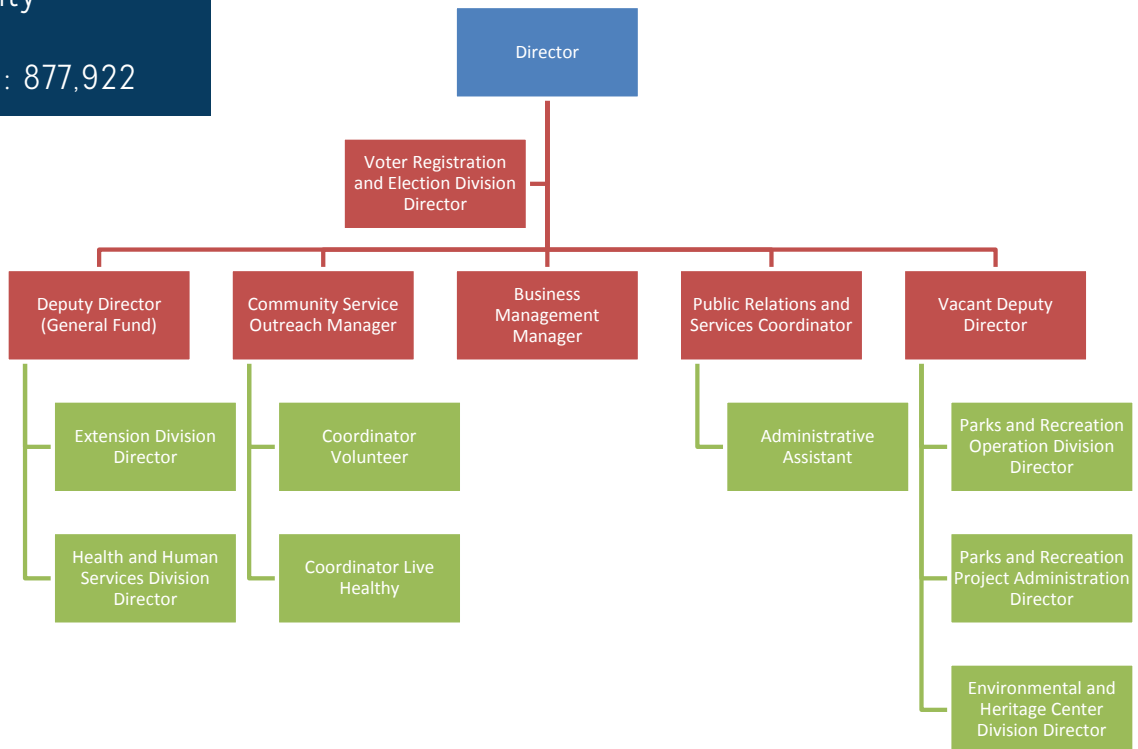
Over the following pages are organization charts of 20 park and recreation agencies. No two park and recreation agencies are the same—they have different facilities and offerings, different levels of funding and serve different populations. For that reason, there is no one “correct” organization structure. Rather, park and recreation agencies can review these sample job descriptions as they consider what would be the optimal staffing structure.



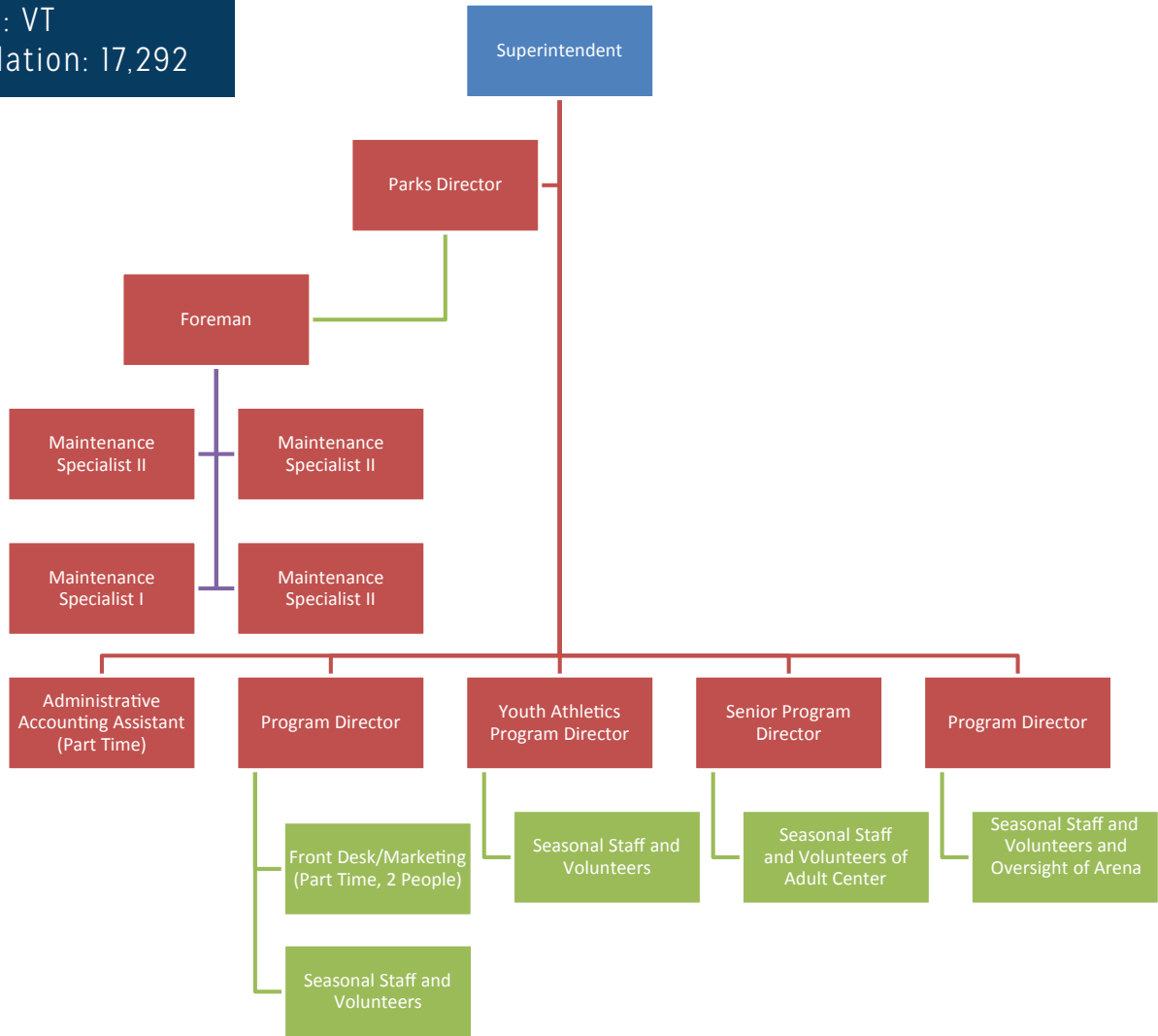
Type: Park District
State: WA



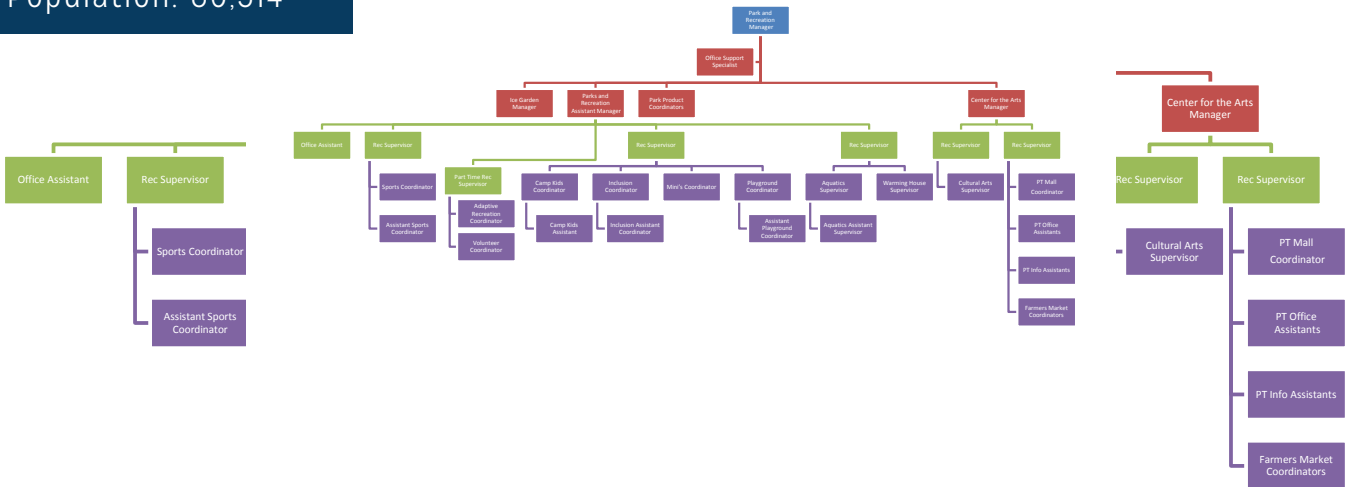
Type: County
State: GA
Population: 877,922



Type: City/Town
 State: VT
 Population: 17,292



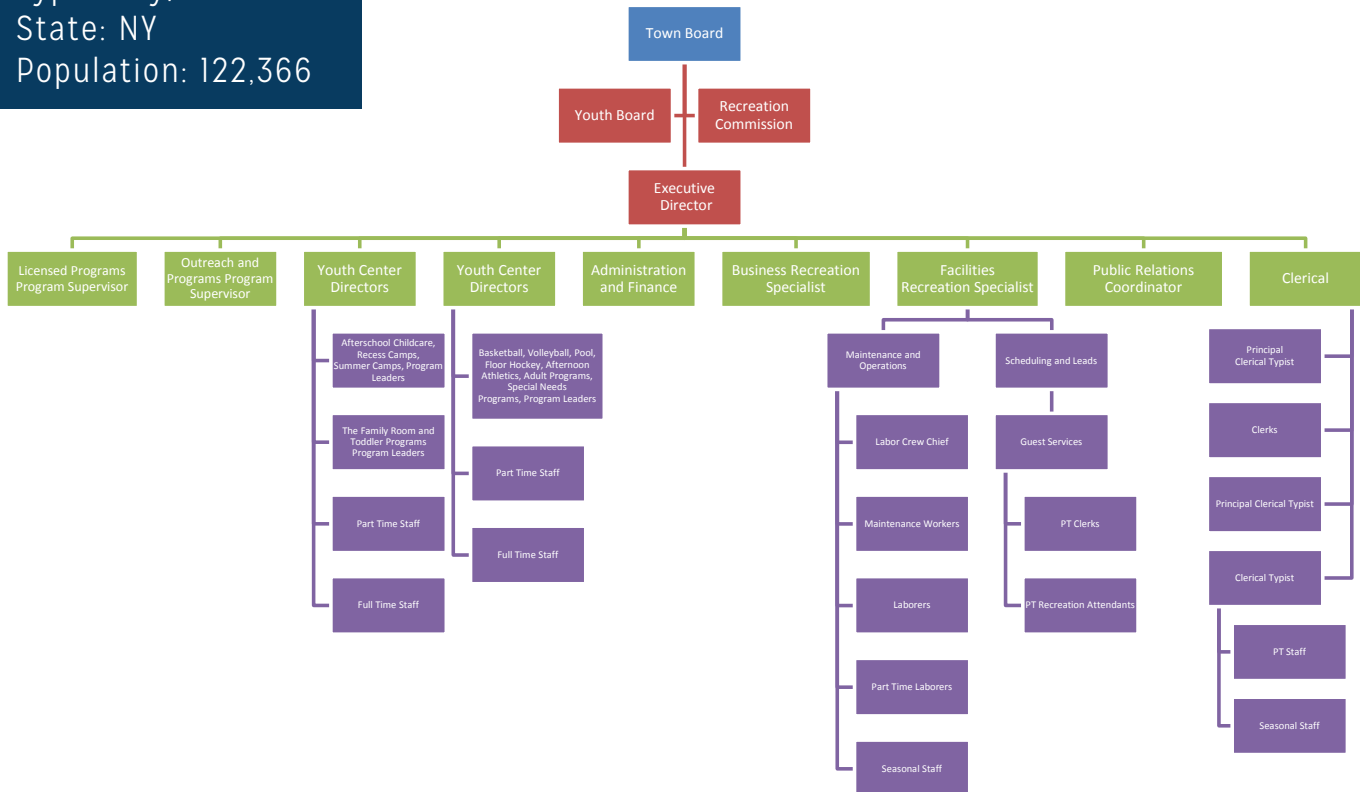
Type: City/Town
 State: MN
 Population: 86,314



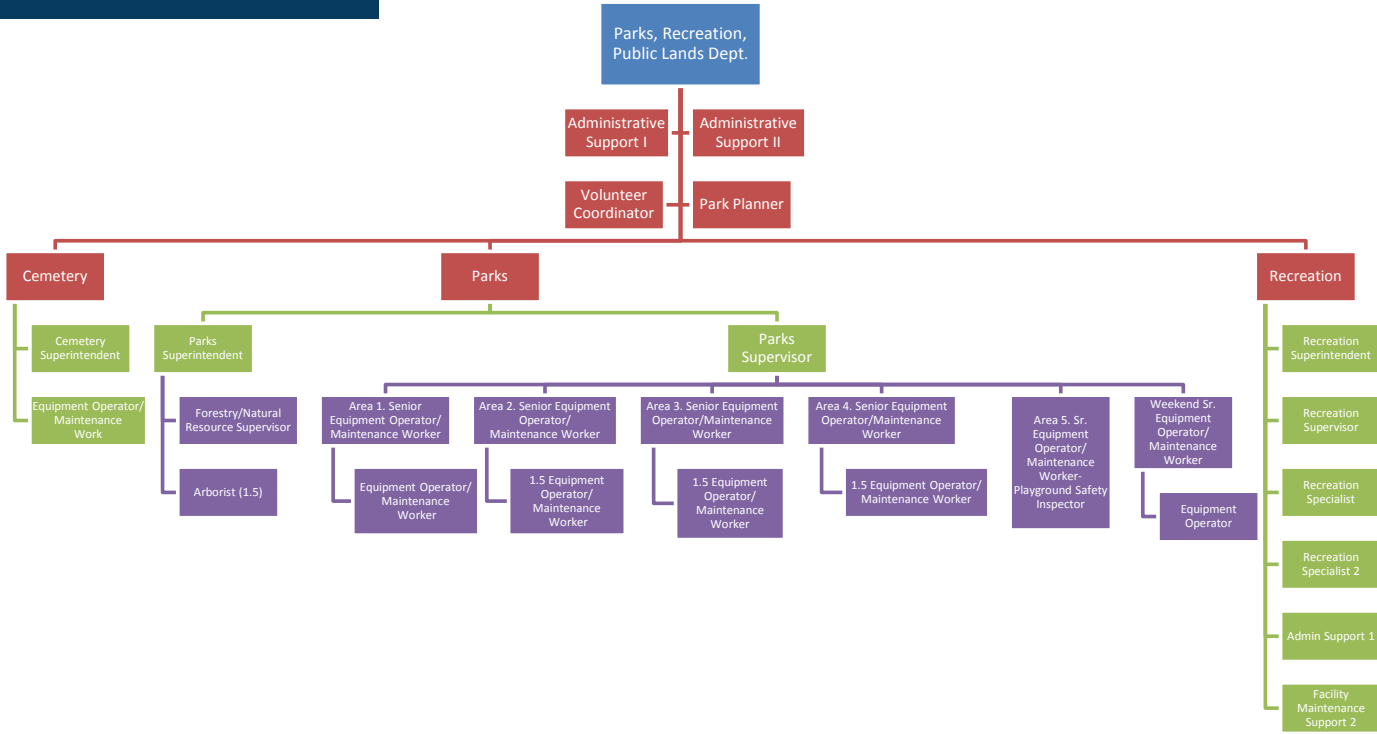
Type: Park District
State: IL



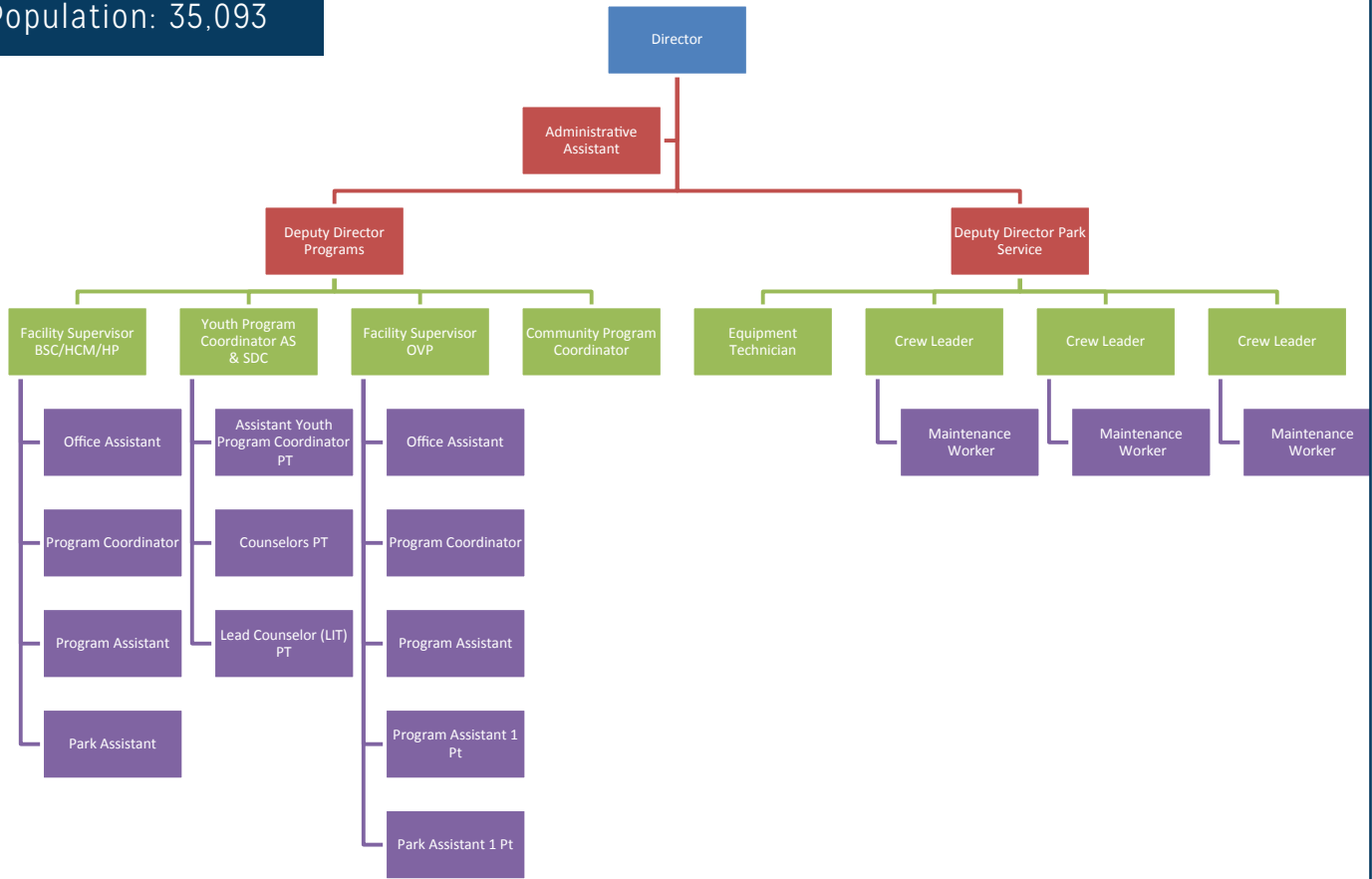
Type: City/Town
 State: NY
 Population: 122,366



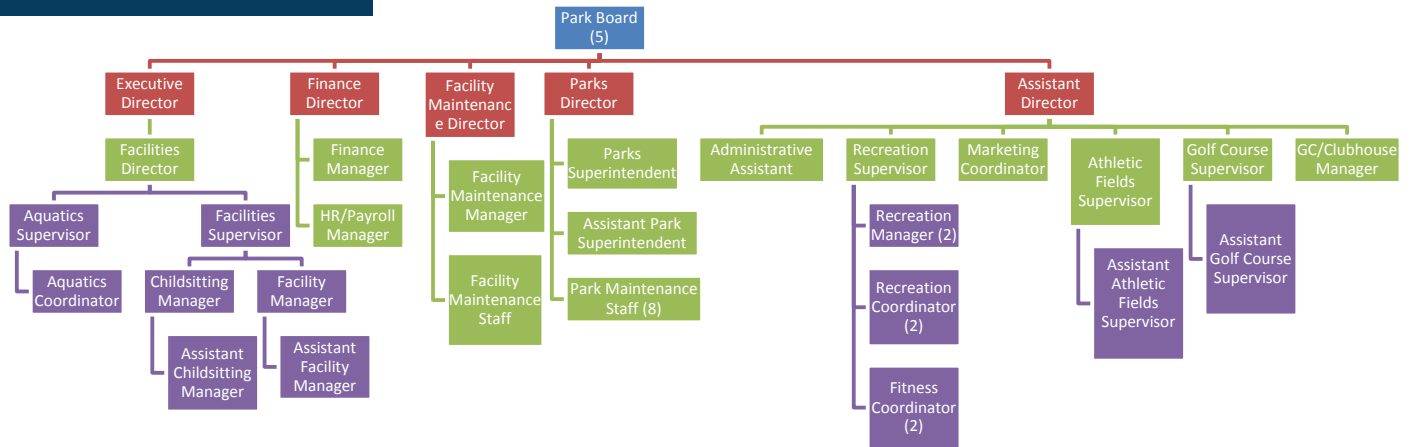
Type: City/Town
 State: MT
 Population: 108,869



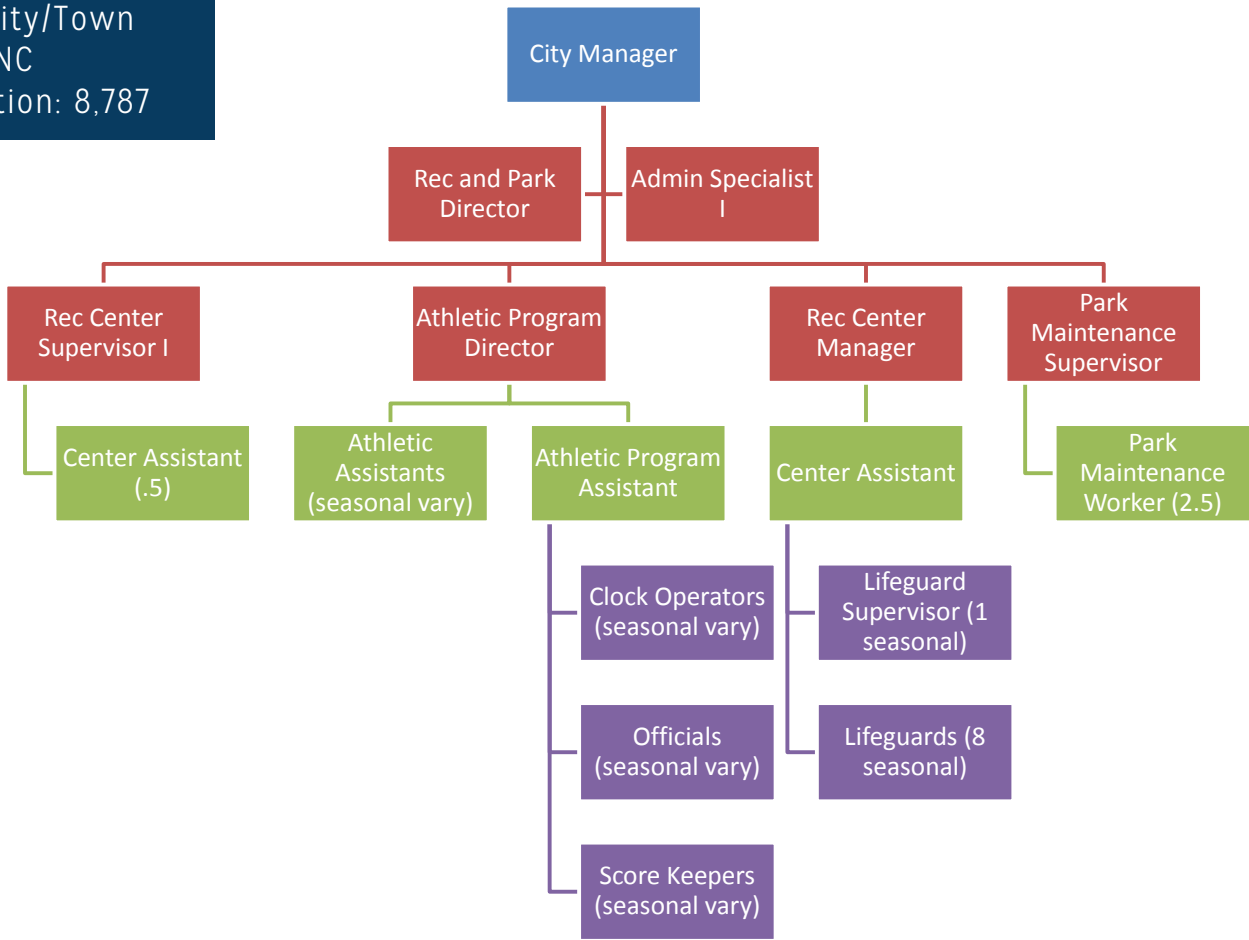
Type: County
 State: GA
 Population: 35,093



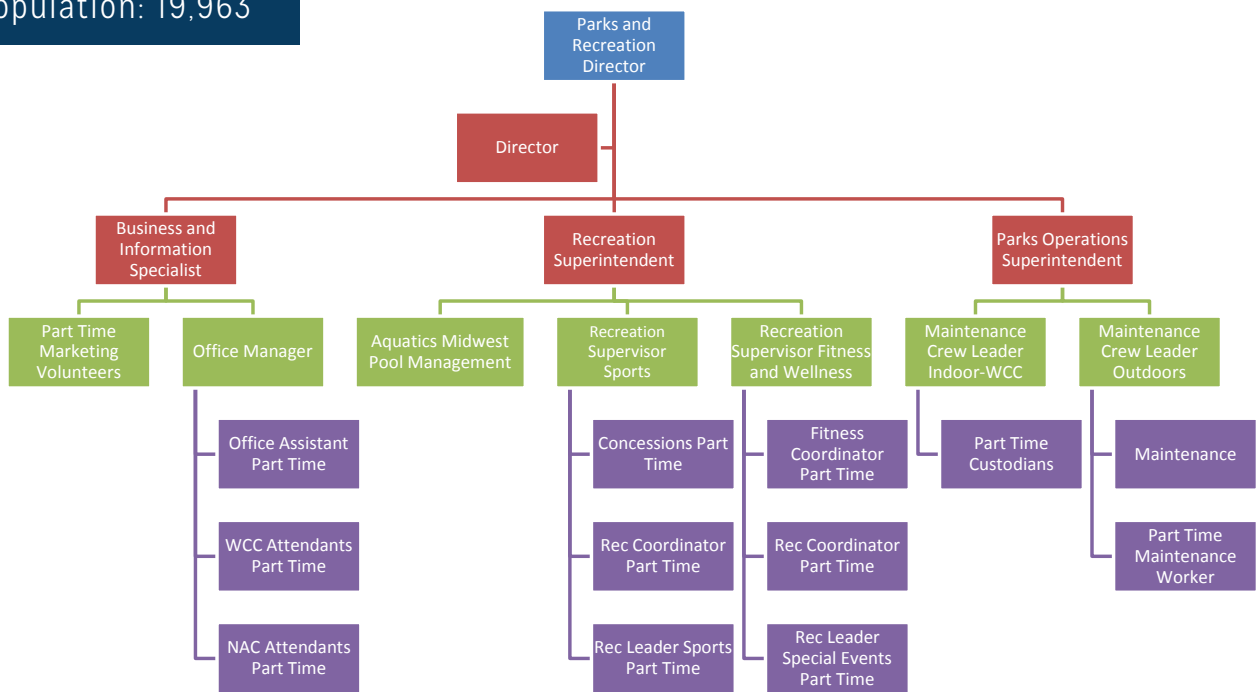
Type: City/Town
 State: ND
 Population: 24,562

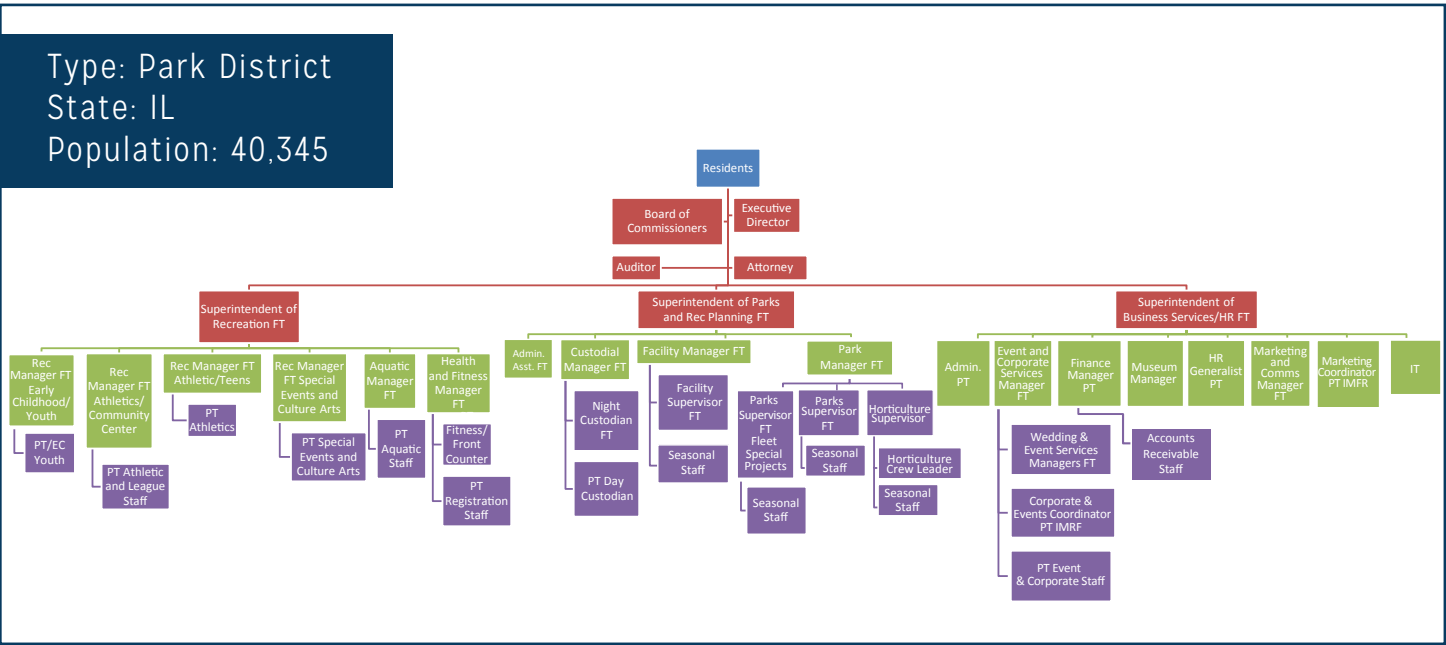
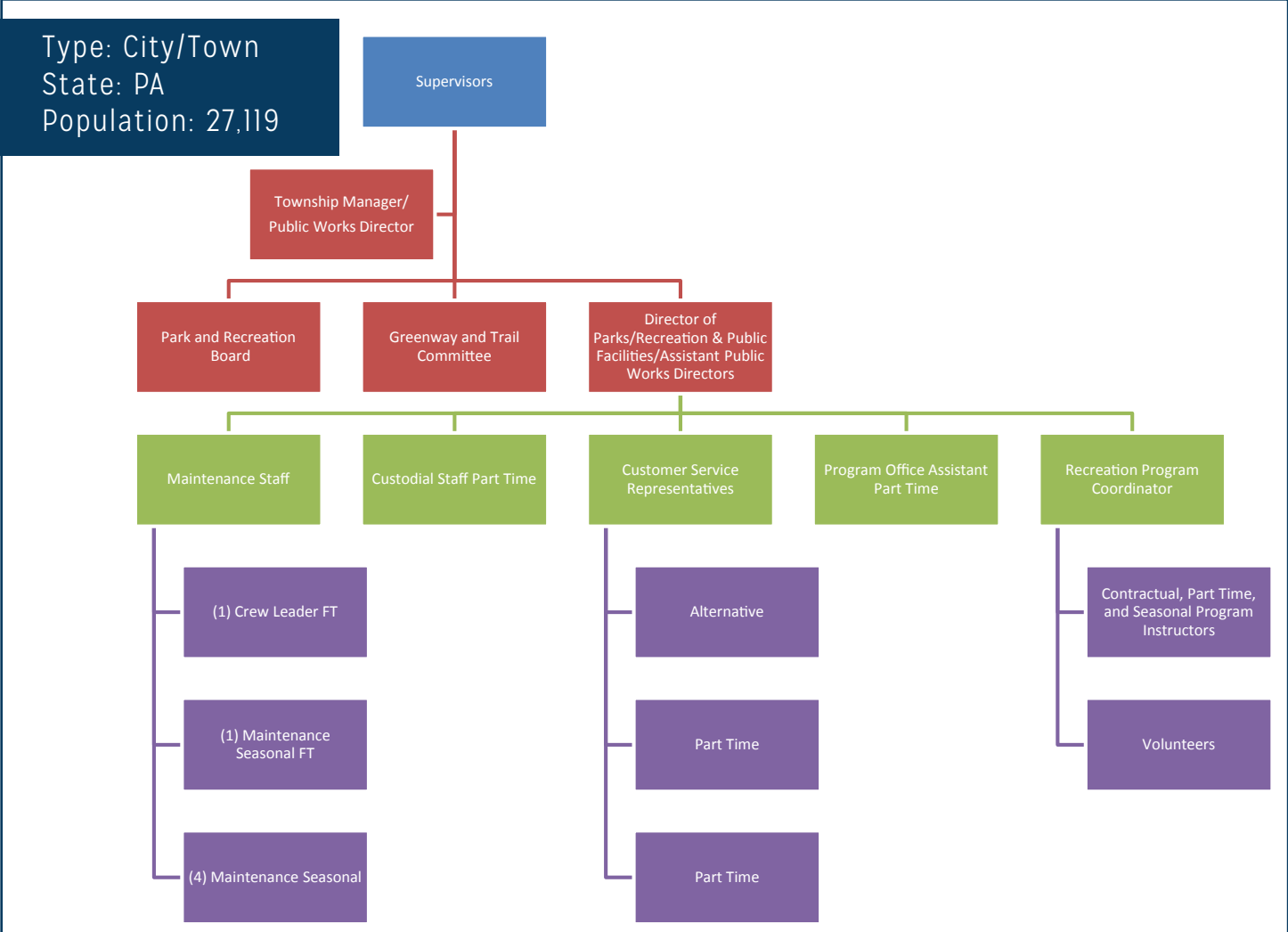


Type: City/Town
 State: NC
 Population: 8,787

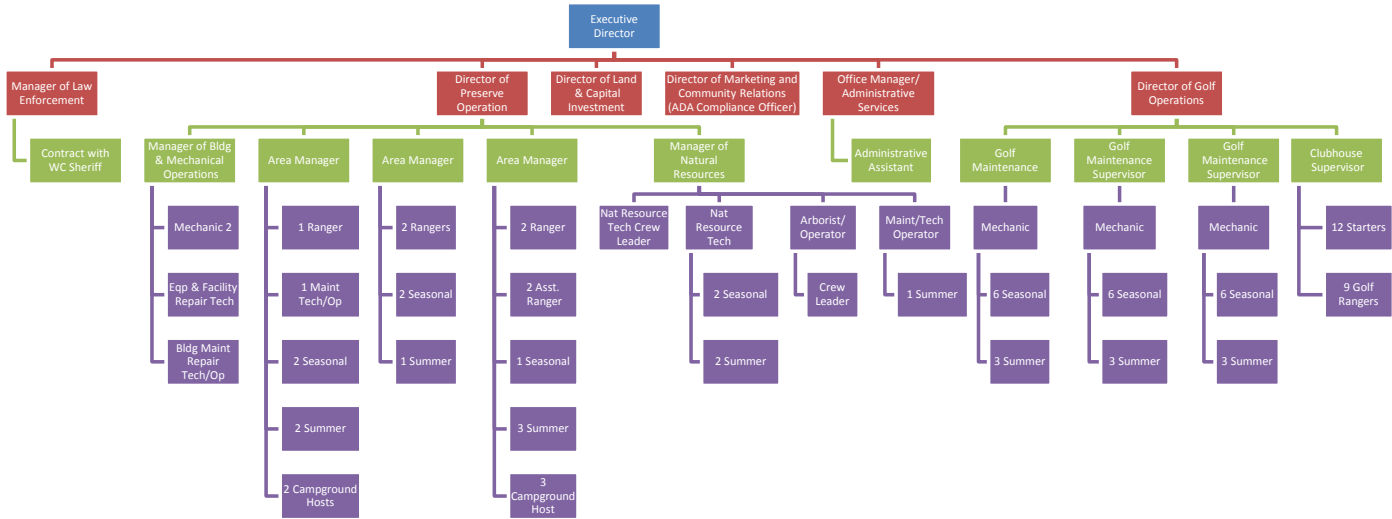


Type: Town
 State: MO
 Population: 19,963

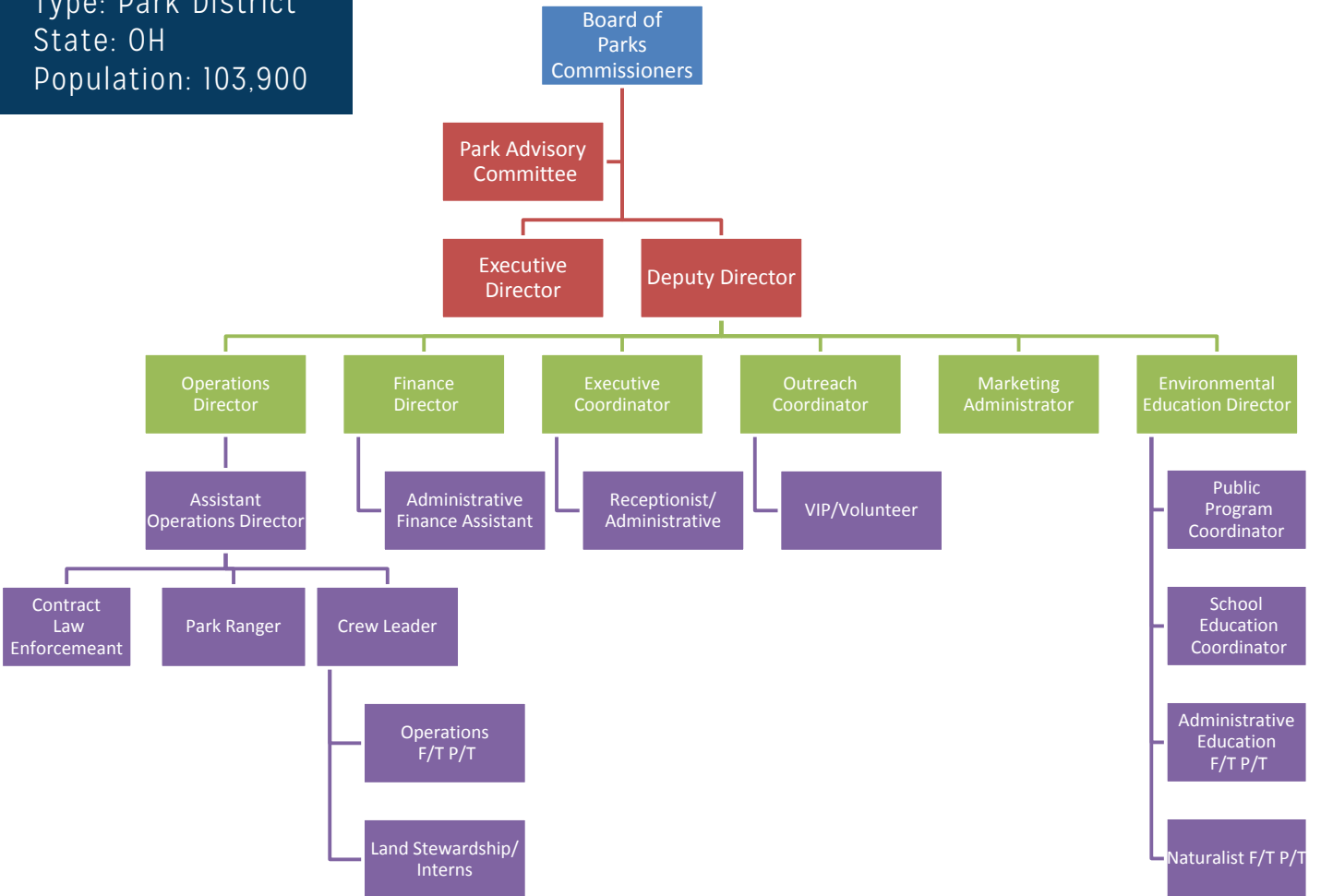




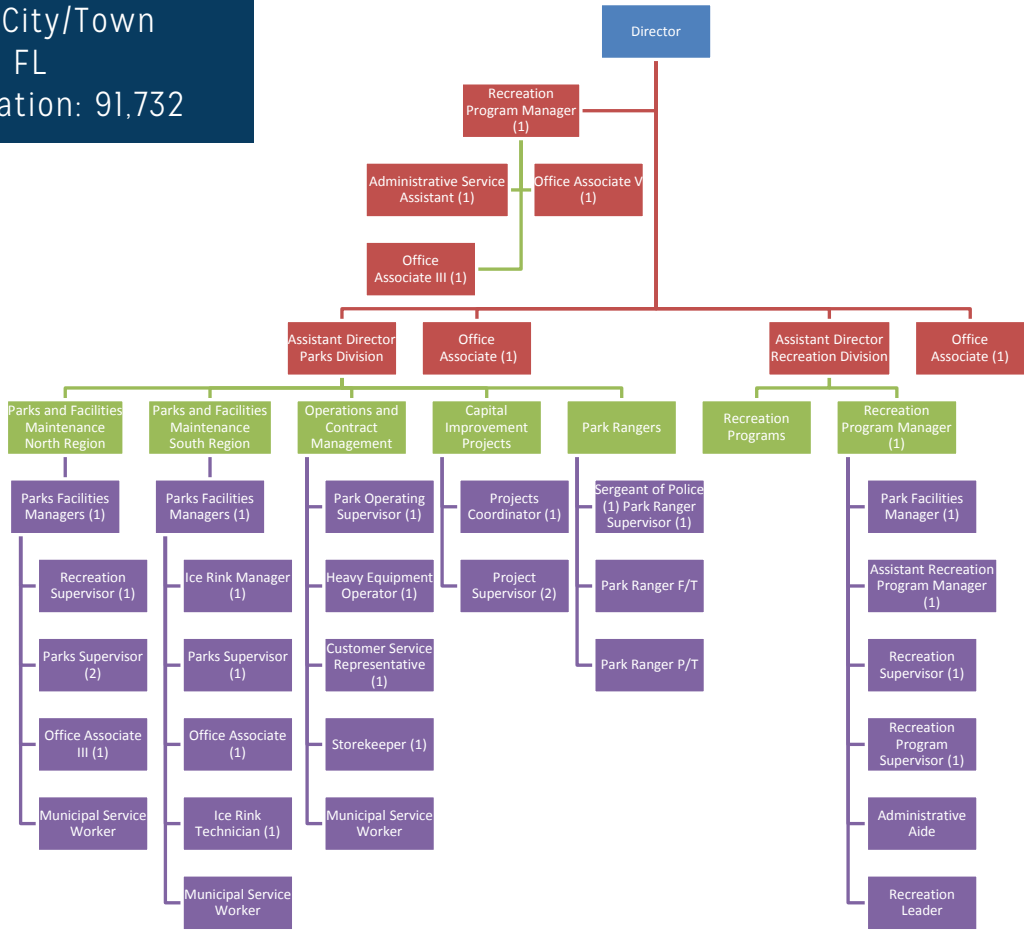
Type: Park District
 State: IL
 Population: 258,512



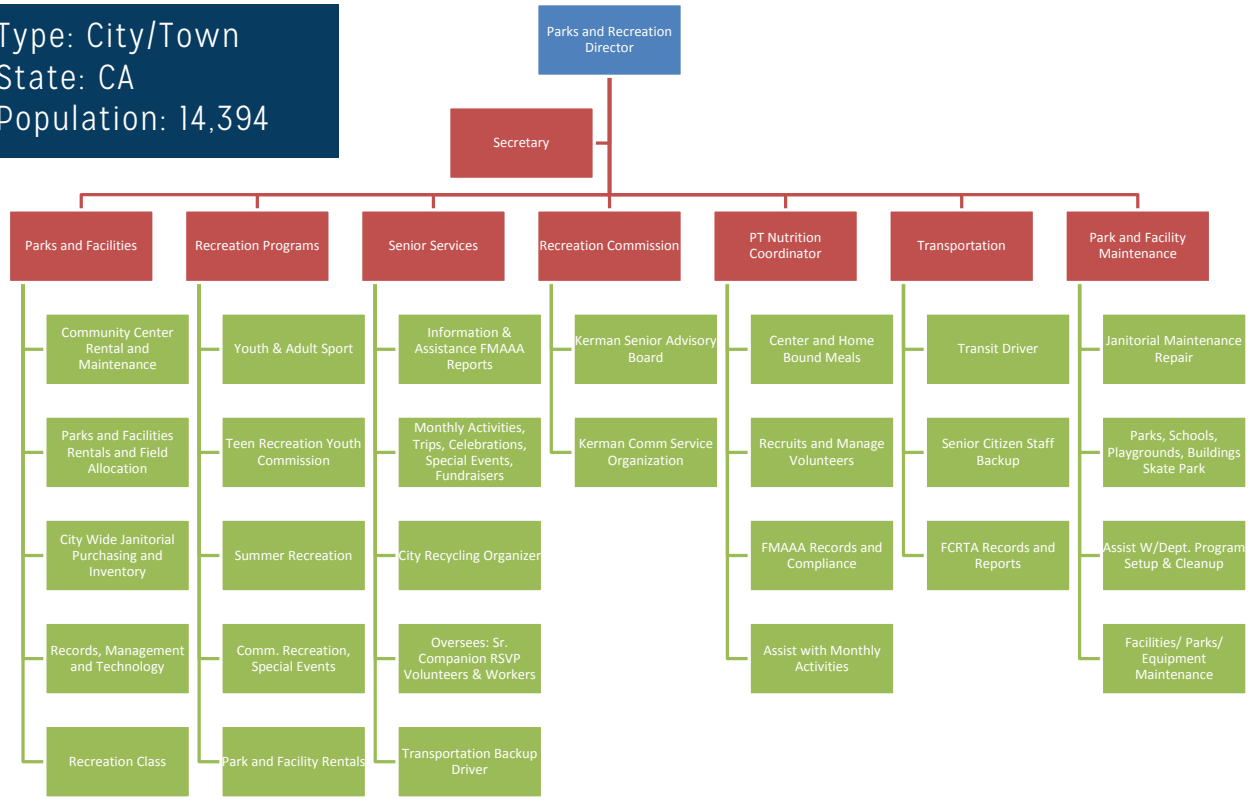
Type: Park District
 State: OH
 Population: 103,900



Type: City/Town
 State: FL
 Population: 91,732



Type: City/Town
 State: CA
 Population: 14,394



CONCLUSION

The success of park and recreation agencies would not be possible without the dedication of the more than 150,000 full-time professionals who serve these agencies. The ability to make a real difference in the lives of members in their communities is what draws many park and recreation professionals to this work. At the same time, competitive compensation packages—including base salaries and benefits—are critical to attracting and retaining the best employees. Armed with information such as the compensation data and sample job descriptions presented in this *2019 NRPA Park and Recreation Salary Survey* report, park and recreation agencies can recruit and retain highly qualified professionals to ensure those agencies best serve their communities.

ABOUT NRPA

The National Recreation and Park Association (NRPA) is a national not-for-profit organization dedicated to advancing parks, recreation and conservation efforts that enhance quality of life for all people. Through its network of 60,000 recreation and park professionals and advocates, NRPA encourages the promotion of healthy and active lifestyles, conservation initiatives and equitable access to parks and public space.

NRPA brings strength to our message by partnering with like-minded organizations including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation and conducts research with two goals. First, NRPA creates data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA generates data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public. The NRPA research team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more at www.nrpa.org/Research



NRPA National Recreation
and Park Association

Because everyone deserves a great park

22377 Belmont Ridge Road,
Ashburn, VA 20148
800.626.NRPA (6772) | nrpa.org