



2006 Budget and Directors' Salary Study

Florida Municipal and County Recreation and Park Agencies

A Cosponsored Project By:

Florida State University
College of Education
Recreation and Leisure Services Administration Program

Florida Department of Environmental Protection
Division of Recreation and Parks
Office of Information and Recreation Services



2006 BUDGET AND DIRECTORS' SALARY STUDY
OF FLORIDA'S MUNICIPAL AND COUNTY
PARKS AND RECREATION DEPARTMENTS

by Dr. Cheryl S. Beeler, Associate Professor
Dr. Joohyun Lee, Assistant Professor
Dr. Julie Dunn, Associate Professor

Florida State University
College of Education
Recreation and Leisure Services Administration Program

Funding and Technical Assistance Provided by:
Florida Department of Environmental Protection
Division of Recreation and Parks
Office of Information and Recreation Services
Tallahassee, Florida

PREFACE

The 2006 Budget and Directors' Salary study was conducted for the purpose of providing comparative data for operating and capital budgets and directors' salaries and selected benefits for local government parks and recreation departments in Florida. This project was accomplished through a successful partnership between Florida State University's Recreation and Leisure Services Administration Program and Florida's Department of Environmental Protection's Division of Recreation and Parks, Office of Information and Recreation Services.

Dr. Cheryl S. Beeler and Dr. Julie Dunn, Associate Professors, and Dr. Joohyun Lee, Assistant Professor in the Recreation and Leisure Services Administration Program at Florida State University worked together to design the survey questionnaire, analyze the data, and author this technical report. Collier Clark, Advisory Services Manager in the Office of Information and Recreation Services, coordinated the funding and provided all of the technical assistance (printing, mailing, follow-up calls) for the project. A survey questionnaire was developed to obtain departmental budget and directors' salary and benefit information of local government parks and recreation agencies in Florida. In Spring 2006, questionnaires were mailed to 225 departments (181 municipalities and 44 counties) in Florida. To qualify for the study, a local government had to employ a full-time (permanent) director in a department of parks and/or recreation. This technical report is based on 138 usable questionnaires for an overall response rate of 61.3%.

This technical report provides the findings from the 2006 Budget and Directors' Salary study in three sections. Section I presents the methodology used in designing and administering the survey. This section also explains the organization of the technical report and presents helpful information to the readers on how to interpret and use the findings. Section II examines the operating and capital budgets of Florida's local government parks and recreation departments. A comparison of funding levels for operating budgets is provided for two fiscal years (FY), 2004-2005 and 2005-2006. A review of capital budgets is provided for one fiscal year, FY 2005-2006. Section III analyzes the FY 2005-2006 annual salaries for department directors, the highest-ranking official of local government parks and/or recreation divisions in Florida. In the discussion, other information about the directors is presented such as their job experience, gender, race/ethnicity, and educational achievements. Section III also provides insight into selected management benefits that are typically awarded by local governments to senior level managers, but not available to other employees.

Hopefully the information provided in this 2006 study will help leaders of local government parks and recreation departments to continue to improve and advance the quality of parks and recreation services for citizens and visitors of Florida.

ACKNOWLEDGEMENTS

We would like to extend our sincere gratitude to the Florida Department of Environmental Protection (DEP), Division of Recreation and Parks, for their vision and leadership in funding the 2006 Study of Budgets and Directors' Salaries of Florida's Municipal and County Parks and Recreation Departments. Since 1982, the Division of Recreation and Parks has funded 13 of these studies, and the findings have proven to be invaluable to park and recreation administrators as well as local government officials in Florida.

First, we would like to personally thank Collier Clark, Advisory Services Manager of the Office of Information and Recreation Services, who is directly responsible for providing the technical assistance on this project. An incredible amount of time is spent in coordinating the printing and mailing of the questionnaires, responding to participant questions about the survey, sending out reminders, and making follow-up telephone calls.

Second, we would like to thank the local government park and recreation professionals who continue to support this study year after year. Because of their interest and willingness to participate in the study, we are able to expand the knowledge and understanding of local government parks and recreation operations in Florida.

Dr. Cheryl S. Beeler, Associate Professor
Dr. Joohyun Lee, Assistant Professor
Dr. Julie Dunn, Associate Professor
Florida State University
July 2006

TABLE OF CONTENTS

Preface	i
Acknowledgments	iii
Table of Contents	v
List of Tables	vii
Section I: Introduction and Methodology	1
Section II: Analysis of Operating and Capital Budgets	4
Section III: Annual Salaries of Department Directors and Other Senior Management Benefits	20
Appendix	29

LIST OF TABLES

Primary Functions of Municipal and County Parks and Recreation Departments

Table 1 Primary and Other General Fund Services Provided by Departments..... 8

Operating and Capital Budgets of Municipal Park and Recreation Departments

Table 2 Population less than 7,000..... 9
Table 3 Population 7,000-10,999..... 10
Table 4 Population 11,000-14,999..... 11
Table 5 Population 15,000-29,999..... 12
Table 6 Population 30,000-49,999..... 13
Table 7 Population 50,000-99,999..... 14
Table 8 Population 100,000 or more..... 15

Operating and Capital Budgets of County Park and Recreation Departments

Table 9 Population less than 100,000..... 16
Table 10 Population 100,000-199,999..... 17
Table 11 Population 200,000-499,999..... 18
Table 12 Population 500,000 or more..... 19

Annual Salaries and Selected Benefits of Department Director for FY 2003-2004

Table 13 Annual Salaries and Experience of Department Directors..... 25
Table 14 Gender, Race, and Education of Department Directors..... 26
Table 15 Types and Amount of Salary Increases for Directors..... 27
Table 16 Type of Vehicle Used by Directors for Business Purposes..... 27
Table 17 Senior Management Benefits of Directors..... 28

Appendix 29

Alternative Revenue Resources

Table 18 Enterprise Projects Managed by Parks and Recreation Departments..... 31

Education of Directors

Table 19 Highest Degree Earned by Directors..... 33
Table 20 Academic Majors of Directors..... 33
Table 21 Academic Institutions Attended by Directors..... 33

Participating Departments

Table 22 List of Departments Participating in Study..... 34

SECTION I: METHODOLOGY

Section I of this report describes the methodology used to design and conduct the 2006 study of budgets and directors' compensation of Florida's municipal and county parks and recreation departments. The design of the 2006 study had two primary objectives: 1) to provide summary and comparative data on local government funding of operating and capital budgets for the provision of parks and recreation services; and 2) to offer summary and comparative data on local government salaries and benefits for the directors of parks and recreation departments. To achieve these objectives, the following research activities were undertaken: questionnaire design; sample selection; survey administration; and statistical application. In this section, Dr. Beeler also explains the organization of this technical report and provides readers with helpful information on how to use the findings.

Questionnaire Design. A four-page questionnaire was designed to gather data related to operating and capital budgets of local government departments providing parks and recreation services and compensation associated with the department director. Questions were developed to address the following information on the operating and capital budgets: (a) the level of funding appropriated for the operating budget in two fiscal years, 2004-2005 and 2005-2006; (b) the level of funding appropriated for the capital budget in fiscal year, 2005-2006; (c) the reasons for major increases (or decreases) in the level of funding between the two fiscal years; and, (d) the type and funding of enterprise funds for recreation and/or parks related projects.

Survey items were also designed to obtain the compensation figures of the department director, the highest ranking official in local government parks and recreation departments. Questions about the director's position included: (a) current annual salary; (b) salary range for the director's position; (c) number of years the current director had been employed in the position; (d) number of years the director had been employed in the department; and (e) the number of years the director had been employed in the professional field of parks, recreation, and/or leisure services. Survey items also addressed the unique benefit programs offered to directors, but not to other employees in the department.

In addition, the survey contained demographic questions associated with the department and the department's director. The questions targeted for the department included: (a) the type of local government structure (municipal, county, or jointly funded by city/county); (b) the primary functions performed by the department (combination of parks and recreation services; recreation services only; or parks services only); (c) other local government services managed by the department; and (d) the number of full-time permanent positions authorized in FY 2005-2006 for parks and recreation departments. Survey items related to the department director included: (a) gender; (b) race/ethnicity; and (c) educational achievement.

Sample Selection. The sample for this study included all municipalities and counties in Florida that employ at full-time, permanent employee in the position of director of parks and recreation departments. Questionnaires were mailed to 225 departments (181 municipalities and 44 counties) during Spring 2006. This report is based on 138 usable questionnaires for an overall response rate of 61.3%. The response rate of county departments was 79.5%; the response rate for municipalities was 56.9%.

Survey Administration. To conduct the study, all 225 departments in the sample received a cover letter explaining the study and a survey questionnaire. Several follow-up procedures were used to encourage departments to participate in the study including sending a follow-up reminder letter, sending a second copy of the questionnaire, and making follow-up telephone calls and sending electronic mail and FAX communications.

Statistical Application. The data from the questionnaires were computerized and analyzed using SPSS, a comprehensive, integrated system for statistical data analysis. For salary and budget comparisons, the median statistic was used rather than the mean. The median is a better measure of central location since it is not influenced by extreme values. The median is actually a point in a set such

that half the figures fall above it and half below it. For example, if five departments report the current salary for the director's position, a median salary is obtained by arranging all of the salary figures for that particular position from the lowest to the highest. If the salary figures are \$55,000, \$62,000, \$66,000, \$76,000, and \$83,000, the median salary (\$66,000) is the figure in which half of the salaries fall above and half of the salaries fall below. In this example, if only the mean salary is reported, the figure would be \$72,400, which is \$6,400 higher than the median. In this example, the mean salary is influenced by the \$83,000 salary figure, which is high compared to the other reported salaries.

Organization of this Technical Report. The findings from the study are provided in Sections II and III of this report. Section II focuses on the findings associated with the annual operating budgets for the past two fiscal years (2005-2006 and 2004-2005) and the capital budget for FY 2005-2006. Section III presents the findings related to directors' salaries for FY 2005-2006 and management benefits awarded to senior level managers.

In Section II of the report, 12 tables are provided to present the data on the operating and capital budgets. For Tables 2-12, departments are classified according to the population of the community they serve as well as by the type of local government structure. Population estimates were obtained from the 2005 Florida Estimates of Population prepared by the Bureau of Economic and Business Research, University of Florida, Gainesville, Florida. The 7 population groupings for municipal departments include: (a) less than 7,000; (b) 7,000-10,999; (c) 11,000-14,999; (d) 15,000-29,999; (e) 30,000-49,999; (f) 50,000-99,999; and, (g) 100,000 or more. The 4 population groupings for county departments include: (a) less than 100,000; (b) 100,000-199,999; (c) 200,000-499,999; and, (d) 500,000 or more. For the type of local government structure, departments are classified either as a division of a municipality or a county. A notation is given at the bottom of the tables to identify those departments that are structured and jointly funded by both a municipality and county government.

Tables 2-12 are organized to summarize and compare the operating budgets for parks and recreation departments for two fiscal years, 2004-2005 and 2005-2006. The tables also provide data for FY 2005-2006 capital budgets. Some departments failed to provide complete budget figures and in the tables, missing data is indicated by the symbol "n/r" (not reported). The symbol "n/a" in a table is provided when a calculation is not possible. For example, if a department does not provide budget figures for both fiscal years, then a calculation for the percent change between the two fiscal years is not possible. In some of the tables there are large differences in the level of funding between the two fiscal years. A discussion is provided in the text to explain the reasons for major increases or decreases in funding when the information was provided by the departments.

In Section III, Tables 13-14 are organized to summarize and compare the annual salary data, as well as other pertinent data (experience, gender, race, and education) of the department directors. As described above for Tables 2-12, the departments are classified according to the population of the community they serve, as well as by the type of local government structure. Table 13 summarizes and compares the median salaries of department directors, the highest-ranking official within local government parks and recreation departments. Salary comparisons are offered for FY 2005-2006; all salary figures are based on a 40 hour workweek (2,080 hours annually). The number of departments providing salary information for each position is listed under the symbol (n) on each table. The salary range listed for each position provides a minimum or entry level salary for the position, as well as the maximum salary that can be earned by the individual occupying the position. Table 13 also shows the years of experience the directors have in the position, in the department, and in the field of parks and recreation.

Although there were 138 useable surveys, not all of the departments provided salary information for the director's position. Also, some departments provided incomplete information such as omitting the person's current salary. In cases where a position was vacant or an interim person was occupying the position, only information on the salary range of the position is provided. Table 14 utilizes the same

format as described above for summarizing the data related to the gender, race, and education of directors of local government parks and recreation departments.

Section III also presents Tables 15-17 associated with the senior management benefits awarded to directors in FY 2005-2006. The findings for these tables were based on all directors of local government parks and recreation departments regardless of population grouping and distinction of city and county.

Research Limitations. The reader should be aware of the following limitations when interpreting the findings. First, although the response rate of 61% is good for survey research, it is unknown how the data from non-participating departments would effect the findings. In addition, some of the departments responding to the study did not provide complete information. The percentages provided in this report are based on the number of departments responding to each item; missing cases are omitted.

Second, in the data analysis, it is not possible to account for all of the factors that may contribute to the large variations in budget and salary figures. For example, some departments may include enterprise funding when reporting the total amount of their operating budget; other departments with enterprise funding may exclude it. Also, some departments may include capital improvement project funding from grants when reporting the total amount of their capital budget while other departments may only include general funding of capital equipment.

Third, only local government parks and recreation departments in Florida were surveyed. The findings in this study should not be generalized to other local government parks and recreation departments in other states, or to private not-for-profit, or private, profit-making organizations providing parks, recreation, and leisure services.

How to Use the Findings. The findings from budget and salary studies like this one are very important to directors of municipal and county parks and recreation departments. Department directors typically participate in budget and compensation surveys for a number of reasons. First, a comparison of operating budgets with changes in funding levels between fiscal years may help directors identify funding trends for local government parks and recreation services in Florida. Funding levels for capital budgets and enterprise funds may also be helpful to directors who are searching for ways to obtain initial or increased funding for particular parks and recreation projects. Directors may use this budget and compensation data for preparing annual budgets and at other times during the year when comparison data is needed.

Second, the information from salary and benefit studies that focus on senior level positions in local government parks and recreation is very important for directors who intend to stay competitive in their jobs. It is no surprise to find that today's directors are actively looking for jobs with competitive compensation. The salary and benefit findings from this study are used by individuals to negotiate employment agreements when seeking director positions in Florida, and for renewing existing employment contracts.

Hopefully, the findings contained in this technical report will enable administrators to make informed decisions that will enhance (and advance) the delivery of parks and recreation services in their local communities.

SECTION II: ANALYSIS OF OPERATING BUDGETS AND CAPITAL BUDGETS,

Section II provides an analysis of operating and capital budgets of local government parks and recreation departments in Florida for two fiscal years, 2004-2005 and 2005-2006. An overall summary of participating parks and recreation departments is presented first, followed by an analysis of municipal departments and then county departments.

Overall Summary of Operating Budgets and Capital Budgets of Local Government Park and Recreation Departments in Florida

The overall summary of findings is based on a 61% response rate of local government parks and recreation departments in Florida, including 103 municipal, 33 county, and 2 jointly funded (municipal and county) departments. The departments in this study had a combined workforce of 10,350 full-time parks and recreation employees. The number of employees per department ranged from a minimum of 1 to a maximum of 698; the median number of employees for departments was 26.

The total amount of funding appropriated for the provision of local government parks and/or recreation services in Florida for FY 2005-2006 was approximately \$923 million. The median operating budget was \$2.78 million. Over the past two fiscal years the level of funding for the operating budgets of local government parks and recreation increased an average of 9%. The increase in funding was primarily targeted for growth including acquisition of new park properties, additional staffing, and increased levels of programs and services. For capital improvements, the total amount funded for FY 2005-2006 was \$757 million. The median capital budget per department was approximately \$1 million.

As shown by Table 1, the primary function of a majority (85%) of the departments was delivery of both parks and recreation services. Approximately 12% of the departments provide recreation services only; 4% offer parks services only. The findings in Table 1 also reveal that many departments in the study were assigned additional responsibility for local government services besides parks and recreation services. Approximately 41% of the departments performed grounds maintenance of other government buildings, and more than 25% of the departments were responsible for beautification of downtown areas, streetscape, right-of-ways, and city-owned cemeteries or mausoleums. Several parks and recreation departments were also assigned responsibility for a variety of unrelated local government services including fleet management, city bus service, fairgrounds, social services, cannery, airport museum, interactive fountains, and urban forestry.

Establishing enterprise funds for operating and maintaining revenue generating facilities and programs is an alternative revenue strategy for local government parks and recreation departments in Florida. Approximately 29% of municipal and county departments have enterprise projects and Table 23 shows a variety of revenue generating facilities and programs that are funded including golf courses, marinas, ports, and yacht basins, tennis centers, museums, gardens, and exposition centers, cemeteries, and a variety of other recreation-related facilities, programs, and services.

Analysis of Operating and Capital Budgets of Municipal Recreation and Parks Departments

The findings associated with the operating and capital budgets provided in this discussion are based on 103 responses of the municipal departments for a 56.9% response rate. The municipal departments discussed in this section represent cities, towns, and villages, and a majority (85%) of the municipal departments provides a combination of parks and recreation services; 15% provide recreation services only. The departments in this study had a combined workforce of 5,622 full-time parks and recreation employees. The number of employees per department ranged from a minimum of 1 to a maximum of 646; the median number of employees for departments was 25.

The total amount of funding appropriated for the provision of municipal parks and/or recreation services in Florida for FY 2005-2006 was approximately \$513 million. The median operating budget was \$2.4 million. Over the past two fiscal years the level of funding for the operating budgets of municipal parks and recreation departments increased an average of 7.9%. For capital improvements, the total amount funded for FY 2005-2006 was approximately \$294 million. The median capital budget per department was \$575,000.

Municipal Departments Serving Communities with Less Than 7,000 Population. Table 2 shows the operating and capital budgets for 6 departments including 4 departments offering parks and recreation services and 2 agencies (Belleair and West Miami) providing recreation services only. The median number of full-time positions for these departments was 7. The median operating budget for FY 2005-2006 was \$387,641. Overall, the operating budgets for these departments had a median increase of 15.8% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was \$21,505. The range in capital funding was from a minimum of \$8,000 to a maximum of \$5.6 million. As shown in Table 2, Surfside had the largest one-year increase in its operating budget (33.3%) with funding earmarked for increased recreation programming.

Municipal Departments Serving Communities with Population 7,000 - 10,999. Table 3 shows the operating and capital budgets for 11 departments including 7 departments offering parks and recreation services, and 4 departments (Lake Park, Lighthouse Point, Miami Shores Village, and Town of Palm Beach) providing recreation services only. The median operating budget for FY 2005-2006 was approximately \$623,000; the median number of FTE positions for these departments was 7. Overall, the operating budgets for these departments had a median increase of 10.2% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was \$99,500. The maximum amount of capital funding was approximately \$5.3 million; the minimum was \$0. As shown in Table 3, Mount Dora had the largest one-year increase in operational funding (47.2%). This department was created in 2004-2005 and increases were related to hiring staff and increased operational costs.

Municipal Departments Serving Communities with Population 11,000 - 14,999. Table 4 displays the operating and capital budgets for 14 departments including 12 departments providing parks and recreation services and 2 departments (Holly Hill and Palm Springs) offering recreation services only. The median operating budget for FY 2005-2006 was approximately \$1.5 million; the median number of FTE positions was 14. Overall, the operating budgets for these departments had a median increase of 9.1% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was \$293,350. The maximum amount of capital funding was approximately \$2.7 million; the minimum is \$0. As shown in Table 4, the operating budget of Oldsmar increased by 66.8% with the additional funding primarily targeted for additional staffing and in-house projects.

Municipal Departments Serving Communities with Population 15,000 - 29,999. Table 5 shows the operating and capital budgets for 24 municipal departments including 21 departments providing parks and recreation services and 3 departments (Cooper City, Stuart, Winter Garden) providing recreation services only. The median operating budget for FY 2005-2006 was approximately \$2.1 million; the median number of employees was 21. Overall, the operating budgets for these departments show a median increase of 4.8% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was \$450,250. The maximum amount of capital funding was approximately \$13 million; the minimum funding was \$0. Leesburg had a 37.1% increase in due to growth, including additions of a marina and athletic fields. The city of Parkland had a 54.9% reduction in its operating budget which resulted from separating Parks Administration and the Recreation Division from Parks Maintenance.

Municipal Departments Serving Communities with Population 30,000 - 49,999. Table 6 summarizes the operating and capital budgets of 21 municipal departments including 18 departments that offer a combination of parks and recreation services and 3 departments (Greenacres, North Miami Beach, and Sanford) providing recreation services only. The median operating budget for FY 2005-2006 for

these departments was approximately \$3 million; the median number of FTE positions was 29. Overall, the operating budgets for these departments show a median increase of 8% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was \$1.2 million. The maximum amount of capital funding was approximately \$27.2 million; the minimum funding was \$33,500. North Port had the largest one-year budget increase (68.2%), with additional funding targeted for expenses associated with improving parks and hiring two full-time employees. Oakland Park also had a 38.9% increase in operating funds which was a result of annexation and expenses for operating additional parks.

Municipal Departments Serving Communities with a Population 50,000 - 99,999. Table 7 summarizes the operating and capital budgets of 16 municipal departments, including 15 agencies providing parks and recreation services and 1 department (Ft. Myers) providing recreation services only. The median annual operating budget for FY 2005-2006 was approximately \$7.3 million; the median number of employees was 87. Overall, the operating budgets for these departments had a median increase of 14.3% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was approximately \$1.3 million. The maximum amount of capital funding was approximately \$40 million; the minimum funding was \$110,000. Palm Coast had the largest 1-year budget increase (32.8%) with new funding targeted for an increase in recreation programs and services.

Municipal Departments Serving Communities with 100,000 or more Population. Table 8 shows the operating and capital budgets of 11 municipal departments providing both parks and recreation services. The median annual operating budget for FY 2005-2006 was approximately \$15.9 million; the median number of employees was 143. Overall, the operating budgets for these departments had a median increase of 5.3% between FYs 2004-2005 and 2005-2006. The median capital budget for FY 2005-2006 was approximately \$4.6 million. The maximum amount of capital funding was approximately \$13.6 million; the minimum funding was \$278,810. Port St. Lucie had the largest 1-year budget increase (20.6%) as a result of population growth which created demand for new parks and increases in programs and services.

Analysis of Operating and Capital Budgets of County Recreation and Parks Departments

The findings associated with the operating and capital budgets provided in this discussion are based on 33 county departments and 2 jointly funded (city and county) departments for a 79.5% response rate. Approximately 83% of these departments provide both parks and recreation services, 14% provide parks services only, and 3% provide recreation services only. The county departments in this study had a combined workforce of 4,728 full-time parks and recreation employees. The number of employees per department ranged from a minimum of 2 to a maximum of 698; the median number of employees for departments was 55.

The total amount of funding appropriated for the provision of municipal parks and/or recreation services in Florida for FY 2005-2006 was approximately \$410 million. The median operating budget was \$4.4 million. Over the past two fiscal years the level of funding for the operating budgets of municipal parks and recreation departments increased an average of 10.2%. For capital improvements, the total amount funded for FY 2005-2006 was approximately \$463 million. The median capital budget per department was \$2.2 million.

County Departments Serving Communities with Less than 100,000 Population. Table 9 summarizes the operating and capital budgets for 8 departments, including 7 providing parks and recreation services and 1 department (Nassau County) offering park services only. This grouping also includes 2 departments (Lake City/Columbia and Live Oak/Suwannee) that are jointly funded and operated by a municipality and county government. The median operating budget for FY2005-2006 for departments was approximately \$1 million; the median number of employees was 9. Overall, the

operating budgets for these departments increased by a median of 12.3% between FY2004-2005 and FY2005-2006. The median capital budget for FY2005-2006 was \$310,000. The maximum amount of capital funding was approximately \$600,000; the minimum funding was \$0. Putnam County budget increased by 33.3% this fiscal year with gains attributed to new facilities and more participants.

County Departments Serving Communities with Population 100,000 - 199,999. Table 10 summarizes the operating and capital budgets for 7 departments, including 6 agencies providing parks and recreation services, and 1 department (Indian River County) offering recreation services only. The median operating budget for FY 2005-2006 was approximately \$3.4 million; the median number of employees is 39. Overall, the operating budgets for these departments had a median increase of 10.9% between FY2004-2005 and FY2005-2006. The median capital budget for FY 2005-2006 is approximately \$3.9 million. The maximum amount of capital funding was approximately \$30.6 million; the minimum funding was approximately \$310,000. Citrus County had the largest one-year budget increase (163.8%) which was attributed to a re-organization into a division. Also, Clay County's budget increase of 49% was a result of the county's decision to assign responsibilities to the parks and recreation department for operating and maintaining the county's fairground and acquiring two new park properties.

County Departments Serving Communities with Population 200,000 - 499,999. Table 11 summarizes the operating and capital budgets for 12 departments, including 8 which were providing both parks and recreation services, and 4 departments (Alachua, Lake, Leon, and Marion) offering parks services only. The median operating budget for FY 2005-2006 for the departments was approximately \$6.6 million; the median number of employees was 78. The median capital budget for FY 2005-2006 is approximately \$2 million. The maximum amount of capital funding was approximately \$22.7 million; the minimum level of funding was \$0. Overall, the operating budgets for these departments had a median increase of 7.9% between FY 2004-2005 and 2005-2006. Marion County had the largest one-year budget increase (57.8%), with the additional funding targeted for an increase in the County's contribution to employee insurance premiums, addition of 5 new positions, and an increase in employee salaries due to annual merit pay adjustments.

County Departments Serving Communities with Population of 500,000 or More. Table 12 summarizes the operating and capital budgets for 8 departments providing parks and recreation services. The median operating budget for FY 2005-2006 is \$33.5 million; the median number of employees was 318. The median capital budget for FY 2005-2006 was approximately \$16.2 million. The maximum amount of capital funding was approximately \$207 million; the minimum funding was \$8.7 million. Overall, the operating budgets for these departments had a median increase of 8.7% between FYs 2004-2005 and 2005-2006. Brevard County had the largest budget increase of 22.8% which resulted from the funding of completed referendum projects.

Table 1

Primary and Other General Fund Services Provided by Parks and Recreation Departments

Primary Functions	Number	Percent
Combination of recreation and parks	117	84.8%
Recreation services only	16	11.6%
Parks services only	5	3.6%
Total	138	100.0%

Other General Fund Services Provided by Recreation and Parks Departments (n=138)	Number	Percent
Grounds maintenance for other general fund facilities	57	41.3%
Downtown beautification	40	29.0%
Cemetery	34	24.6%
Street scape	36	26.1%
Right-of-ways	34	24.6%
Marina/port	21	15.2%
Library	20	14.5%

*Prepared by: Dr. Cheryl Beeler
Florida State University*

Table 2
Operating and Capital Budgets for Municipal Parks and/or Recreation Departments
FY 2005-2006
Population: Less than 7,000

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget FY 2005-2006
			FY 2005-2006	FY 2004-2005	% change	
Belleair ^b	4,138	3	\$ 250,200	\$ 202,700	23.4%	\$ 2,322,300
Clewiston	6,639	9	483,156	468,025	3.2%	8,000
Fort Meade	5,833	11	711,644	657,706	8.2%	11,010
Marianna	6,489	4	280,000	262,000	6.9%	10,000
Surfside	5,614	12	1,200,000	900,000	33.3%	410,000
West Miami ^b	5,844	1	292,126	235,467	24.1%	5,600,000
Count	6	6	6	6	6	6
Minimum	4,138	1	\$ 250,200	\$ 202,700	3.2%	\$ 8,000
Maximum	6,639	12	\$ 1,200,000	\$ 900,000	33.3%	\$ 5,600,000
Median	5,839	7	\$ 387,641	\$ 365,013	15.8%	\$ 210,505

^aCombined city and county
department

^bRecreation Services
only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Prepared by: Dr. Cheryl Beeler
Florida State University

Table 3
Operating and Capital Budgets for Municipal Parks and/or Recreation Departments
FY 2005-2006
Population: 7,000 - 10,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Alachua	7,402	7	\$ 557,532	\$ 477,272	16.8%	\$118,000
Cape Canaveral	10,034	2	72,236	57,479	25.7%	205,072
Indian Harbor Beach	8,672	3	472,376	437,188	8.0%	99,500
Lake Park ^b	9,113	2	301,000	260,000	15.8%	30,000
Lighthouse Point ^b	10,833	4	623,185	570,845	9.2%	25,000
Miami Shores Village ^b	10,486	13	1,745,209	1,583,711	10.2%	75,000
Mount Dora	10,899	23	2,602,801	1,767,695	47.2%	2,910,000
South Miami	10,578	15	1,407,444	1,255,447	12.1%	30,695
St. Petersburg Beach	10,032	20	1,858,316	1,714,225	8.4%	5,324,000
Town of Palm Beach ^b	9,735	19	3,757,000	3,677,000	2.2%	1,819,000
Treasure Island	7,514	6	219,160	236,800	-7.4%	-
Count	11	11	11	11	11	11
Minimum	7,402	2	\$ 72,236	\$ 57,479	-7.4%	\$ -
Maximum	10,899	23	\$ 3,757,000	\$ 3,677,000	47.2%	\$ 5,324,000
Median	10,032	7	\$ 623,185	\$ 570,845	10.2%	\$ 99,500

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Table 4
Operating and Capital Budgets for Municipal Parks and/or Recreation Departments
FY 2005-2006
Population: 11,000 - 14,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Auburndale	11,975	22	\$ 1,542,593	\$ 1,413,861	9.1%	\$ 520,954
Destin	12,071	13	800,000	750,000	6.7%	300,000
Doral	13,955	11	1,752,037	1,515,451	15.6%	2,000,000
Fernandina Beach	11,621	21	2,000,000	1,800,000	11.1%	2,755,000
Gulfport	12,899	29	3,326,032	3,066,930	8.4%	903,500
Holly Hill ^b	12,620	4	447,100	460,900	-3.0%	-
Key Biscayne	11,425	7	2,468,162	2,100,000	17.5%	5,000
Miami Springs	13,824	6	1,112,550	1,052,976	5.7%	70,500
Oldsmar	13,848	26	1,917,000	1,149,000	66.8%	730,000
Palm Springs ^b	13,850	6	800,000	750,000	6.7%	150,000
Palmetto	13,272	18	<i>n/r</i>	<i>n/r</i>	<i>n/a</i>	<i>n/r</i>
Satellite Beach	11,205	3	783,518	714,191	9.7%	1,600
Wilton Manors	12,439	26	2,482,722	2,194,767	13.1%	<i>n/r</i>
Zephyrhills	12,033	15	749,835	688,018	9.0%	286,700
Count	14	14	13	13	13	12
Minimum	11,205	3	\$ 447,100	\$ 460,900	-3.0%	\$ -
Maximum	13,955	29	\$ 3,326,032	\$ 3,066,930	66.8%	\$ 2,755,000
Median	12,530	14	\$ 1,542,593	\$ 1,149,000	9.1%	\$ 293,350

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

TABLE 5
Operating and Capital Budgets for Municipal Parks and/or Recreation Departments
FY 2005-2006
Population: 15,000 - 29,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Aventura	28,500	11	\$ 4,634,766	\$ 4,366,454	6.1%	\$ 2,086,050
Casselberry	24,899	16	641,252	609,350	5.2%	450,500
Cooper City ^b	29,369	11	1,441,640	1,476,587	-2.4%	49,400
Crestview	18,389	9	651,583	<i>n/r</i>	<i>n/a</i>	<i>n/r</i>
DeBary	18,222	8	875,650	645,455	35.7%	1,720,000
Deland	25,055	36	2,171,200	2,097,367	3.5%	732,010
Haines City	15,905	24	475,300	442,037	7.5%	155,400
Jacksonville Beach	21,531	28	5,497,063	5,339,781	2.9%	217,500
Leesburg	17,467	46	4,800,000	3,500,000	37.1%	1,573,716
Miami Lakes	24,741	3	1,500,000	1,200,000	25.0%	1,500,000
Naples	22,490	69	7,341,611	7,310,757	0.4%	4,830,774
New Port Richey	16,397	18	905,770	936,519	-3.3%	516,490
New Smyrna Beach	22,025	37	3,268,957	3,331,058	-1.9%	272,000
Palmetto Bay	24,795	4	<i>n/r</i>	1,300,000	<i>n/a</i>	<i>n/r</i>
Parkland	20,073	5	1,254,194	2,778,328	-54.9%	6,524,000
Safety Harbor	17,892	25	2,192,589	1,900,350	15.4%	940,000
Sebastian	20,048	15	946,269	1,065,242	-11.2%	450,000
St. Cloud	24,700	44	3,600,000	3,500,000	2.9%	13,000,000
Stuart ^b	16,504	10	1,300,000	1,157,000	12.4%	112,000
Temple Terrace	22,020	36	3,124,024	2,961,482	5.5%	27,000
Vero Beach	17,895	25	3,598,976	3,543,209	1.6%	375,000
Winter Garden ^b	24,610	8	910,713	763,923	19.2%	138,650
Winter Haven	28,724	91	5,977,762	5,722,965	4.5%	397,068
Winter Park	27,868	127	4,620,262	4,285,134	7.8%	-
Count	24	24	23	23	22	22
Minimum	15,905	3	\$ 475,300	\$ 442,037	-54.9%	\$ -
Maximum	29,369	127	\$ 7,341,611	\$ 7,310,757	37.1%	\$ 13,000,000
Median	22,023	21	\$ 2,171,200	\$ 2,097,367	4.8%	\$ 450,250

^aCombined city and county department

^bRecreation Services only

^c Park Services only

n/r = Not reported

n/a = Not applicable

Prepared by: Dr. Cheryl Beeler
Florida State University

TABLE 6
Operating and Capital Budgets for Municipal Parks and/or Recreation Departments
FY 2005-2006
Population: 30,000 - 49,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Altamonte Springs	42,616	90	\$ 4,692,850	\$ 4,471,310	5.0%	\$ 1,851,000
Apopka	34,801	17	1,532,500	1,472,600	4.1%	97,600
Coral Gables	44,561	36	6,000,000	6,000,000	0.0%	5,000,000
Doral	30,331	6	1,300,000	1,200,000	8.3%	27,256,607
Dunedin	37,426	64	6,466,669	6,143,335	5.3%	9,692,208
Greenacres City ^b	31,270	17	1,307,687	1,249,298	4.7%	<i>n/r</i>
Hallandale Beach	35,716	20	2,426,912	2,259,201	7.4%	33,500
Homestead	38,396	19	4,444,148	3,254,951	36.5%	2,620,000
Jupiter	48,269	38	3,661,770	3,275,660	11.8%	1,500,000
Lauderdale Lakes	32,166	24	2,160,933	1,915,147	12.8%	2,800,631
North Lauderdale	40,925	40	1,540,000	1,370,000	12.4%	562,098
North Miami Beach ^b	41,131	42	5,001,894	4,559,819	9.7%	<i>n/r</i>
North Port	41,000	4	896,478	533,044	68.2%	1,065,000
Oakland Park	31,803	52	4,559,315	3,283,562	38.9%	2,000,000
Ocala	49,439	65	4,873,812	4,808,798	1.4%	293,001
Ocoee	30,597	26	<i>n/r</i>	2,069,000	<i>n/a</i>	160,550
Oviedo	30,800	38	3,470,554	3,149,667	10.2%	3,281,678
Panama City	37,238	29	1,608,815	1,549,294	3.8%	417,078
Plant City	32,408	50	4,280,200	3,961,500	8.0%	565,000
Sanford ^b	49,252	17	1,600,000	<i>n/r</i>	<i>n/a</i>	<i>n/r</i>
Winter Springs	33,321	22	936,359	902,179	3.8%	1,058,000
Count	21	21	20	20	19	18
Minimum	30,331	4	\$ 896,478	\$ 533,044	0.0%	\$ 33,500
Maximum	49,439	90	\$ 6,466,669	\$ 6,143,335	68.2%	\$ 27,256,607
Median	37,238	29	\$ 2,948,733	\$ 2,704,434	8.0%	\$ 1,282,500

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Prepared by: Dr. Cheryl Beeler
Florida State University

TABLE 7
Operating and Capital Budgets for Municipal Parks and Recreation Departments
FY 2005-2006
Population: 50,000 - 99,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Boca Raton	85,311	375	\$ 35,211,100	\$ 33,501,500	5.1%	\$ 20,146,300
Boynton Beach	65,601	61	4,075,672	3,942,153	3.4%	11,047,900
Deerfield Beach	75,160	68	6,384,409	5,709,153	11.8%	16,450,000
Delray Beach	63,888	112	10,507,480	10,779,265	-2.5%	110,000
Ft. Myers ^b	61,412	25	2,149,500	1,780,000	20.8%	2,670,000
Lakeland	90,851	168	10,900,000	9,300,000	17.2%	2,100,000
Largo	74,859	92	10,103,000	8,368,000	20.7%	400,000
Melbourne	75,060	87	6,600,000	5,500,000	20.0%	585,000
Miami Beach	93,535	195	24,781,348	21,643,318	14.5%	40,000,000
Palm Bay	91,888	47	4,950,740	4,162,974	18.9%	16,462,500
Palm Coast	58,216	17	2,260,984	1,702,164	32.8%	5,153,185
Pensacola	54,827	99	7,992,700	7,034,035	13.6%	272,500
Plantation	85,157	104	10,038,750	8,873,250	13.1%	232,550
Sunrise	89,736	87	10,598,760	9,959,981	6.4%	217,250
Tamarac	58,711	52	4,722,500	4,138,100	14.1%	269,000
Count	16	16	16	16	16	16
Minimum	54,827	17	\$ 2,149,500	\$ 1,702,164	-2.5%	\$ 110,000
Maximum	93,535	375	\$ 35,211,100	\$ 33,501,500	32.8%	\$ 40,000,000
Median	75,110	87	\$ 7,296,350	\$ 6,371,594	14.3%	\$ 1,342,500

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Prepared by: Dr. Cheryl Beeler
Florida State University

TABLE 8
Operating and Capital Budgets for Municipal Parks and Recreation Departments
FY 2005-2006
Population: 100,000 or more

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Cape Coral	140,195	143	\$ 15,898,613	\$ 14,066,287	13.0%	\$ 13,563,604
Clearwater	110,831	300	20,088,080	18,188,010	10.4%	3,101,000
Fort Lauderdale	171,344	230	25,744,109	25,041,070	2.8%	6,504,801
Hollywood	143,025	41	6,195,701	5,835,434	6.2%	<i>n/r</i>
Pembroke Pines	151,045	141	17,302,413	16,398,519	5.5%	278,810
Pompano Beach	101,712	88	10,000,000	9,500,000	5.3%	7,000,000
Port St. Lucie	129,135	91	7,600,000	6,300,000	20.6%	3,802,890
St. Petersburg	253,902	251	27,460,000	27,168,000	1.1%	5,469,000
Tallahassee	174,781	154	15,515,022	14,915,005	4.0%	2,623,000
Tampa	326,519	646	39,090,855	37,291,214	4.8%	2,120,000
West Palm Beach	101,111	129	10,694,348	10,402,633	2.8%	8,268,080
Count	11	11	11	11	11	10
Minimum	101,111	41	\$ 6,195,701	\$ 5,835,434	1.1%	\$ 278,810
Maximum	326,519	646	\$ 39,090,855	\$ 37,291,214	20.6%	\$ 13,563,604
Median	143,025	143	\$ 15,898,613	\$ 14,915,005	5.3%	\$ 4,635,945

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Table 9
Operating and Capital Budgets for County Parks and/or Recreation Departments
FY 2005-2006
Population: Less than 100,000

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget FY 2005-2006
			FY 2005-2006	FY 2004-2005	% change	
Flagler	78,617	24	\$ 1,688,800	\$ 1,466,628	15.1%	\$ 310,000
Gadsden	47,313	2	108,000	115,000	-6.1%	-
Hamilton	14,315	2	118,676	123,789	-4.1%	-
Highlands	93,456	20	1,100,947	885,614	24.3%	<i>n/r</i>
Lake City/Columbia ^a	61,466	22	1,700,000	1,400,000	21.4%	600,000
Live Oak/Suwannee ^a	38,174	8	750,932	765,069	-1.8%	-
Nassau ^c	65,759	5	1,575,964	1,440,878	9.4%	402,879
Putnam	73,764	10	913,163	685,229	33.3%	345,000
Count	8	8	8	8	8	7
Minimum	14,315	2	\$ 108,000	\$ 115,000	-6.1%	\$ -
Maximum	93,456	24	\$ 1,700,000	\$ 1,466,628	33.3%	\$ 600,000
Median	63,613	9	\$ 1,007,055	\$ 825,342	12.3%	\$ 310,000

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Table 10
Operating and Capital Budgets for County Parks and/or Recreation Departments
FY 2005-2006
Population: 100,000 - 199,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Bay	161,721	21	\$ 1,423,000	\$ 1,350,000	5.4%	\$ 310,000
Charlotte	154,030	121	13,429,934	12,110,866	10.9%	30,693,000
Citrus	132,635	39	2,778,867	1,053,200	163.8%	10,274,124
Clay	169,623	25	1,990,224	1,335,642	49.0%	841,703
Hernando	150,784	96	7,496,554	6,563,867	14.2%	3,934,082
Indian River ^b	130,043	35	3,458,573	3,477,887	-0.6%	2,300,000
Martin	141,059	58	7,000,000	7,000,000	0.0%	4,500,000
Count	7	7	7	7	7	7
Minimum	130,043	21	\$ 1,423,000	\$ 1,053,200	-0.6%	\$ 310,000
Maximum	169,623	121	\$ 13,429,934	\$ 12,110,866	163.8%	\$ 30,693,000
Median	150,784	39	\$ 3,458,573	\$ 3,477,887	10.9%	\$ 3,934,082

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Table 11
Operating and Capital Budgets for County Parks and Recreation Departments
FY 2005-2006
Population: 200,000 - 499,999

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Alachua ^c	240,764	14	\$ 1,692,334	\$ 1,342,255	26.1%	n/r
Collier	317,788	195	22,000,000	19,500,000	12.8%	\$ 22,750,800
Escambia	303,623	27	2,251,395	2,144,863	5.0%	2,100,000
Lake ^c	263,017	12	992,000	890,000	11.5%	-
Leon ^c	271,111	24	1,193,734	1,104,110	8.1%	1,850,881
Manatee	304,364	172	11,581,550	10,892,178	6.3%	2,005,425
Marion ^c	304,926	30	3,116,168	1,975,208	57.8%	10,404,311
Pasco	406,898	160	8,684,478	8,285,773	4.8%	17,317,171
Sarasota	367,867	220	17,274,646	16,039,066	7.7%	n/r
Seminole	411,744	55	4,459,779	4,505,287	-1.0%	1,070,000
St. Lucie	240,039	153	9,138,109	7,806,954	17.1%	1,049,271
Volusia	494,649	101	13,404,179	13,141,179	2.0%	2,670,500
Count	12	12	12	12	12	10
Minimum	240,039	12	\$ 992,000	\$ 890,000	-1.0%	\$ -
Maximum	494,649	220	\$ 22,000,000	\$ 19,500,000	57.8%	\$ 22,750,800
Median	304,645	78	\$ 6,572,129	\$ 6,156,121	7.9%	\$ 2,052,713

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Table 12
Operating and Capital Budgets for County Parks and Recreation Departments
FY 2005-2006

Population: 500,000 or more

Parks and/or Recreation Depts.	Population	No. of Employees	Operating Budget			Capital Budget
			FY 2005-2006	FY 2004-2005	% change	FY 2005-2006
Brevard	531,970	360	\$ 40,082,175	\$ 32,631,582	22.8%	\$ 85,186,704
Broward	1,740,987	635	40,325,360	38,866,826	3.8%	207,024,990
Hillsborough	1,131,546	518	48,184,007	43,869,066	9.8%	<i>n/r</i>
Lee	549,442	251	27,000,000	25,000,000	8.0%	18,000,000
Orange	1,043,437	276	26,800,000	24,300,000	10.3%	14,400,000
Palm Beach	1,265,900	698	59,199,646	54,334,655	9.0%	<i>n/r</i>
Pinellas	947,744	266	21,779,650	20,884,590	4.3%	14,078,980
Polk	541,840	73	5,517,564	5,090,451	8.4%	8,706,267
Count	8	8	8	8	8	6
Minimum	531,970	73	\$ 5,517,564	\$ 5,090,451	0.0%	\$ 8,706,267
Maximum	1,740,987	698	\$ 59,199,646	\$ 54,334,655	22.8%	\$ 207,024,990
Median	995,591	318	\$ 33,541,088	\$ 28,815,791	8.7%	\$ 16,200,000

^aCombined city and county department

^bRecreation Services only

^cPark Services only

n/r = Not reported

n/a = Not applicable

Prepared by: Dr. Cheryl Beeler
Florida State University

SECTION III: FINDINGS OF THE ANNUAL SALARIES AND SELECTED BENEFITS OF DIRECTORS OF MUNICIPAL AND COUNTY PARKS AND RECREATION DEPARTMENTS

Section III provides a summary of the findings from the 2006 salary and selected benefits survey of directors, the highest-ranking official of local government parks and recreation departments in Florida. The findings in Section III are divided into four main headings: 1) overall summary of the findings associated with directors' annual salaries; 2) analysis of annual salaries of directors of municipal departments; 2) analysis of annual salaries of directors of county departments; and, 4) analysis of select senior management benefits awarded to directors. In addition, it should be noted that in the Appendix, Tables 19, 20, and 21 provide supplemental data related to the education of the directors including, the highest degree earned, the name of the academic institutions attended, and the academic majors chosen for the college degrees.

Overall Summary of Annual Salary, Experience, Gender, Race, and Education of Directors of Park and/or Recreation Departments

The salary findings for FY 2005-2006 presented in Section III are based on a response rate of 60.4% of local government parks and/or recreation departments in Florida. As shown in Table 13, overall the median salary for local government parks and/or recreation directors in Florida is \$80,334. The salary range for the director's position begins at \$20,000 and maxes out at \$165,369. With regard to job experience, the directors of local government parks and recreation departments in Florida have a median of 6 years of experience in their current position, 11 years in the department, and 25 years of career experience in the parks and recreation field. Although the data is not shown by a table, the highest paid director in Florida earns \$143,700, has 12 years of experience in the director's position and 39 years of career experience in parks and recreation.

Table 14 reveals that a majority of the directors of local government parks and recreation departments in Florida are Caucasian (94%) and male (77%). With regard to the educational achievements of the directors, 84% have earned a 4-year college degree, 28% have an earned master's degree, and 40% have at least one college degree with a major in the academic area of parks, recreation, and leisure studies.

Analysis of Annual Salaries, Experience, Gender, Race, and Education of Directors of Municipal Parks and Recreation Departments

The findings associated with the directors' salaries and benefits provided in this discussion are based on 102 responses of municipal departments for a 56.4% response rate. As shown in Table 13, overall the median salary for municipal parks and/or recreation directors in Florida is \$80,407. The salary range for the director's position begins at \$32,676 and maxes out at \$144,476. With regard to job experience, the directors of municipal parks and recreation departments in Florida have a median of 7 years of experience in their current position, 11 years in the department, and 25 years of career experience in the parks and recreation field. Although the data is not shown by a table, the highest paid director in Florida earns \$142,298 and has 7 years of experience in the director's position and 29 years of career experience in parks and recreation.

Municipal Departments Serving Communities with 100,000 Population or More. As shown in Table 13, the median salary for the 12 directors of municipal departments offering parks and/or recreation services in communities with a population of 100,000 or more, is \$106,449. With regard to the amount of job experience, the directors have a median of 3 years of experience in the position, 7 years in the department, and 22 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns \$142,298 and has 29 years of experience in the field of parks and recreation. The lowest paid director earns approximately \$90,000 and has 1 year of experience

in the position and 4 years of experience in the field of parks and recreation. The data in Table 14 show that 60% of the directors of departments in this population category are male and 100% are Caucasian. With regard to educational achievements, all of the directors have earned a 4-year college degree, 60% have an earned master's degree, and 70% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with Population 50,000 - 99,999. As shown in Table 13, the median salary for the 16 directors of municipal departments offering parks and/or recreation services in communities with a population between 50,000 and 99,999, is \$92,550. Overall, the directors of departments in this population grouping have a median of 6 years of experience in the position, 14 years in the department, and 30 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns approximately \$137,750, has served in the director's position and in the department for 13 years and has 31 years of experience in the field of parks and recreation. The lowest paid director earns approximately \$66,830, has been employed in the director's position for 4 years and has 15 years of experience in the field of parks and recreation. The data in Table 14 show that 75% of the directors are male and 88% are Caucasian. With regard to educational achievements, 100% of the directors have earned a 4-year college degree, 50% have an earned master's degree, and 69% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with Population 30,000 - 49,999. The data in Table 13 reveal that the median salary for the 20 directors of municipal departments offering parks and/or recreation services in communities with a population between 30,000 and 49,999, is \$82,158. Overall, the directors of departments in this population grouping have a median of 8 years of experience in the position, 9 years in the department, and 27 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns approximately \$120,120, has served the department for 30 years as director and has 36 years of experience in the field of parks and recreation. The lowest paid director earns approximately \$63,000, has 1 year of experience as director and 32 years of experience in the parks and recreation field. The data in Table 14 also show that 91% of the directors are Caucasian and 76% are male. With regard to educational achievements, 91% of the directors have earned a 4-year college degree, 19% have an earned master's degree, and 29% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with Population 15,000 - 29,999. As shown in Table 13, the median salary for the 23 directors of municipal departments offering parks and/or recreation services in communities with a population between 15,000 and 30,000, is \$77,313. Overall, the directors of departments in this population grouping have a median of 5 years of experience in the position, 9 years in the department, and 20 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns approximately \$110,316, has 10 years of experience in the position and in the department, and has 30 years of experience in the field of parks and recreation. The lowest paid director earns approximately \$51,000, has 15 year of experience as director and in the department and 15 years of experience in the field of parks and recreation. The data in Table 14 show that 96% of the directors of departments in this population category are Caucasian and 88% are male. With regard to educational achievements, 78% of the directors have earned a 4-year college degree, 30% have an earned master's degree, and 57% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with Population 11,000 - 14,999. In Table 13, the data reveal that the median salary for the 14 directors of municipal departments offering parks and/or recreation services in communities with a population between 11,000 and 14,999, is \$61,750. Overall, the directors of departments in this population grouping have a median of 7 years of experience in the

position, 10 years in the department, and 18 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns approximately \$85,000 annually, has 9 years of experience in the position and in the department, and 18 years of experience in the parks, recreation, and leisure services field. The lowest paid director earns approximately \$42,000, has 9 years experience in the position and in the department, and 18 years of career experience in the field of parks and recreation. The data in Table 14 show 64% of the directors are male and 100% are Caucasian. With regard to educational achievements, 79% of the directors have earned a 4-year college degree, 29% have an earned master's degree, and 57% have earned a least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with Population 7,000 - 10,999. As shown in Table 13, the median salary for the 11 directors of municipal departments offering parks and/or recreation services in communities with a population between 7,000 and 11,000, is \$71,882. Overall, the directors of departments in this population grouping have a median of 10 years of experience in the position, 11 years in the department, and 25 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns approximately \$92,000, and has 1 year of experience in the position and in the department, and 15 years of career experience in the parks, recreation, and leisure services field. The lowest paid director earns approximately \$56,000, has 10 years experience in the position, 24 years tenure in the department, and 24 years of experience in the field of parks and recreation. The data in Table 14 show 75% of the directors in this population grouping are male, and 92% are Caucasian. With regard to educational achievements, 67% of the directors have earned a 4-year college degree, 17% have earned a master's degree, and 33% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Municipal Departments Serving Communities with less than 7,000 Population. The data in Table 13 reveal that the median salary for the 6 directors of municipal departments offering parks and/or recreation services in communities with a population of less than 7,000, is \$48,908. Overall, the directors of departments in this population grouping have a median of 15 years of experience in the position, 19 years in the department, and 22 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns \$58,000, has 2 years of experience in the position, 2 years in the department, and 18 years of experience in the field of parks and recreation. The data in Table 14 show that 83% of the directors in this population grouping are male and Caucasian. With regard to educational achievements, 67% of the directors have earned a 4-year college degree; and none has earned a master's degree. Approximately 25% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Analysis of Annual Salaries, Experience, Gender, Race, and Education Directors of County Parks and Recreation Departments

The findings associated with the directors' salaries and benefits provided in this discussion are based on 34 responses from county departments for a 77% response rate. As shown in Table 13, overall the median salary for municipal parks and/or recreation directors in Florida is \$78,114. The salary range for the director's position begins at \$20,000 and maxes out at \$165,369. With regard to job experience, the directors of municipal parks and recreation departments in Florida have a median of 6 years of experience in their current position, 10 years in the department, and 25 years of career experience in the parks and recreation field. Although the data is not shown by a table, the highest paid director in Florida earns \$143,700 and has 12 years of experience in the director's position and 29 years of career experience in parks and recreation.

County Departments Serving Communities with Population of 500,000 or More. As shown in Table 13, the median salary for the 8 directors of county departments offering parks and/or recreation services in communities with a population of 500,000 or more is \$116,000. Overall, the directors of departments in this population grouping have a median of 9 years of experience in the position, 9 years in the department, and 30 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns \$143,700 and has 12 years of experience in the position, 22 years in the department, and 39 years of career experience in the field of parks and recreation. The lowest paid director earns approximately \$88,400, has 9 years of experience in the position and in the department, and 40 years of experience in the field of parks and recreation. The data in Table 14 show that 100% of the directors are male and Caucasian. With regard to educational achievements, 75% of the directors have earned a 4-year college degree, 25% have an earned master's degree, and 43% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

County Departments Serving Communities with Population 200,000 - 499,999. The data in Table 13 reveal that the median salary for the 12 directors of county departments offering both parks and/or recreation services in communities with a population between 200,000 and 499,999 is \$77,459. Overall, the directors of departments in this population grouping have a median of 4 years of experience in the position, 13 years in the department, and 21 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns \$92,000, has 1 year of experience in the position, 1 year of experience in the department and 15 years of career experience in the field of parks and recreation. The lowest paid director earns \$60,362, has 20 years experience in the position and in the department, and 27 years of experience in the field of parks and recreation. The data in Table 14 show that 92% of the directors are Caucasian and 75% are male. With regard to educational achievements, 100% of the directors have earned a 4-year college degree, 17% have earned a master's degree, and 33% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

County Departments Serving Communities with Population 100,000 - 199,999. As shown in Table 13, the median salary for the 6 directors of county departments offering both parks and recreation services in communities with a population between 100,000 and 199,999 is \$89,679. Overall, the directors of departments in this population grouping have a median of 6 years of experience in the position, 11 years in the department, and 35 years of career experience in the parks and recreation field. Although the data are not shown in Table 13, the highest paid director earns \$114,000, has 17 years of experience in the position and in the department, and 35 years of career experience in the field of parks and recreation. The lowest paid director earns approximately \$48,207, has 3 years of experience in the position and 3 years of career experience in the field of parks and recreation. The data in Table 14 show that 86% of the directors are Caucasian and 83% are male. With regard to educational achievements, 100% of the directors have earned a 4-year college degree, 43% have an earned master's degree, and 50% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

County Departments Serving Communities with Population Less than 100,000. The data in Table 13 reveal that the median salary for the 7 directors of county departments offering both parks and recreation services in communities with a population of less than 100,000 is \$55,832. Overall, the directors of departments in this population grouping have a median of 8 years of experience in the position, 13 years in the department, and 16 years of career experience in the parks and recreation field. Although the data are not shown in Table 13 the highest paid director earns \$68,370, has 18 years of experience in the position and in the department, and 25 years of career experience in the field of recreation and parks. The lowest paid director earns \$35,400, has 17 years experience in the position, in the department, and in the field of parks and recreation. The data in Table 14 show that all of the directors are Caucasian and 71% are male. With regard to educational achievements, 43% of the directors

have earned a 4-year college degree, 14% have earned master's degrees, and 38% have earned at least one college degree with a major in the academic area of parks, recreation, and/or leisure services.

Analysis of Salary Increases and Other Selected Senior Management Benefits

In most local governments in Florida, individuals occupying senior management positions, such as Directors of Parks and Recreation Departments, receive exclusive senior management benefits not available to other employees. For the 2006 survey, questions were asked to obtain information on selected senior management benefits including: 1) the type and amount of salary increases that directors received for FY2005-2006; 2) the type of vehicle used by directors for work-related business, and 3) other select types of senior management benefits offered exclusively to directors.

Type and Amount of Salary Increases for Directors. Local governments in Florida awarded both performance-based and non-performance based salary increases in FY2005-2006 to directors of parks and/or recreation departments. The amount of salary increase for performance-related raises is typically based on measures such as the individual's goals, performance targets, and the quality and quantity of work produced by the director. For non-performance based increases, the amount of salary raise is calculated based on factors other than individual achievement such as the amount of money available for local government to increase salaries within general pay classifications, the external competitive market rate for directors' salaries, the consumer price index, the length of tenure the department director has in the position, and the length of the director's tenure within the local government.

As shown in Table 15, 72% of the directors received a performance-based salary increase in FY2005-2006 due to meritorious achievement. The rate of increase varied from a minimum of 1% to a maximum of 10% of their annual salary. Table 15 also shows that 56% of the directors received a salary increase due to a cost-of-living adjustment (COLA) with increases ranging from 1% to 7%. Longevity increases ranging from 2% to 6% of annual salaries were given to approximately 11% of the directors. Equity increases were awarded to approximately 7% of the directors with increases between 2% and 10%.

Vehicle Use for Work-Related Business. Most local governments in Florida provide their senior managers a vehicle to use for work-related business, or they have a compensation policy for those who choose to drive their personal vehicle for business purposes. As shown in Table 16, approximately 38% of directors drive their personal vehicle for work-related business and are compensated for the wear and tear on the vehicle. Also, approximately 38% drive a vehicle assigned to them by their local government, and 4% have available a government fleet vehicle that they use during business hours.

Other Selected Types of Senior Management Benefits. Directors were asked about benefits they receive as "directors" that are not available to other employees in their department. The data on Table 17 reveal that local governments provide a wide variety of health, insurance, and retirement benefits for senior managers as well as other perquisites that distinguish the director's benefits package from all other employees. More than 60% of directors receive compensation or reimbursement for expenses associated with professional societies such as association memberships, and conference registrations, housing, meals and other incidentals. More than 50% of directors are given paid-leave to attend conferences and have expenses for conference travel paid. Also, more than 50% of directors are issued a cell phone for business use.

Table 13

**Annual Salaries and Experience of Florida's Directors of
Municipal and County Departments of Parks and/or Recreation
Fiscal Year 2005-2006**

Type of Government and Population of Community	Participating Departments		Median Salary FY 2005-2006	Salary Range for Position FY 2005-2006		Years of Experience FY 2005-2006		
	Number	Percent		Minimum	Maximum	Position	Dept	Field
Municipal Parks &/or Recreation Departments								
100,000 or more	12	11.7%	\$ 106,449	\$ 54,662	\$ 144,476	3	7	22
50,000 - 99,999	16	15.5%	92,550	53,314	144,285	6	14	30
30,000 - 49,999	20	19.4%	82,158	53,510	120,120	8	9	27
15,000 - 29,999	23	22.3%	77,313	36,610	116,563	5	9	20
11,000 - 14,999	14	13.6%	61,750	35,000	104,933	7	10	18
7,000 - 10,999	11	10.7%	71,882	40,206	108,768	10	11	25
Less than 7,000	6	5.8%	48,908	32,676	85,713	15	19	22
Municipal Total	102	100.0%	80,407	32,676	144,476	7	11	25
County Parks &/or Recreation Departments								
500,000 or more	8	23.5%	\$ 116,000	\$ 58,552	\$ 165,369	9	9	30
200,000 - 499,999	12	35.3%	77,459	46,197	134,742	4	13	21
100,000 - 199,999	6	17.6%	89,679	43,904	120,000	6	11	35
Less than 100,000	8	23.5%	55,832	20,000	78,204	8	13	16
County Totals	34	100.0%	78,114	20,000	165,369	6	10	25
Municipal and County Totals	136	100.0%	\$ 80,334	\$ 20,000	\$ 165,369	6	11	25

*Prepared by: Dr. Cheryl Beeler
Florida State University*

Table 14

**Gender, Race, Education, and Certification Status of Florida's Directors of
Municipal and County Departments of Parks and/or Recreation**

Fiscal Year 2005-2006

Type of Government and Population of Community	n	Gender	Race	Education		College Major
		Male	Caucasian	Bachelor's	Master's	% in RPL ¹
Municipal Parks &/or Recreation Departments						
100,000 or more	10	60%	100%	100%	60%	70%
50,000 - 99,999	16	75%	88%	100%	50%	69%
30,000 - 49,999	21	76%	91%	91%	19%	29%
15,000 - 29,999	23	88%	96%	78%	30%	57%
11,000 - 14,999	14	64%	100%	79%	29%	57%
7,000 - 10,999	12	75%	92%	67%	17%	33%
Less than 7,000	6	83%	83%	67%	0%	25%
Municipal Total	102	75%	93%	85%	31%	51%
County Parks &/or Recreation Departments						
500,000 or more	7	100%	100%	75%	25%	43%
200,000 - 499,999	12	75%	92%	100%	17%	33%
100,000 - 199,999	6	83%	86%	100%	43%	50%
Less than 100,000	7	71%	100%	43%	14%	29%
County Totals	32	81%	97%	81%	23%	38%
Municipal and County Totals	138	77%	94%	84%	28%	40%

*Prepared by: Dr. Cheryl Beeler
Florida State University*

Table 15

Types and Amount of Salary Increases in FY 2005-2006
for Directors of Municipal and County Parks and/or Recreation Departments
(n=138)

Type of Salary Increases	Percent of Directors	Percent Increase		
		Median	Minimum	Maximum
Performance Based				
Meritorious performance (n=130)	72.0%	3.5%	1.0%	10.0%
Non-Performance Based				
Cost-of-living adjustment (n=78)	56.0%	3.0%	1.0%	7.0%
Longevity (n=14)	11.3%	3.0%	2.0%	6.0%
Salary adjustment for equity (n=9)	7.3%	4.0%	2.0%	10.0%

Table 16

Type of Vehicle Use for Business Purposes by
Directors of Parks and Recreation Departments
(n=138)

Type of Vehicle Used	Number	Percent
Government vehicle assigned to director	53	38.4%
Personal vehicle used by director	52	37.7%
Government fleet vehicle available to director	6	4.3%

Table 17

Senior Management Benefits of Directors of Parks and Recreation
(n=138)

Type of Management Benefits	Number	Percent
Paid expenses for professional involvement		
Memberships to professional organizations	84	60.9%
Conference registrations	84	60.9%
Lodging and meals	83	60.1%
Travel to conferences	80	58.0%
Paid leave to attend conferences	74	53.6%
Cell phone	81	58.7%
Purchasing or credit card	54	39.1%
Remote access to agency's computer network	42	30.4%
Laptop computer	41	29.7%
Wireless/smart device (e.g., Blackberry)	37	26.8%
Personal digital assistant (PDA)	15	10.9%
Beeper	9	6.5%
Health and Insurance Benefits		
100% agency-paid employee health care insurance	20	15%
100% agency-paid additional % contribution toward cost of life insurance	15	11%
100% agency-paid dental insurance	12	9%
100% agency-paid long-term disability insurance	9	7%
100% agency-paid annual physical exam	9	7%
Agency provides post-employment health care plan	7	5%
100% agency-paid additional % contribution toward cost of health care insurance	6	4%
100% agency-paid vision insurance	6	4%
100% agency-paid family health insurance	6	4%
100% agency-paid membership to health/fitness club	1	1%
Salary and Paid Leave Benefits		
Additional paid leave hours given annually	44	31.9%
Deferred compensation program	41	29.7%
Conversion of sick leave hours to annual leave hours	23	16.7%
Severance pay package	12	9%
Paid leave for accrued compensatory time-off	11	8.0%
Annual cash supplement for senior management designation	4	2.9%
Sabbatical leave program	0	0%
Retirement Benefits		
Agency provides an additional % amount paid toward retirement program	34	24.6%
Agency offers option for 401K retirement plan	28	20.3%
100% agency-paid contribution toward retirement program	27	19.6%
Agency offers special "senior" management designation for the Florida Retirement System	15	10.9%
Agency offers early-retirement program	12	8.7%
Agency offers early option or buy-back to the city/county retirement plan	5	3.6%

Prepared by: Dr. Cheryl Beeler
Florida State University

APPENDIX

Table 18

**Enterprise Projects Managed by
Florida's Municipal and County Parks and/or Recreation
Departments**

<u>Golf Course Facilities</u>		Project Budget
Boca Raton	\$	2,656,800
Brevard County		7,365,203
Cape Coral		2,002,496
Coral Gables		1,000,000
Dunedin		495,518
Jacksonville Beach		1,538,695
Lakeland		2,200,000
Largo		1,033,100
Manatee County - 2 golf courses		3,436,003
Melbourne		2,295,000
Ocala		2,533,433
Palm Beach County - 2 golf courses		5,628,941
Pensacola		766,700
Plantation		7,305,200
Pompano Beach		3,400,000
Port St. Lucie		1,513,800
St. Lucie County		1,658,547
Sunrise		1,528,223
Tallahassee		828,050
Winter Haven		1,039,054
Winter Park		489,931

Marinas, Ports, and Yacht Basins

Department		Project Budget
Cape Coral	\$	216,990
Delray Beach		154,800
Dunedin		252,870
Gulfport		712,993
Tampa		438,751

Cemeteries/Mausoleums

Department		Project Budget
Boca Raton	\$	594,400
Lakeland		650,000

[Table 18 cont'd on next page]

cont'd Table 18

**Enterprise Projects Managed by Florida's
Municipal and County Parks and/or Recreation Departments**

Other Enterprise Programs or Facilities

Department	Type of Project	Project Budget
Broward County	Markham Park target range	\$ 931,990
Cape Coral	Waterpark	2,297,656
Citrus County	Campground	237,199
Citrus County	Recreation programs	308,912
Coral Gables	Venetian Swimming Pool	622,000
Flagler County	Adult softball leagues	22,500
Fort Meade	Mobile home park	126,380
Gulfport	Senior transportation	165,487
Key Biscayne	Community center	1,429,914
Lighthouse Point	Clay court tennis complex	169,000
Naples	Moorings Bay & East Naples Bay taxing districts	1,036,804
Naples	City dock fund	1,875,283
Naples	Tennis fund	533,100
North Lauderdale	All fee supported recreation programs	260,210
Ocala	Parking enforcement	52,631
Ocala	Trailer park	109,132
Palm Beach	All recreation services	3,757,000
Safety Harbor	Marina dredging & dock replacement	450,000
Sarasota County	Special Recreation--camps, programs	149,325
St. Lucie County	Major league baseball venue	1,805,239
St. Petersburg Beach	Pier and beach concessions	98,000
Surfside	250 unit mobile home park	126,380
Temple Terrace	Van replacement and floor refinishing	19,500
Winter Springs	Recreation Programs, day camp, concession	290,000

*Prepared by: Dr. Cheryl Beeler
Florida State University*

**Highest Degree Earned, Academic Institutions Attended, and Academic Majors of
Directors of Municipal and County Parks and/or Recreation Departments**

**Table 19
Highest Degree Earned by Parks and/or Recreation Directors**

Highest Degree Earned	Number	Percent
Doctorate	1	0.7%
Master's	38	28.4%
Bachelor's	74	55.2%
Associate of Arts	10	7.5%
High School	11	8.2%
Total	134	100.0%

**Table 20
Academic Majors of Parks and/or Recreation Directors**

Academic Major	Bachelor's Degree		Graduate Degree	
	Number	Percent	Number	Percent
Recreation, Park Resources, and Leisure Studies	57	51.8%	15	39.5%
Other Majors	36	32.7%	4	10.5%
Physical Education	13	11.8%	0	0.0%
Public Administration	4	3.6%	13	34.2%
Business/Finance	0	0.0%	6	15.8%
Total	110	100.0%	38	100.0%

**Table 21
Academic Institutions Attended by Parks and/or Recreation Directors**

Academic Institution	Bachelor's Degree		Master's and Ph.D.	
	Number	Percent	Number	Percent
Florida Institutions				
Florida State University	14	12.5%	5	13.2%
University of Florida	11	9.8%	1	2.6%
Florida International University	7	6.3%	2	5.3%
Florida Atlantic University	5	4.5%	1	2.6%
Central Florida	1	0.9%	1	2.6%
West Florida	2	1.8%	0	0.0%
South Florida	7	6.3%	2	5.3%
Other Institutions	65	58.0%	26	68.4%
Total	112	100.0%	38	100.0%

*Prepared by: Dr. Cheryl Beeler
Florida State University*

Table 22
List of Participating Departments
(n=138)

Alachua County	Hillsborough County	Palm Coast
Alachua, City of	Holly Hill	Palm Springs
Altamonte Springs	Hollywood	Palmetto
Apopka	Homestead	Palmetto Bay
Auburndale	Indian Harbor Beach	Panama City
Aventura	Indian River County	Parkland
Bay County	Jacksonville Beach	Pasco County
Belleair	Jupiter	Pembroke Pines
Boca Raton	Key Biscayne	Pensacola
Boynton Beach	Lake City	Pinellas County
Brevard County	Lake County	Plant City
Broward County	Lake Park	Plantation
Cape Canaveral	Lakeland	Polk County
Cape Coral	Largo	Pompano Beach
Casselberry	Lauderdale Lakes	Port St. Lucie
Charlotte County	Lee County	Putnam County
Citrus County	Leesburg	Safety Harbor
Clay County	Leon County	Sanford
Clearwater	Lighthouse Point	Sarasota County
Clewiston	Live Oak/Suwannee	Satellite Beach
Collier County	Manatee County	Sebastian
Cooper City	Marianna	Seminole
Coral Gables	Marion County	South Daytona
Crestview	Martin County	South Miami
Davie	Melbourne	St. Cloud
DeBary	Miami Beach	St. Lucie County
Deerfield Beach	Miami Lakes	St. Pete Beach
DeLand	Miami Shores	St. Petersburg
Delray Beach	Miami Springs	Stuart
Destin	Mount Dora	Sunrise
Doral	Naples	Surfside
Dunedin	Nassau County	Tallahassee
Escambia County	New Port Richey	Tamarac
Fernandina Beach	New Smyrna Beach	Tampa
Flagler County	North Lauderdale	Temple Terrace
Fort Lauderdale	North Miami Beach	Treasure Island
Fort Meade	North Port	Vero Beach
Ft. Myers	Oakland Park	Volusia County
Gadsden County	Ocala	West Miami
Greenacres City	Ocoee	West Palm Beach
Gulfport	Oldsmar	Wilton Manors
Haines City	Orange County	Winter Garden
Hallandale Beach	Oviedo	Winter Haven
Hamilton County	Palm Bay	Winter Park
Hernando County	Palm Beach	Winter Springs
Highlands County	Palm Beach County	Zephyrhills

*Prepared by: Dr. Cheryl Beeler
Florida State University*