

# 2012 Tennessee Recreation Services Study

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Parks and Recreation - Performance  
Measurement 5



# About the Study

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

As always we generate this document to be used as a planning tool, and hope that you will find the information herein to be useful administering. If you would like to have the date presented in a different format in future reports, please contact the authors. Special thanks for this report are extended to all of those professionals who took the time to fill out the questionnaires.

A final note – communities use a variety of approaches to budgeting and personnel systems. The result is an occasional need for the researcher to interpret survey forms and decide how and where to report the data. The data used in this study was from the local government's 2011 FY. If you have questions regarding the report for specific tables please do not hesitate to contact the authors.

For results of previous studies contact:

TDEC – Recreation Educational Services Division

10<sup>th</sup> Floor, L&C Tower

401 Church Street

Nashville, TN 37243

Telephone: (615) 532-0748

Fax: (615) 532-0778

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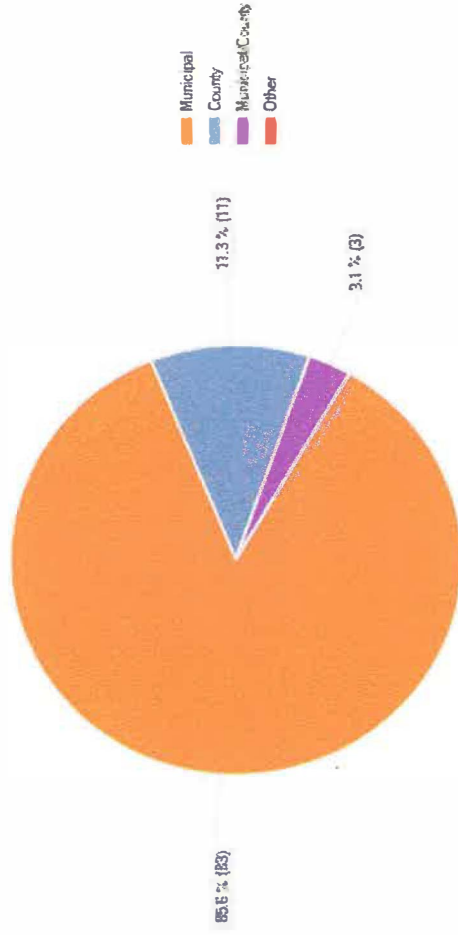
# Response Information

## Response Rate for Established Parks & Recreation Departments:

Of the 148 established parks and recreation departments in Tennessee, **97** participated in this study. This resulted in a **66%** response rate for communities in Tennessee currently delivering parks and recreation services. The last study conducted in 2009 was conducted only for established departments with a lower response rate of 33%. For purposes of this study, municipal/county combined departments were included in the county category.

**Note:** RES received responses from communities without established parks and recreation departments, but this study is regulated to established departments only. Response information from communities who offer services without an established department can be provided upon request.

## Organization of Responding Departments

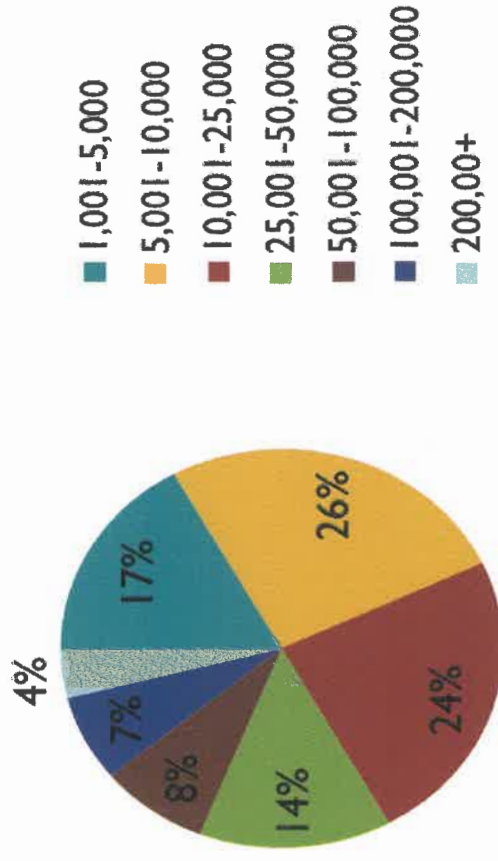


# Report Organization

The findings of this study are reported based upon the population of the responding departments. Population estimates for the cities and counties were obtained from the data provided by the communities and the 2010 census data available on the Internet. City departments (municipalities) and Counties are grouped into the following categories:

- 1) Populations less than 1,000 individuals
- 2) Populations of 1,001 to 5,000 individuals
- 3) Populations of 5,001 to 10,000 individuals
- 4) Populations of 10,001 to 25,000 individuals
- 5) Populations of 25,001 to 50,000 individuals
- 6) Populations of over 50,001 - 100,000 individuals
- 7) Populations of over 100,001 - 200,000 individuals
- 8) Populations of over 200,000 individuals

## Responses by Population






# Limitation of the Study

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

The overall return rate of the survey was 66% for established parks and recreation departments in Tennessee, which is within the acceptable ranges for a mail out/online survey. However, had additional departments responded (with significantly different data) the budget, salary, and benefit information might have been different.

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

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



# Part I: Department Organization

# Type of Board & Functions

Respondents were asked the type of board authority they operate under and the functions associated.

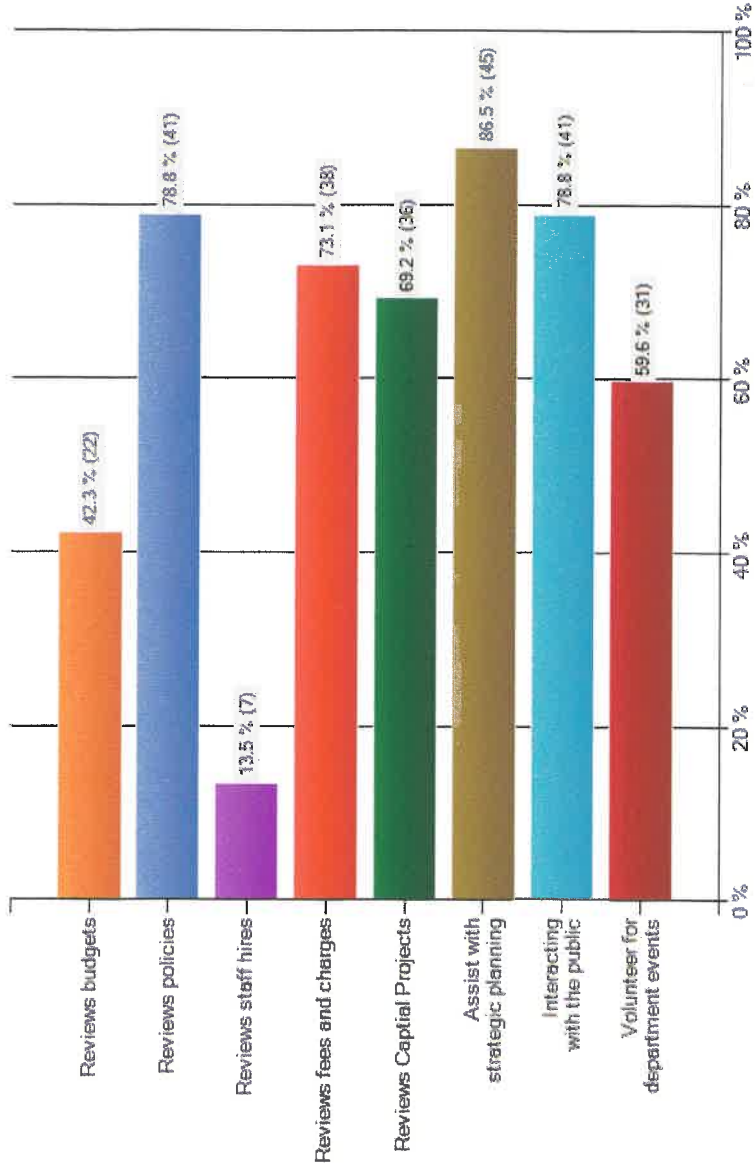
**Responses:**

**Advisory** – 53.6%    **Policy** – 25.8%    **Do Not Have a Board** – 9.3%\*    **Other** – 11.3%

\*3 respondents requested assistance or are in the process of creating a Parks Board.

**Advisory Board: 53.6% (52/97)**

**If you have an Advisory Board, for what is the Board responsible?**

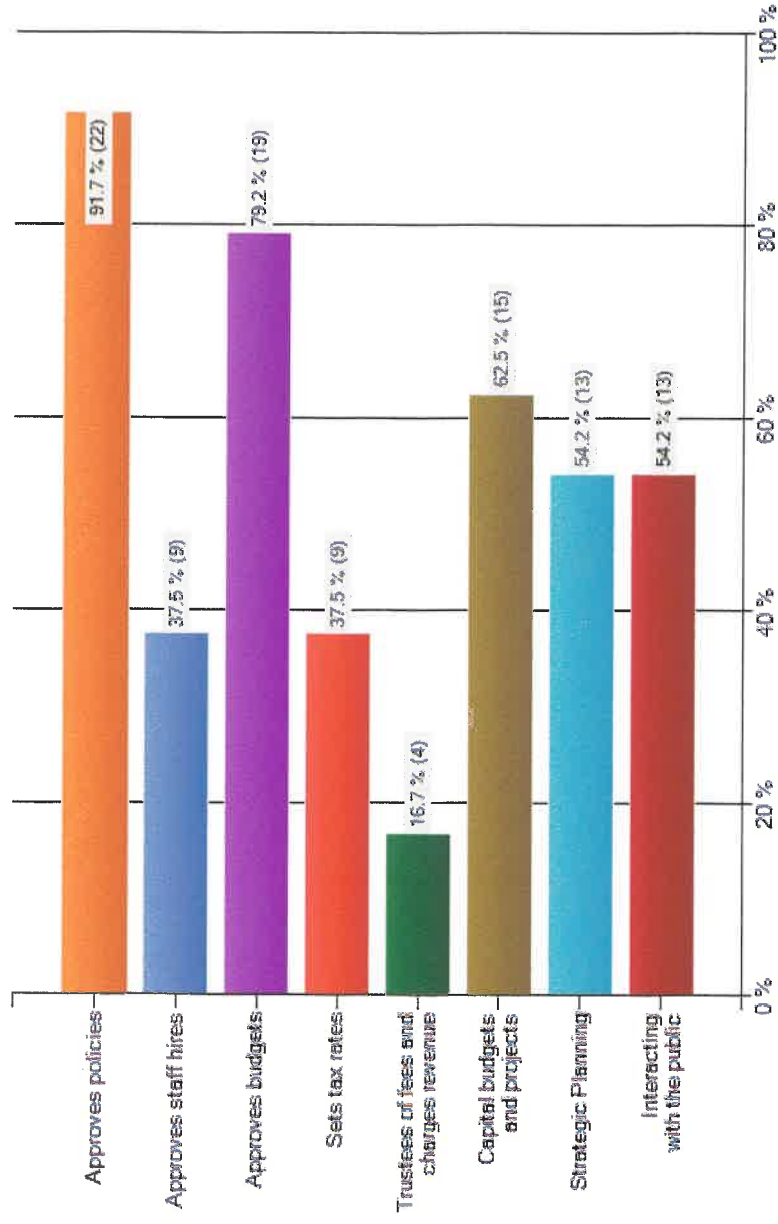




# Type of Board & Functions

Policy Board: 25.8%

If you have a Policy Board, for what is the Board responsible?



Other: 11.3%

Other responses included operating directly under:

- Mayor & Board of Alderman
- City Council



# Part II: Land Use

# Parks

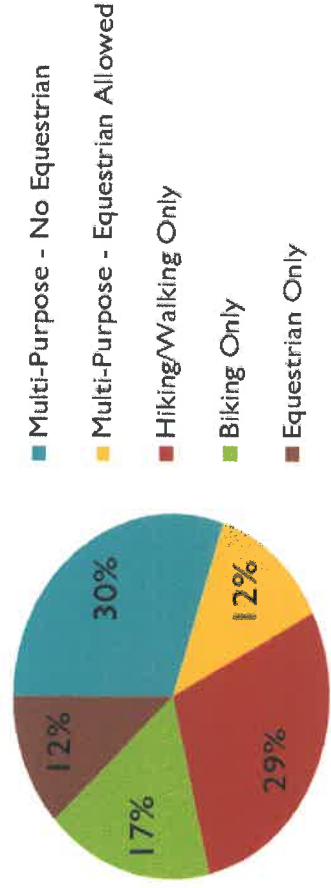
Reported Parks or Sites currently maintained or managed:

Population	Number of Agencies Reporting	*Average Number of Parks or Sites Reported	*Average Number of Acres Reported
1,001 – 5,000	17	3.3	47.1
5,001 – 10,000	27	8.1	137
10,001 – 25,000	25	6.5	138.6
25,001 – 50,000	15	13.9	753.6
50,001 – 100,000	8	12.5	512.4
100,001 – 200,000	7	39	950.5
200,000+	4	48.3	5,095.8

\*Rounded to nearest tenth.

# Greenways & Trails

Reported greenways & trails currently maintained or managed:





# Part III: Facilities

# Reported Facilities

Facility Type	% Reported Charge Fees / Response Counts	% Reported Rent Facility / Response Counts
Recreation / Community Center	67.2% (41/61)	91.9% (57/62)
Fitness Center	84.6% (22/26)	29.2% (7/24)
Visitor Center	0% (0/10)	33.3% (3/9)
Playground	1.2% (1/83)	8.1% (6/74)
Indoor Tennis Courts	100.0% (7/7)	71.4% (5/7)
Outdoor Tennis Courts	11.8% (8/68)	23.0% (14/61)
Indoor Basketball Courts	56.1% (23/41)	87.2% (34/39)
Outdoor Basketball Courts	66% (4/61)	5.4% (3/56)
Indoor Swimming Pool	95.2% (20/21)	95.0% (19/20)
Outdoor Swimming Pool	97.7% (43/44)	90.5% (38/42)
Waterpark	75.0% (6/8)	87.5% (7/8)
Splash Pad / Sprayground	31.6% (6/19)	23.5% (4/17)
Skate Park	9.7% (3/31)	6.9% (2/29)
Senior Center	29.2% (7/24)	43.5% (10/23)
Equestrian Center	50.0% (3/67)	33.3% (2/6)
Indoor Ice Skating Rink	50.0% (1/2)	0.0% (0/2)
Outdoor Skating Rink	0.0% (0/2)	50.0% (1/2)
Soccer Fields	41.4% (24/58)	38.9% (21/54)
Football Fields	50.0% (18/36)	50% (19/38)



# Facilities cont'd.

Facility Type	% Reported Charge Fees / Response Counts	% Reported Rent Facility / Response Counts
Baseball Fields	56.2% (41/73)	64.3% (45/70)
Softball Fields	63.2% (43/68)	72.3% (47/65)
Multi-Use Fields	55.0% (22/40)	58.3% (24/39)
Sports Stadium / Arena	90.0% (9/10)	58.3% (7/12)
Museums / Historic Sites	24.0% (6/25)	29.2% (7/24)
Campgrounds	90.0% (9/10)	88.9% (8/9)
Lake / River Access	3.4% (1/29)	3.8% (1/267)
Marina	100.0% (4/4)	75.0% (3/4)
Boat Ramps	4.0% (1/25)	4.2% (1/24)
Picnic Areas	8.5% (6/71)	30.3% (20/66)
Pavilions	55.6% (45/81)	74.7% (59/79)
Gyms	66.7% (22/33)	79.4% (27/34)
Rock Climbing Wall	50.0% (2/4)	50.0% (2/4)
Golf Course	100.0% (12/12)	83.3% (10/12)
Driving Range	100.0% (7/7)	57.1% (4/7)
Zoo	100.0% (2/2)	100.0% (2/2)
Library	33.3% (4/12)	16.7% (2/12)
Farm	0.0% (0/1)	100.0% (1/1)

# Facilities cont'd.

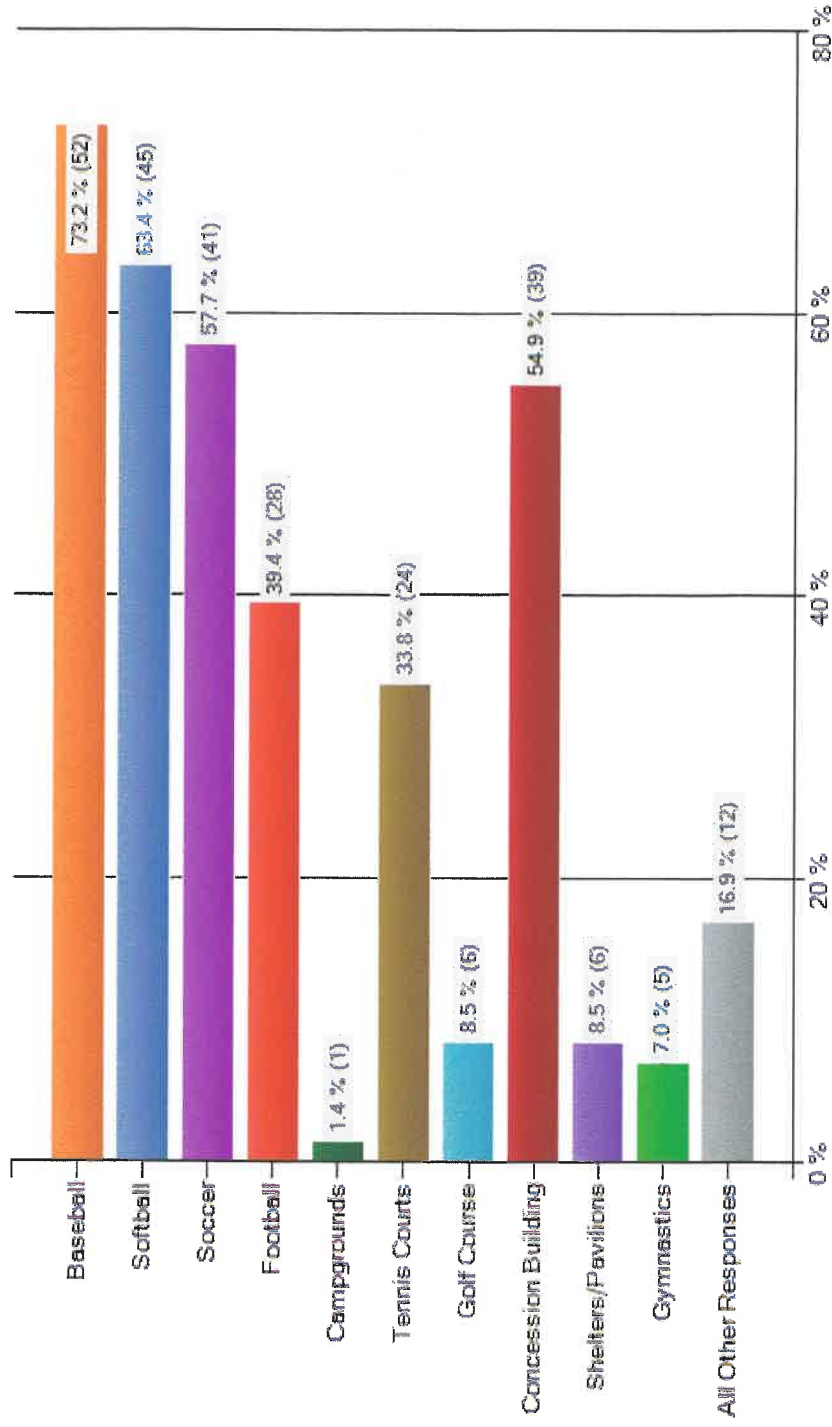
Facility Type	% Reported Charge Fees / Response Counts	% Reported Rent Facility / Response Counts
Indoor Volleyball	74.1% (20/27)	79.2% (19/24)
Outdoor Volleyball	5.4% (2/37)	5.9% (2/34)
Dog Park	14.3% (2/14)	7.1% (1/14)
Mini-Golf	100.0% (2/2)	0.0% (0/2)
Disc Golf	4.8% (1/21)	9.5% (2/21)
Multi-Purpose Trails	5.6% (2/36)	0.0% (0/34)
Conference Center	100.0% (5/5)	100.0% (5/5)
Mountain Bike Trails	11.1% (1/9)	11.1% (1/9)
BMX Trails	100.0% (3/3)	66.7% (2/3)
Nature / Interpretive Center	14.3% (1/7)	71.4% (5/7)
Water Trails	0.0% (0/3)	0.0% (0/3)
Teen Center	33.3% (1/3)	33.3% (1/3)
Performing Arts Center	75.0% (6/8)	87.5% (7/8)
Outdoor Amphitheater	68.4% (13/19)	73.7% (14/19)
Community Gardens	7.1% (1/14)	7.7% (1/13)
Farmer's Market	59.1% (13/22)	54.52% (12/22)
Formal Gardens / Arboretum	16.7% (1/6)	0.0% (0/5)
Theater	100.0% (11/11)	100.0% (11/11)
Cemetery	36.8% (7/19)	10.5% (2/19)



# Part IV: Interagency Agreements

# Written Agreements

Do you currently have a written agreement with another agency or association for the operation of the facilities below? (Check all that apply)

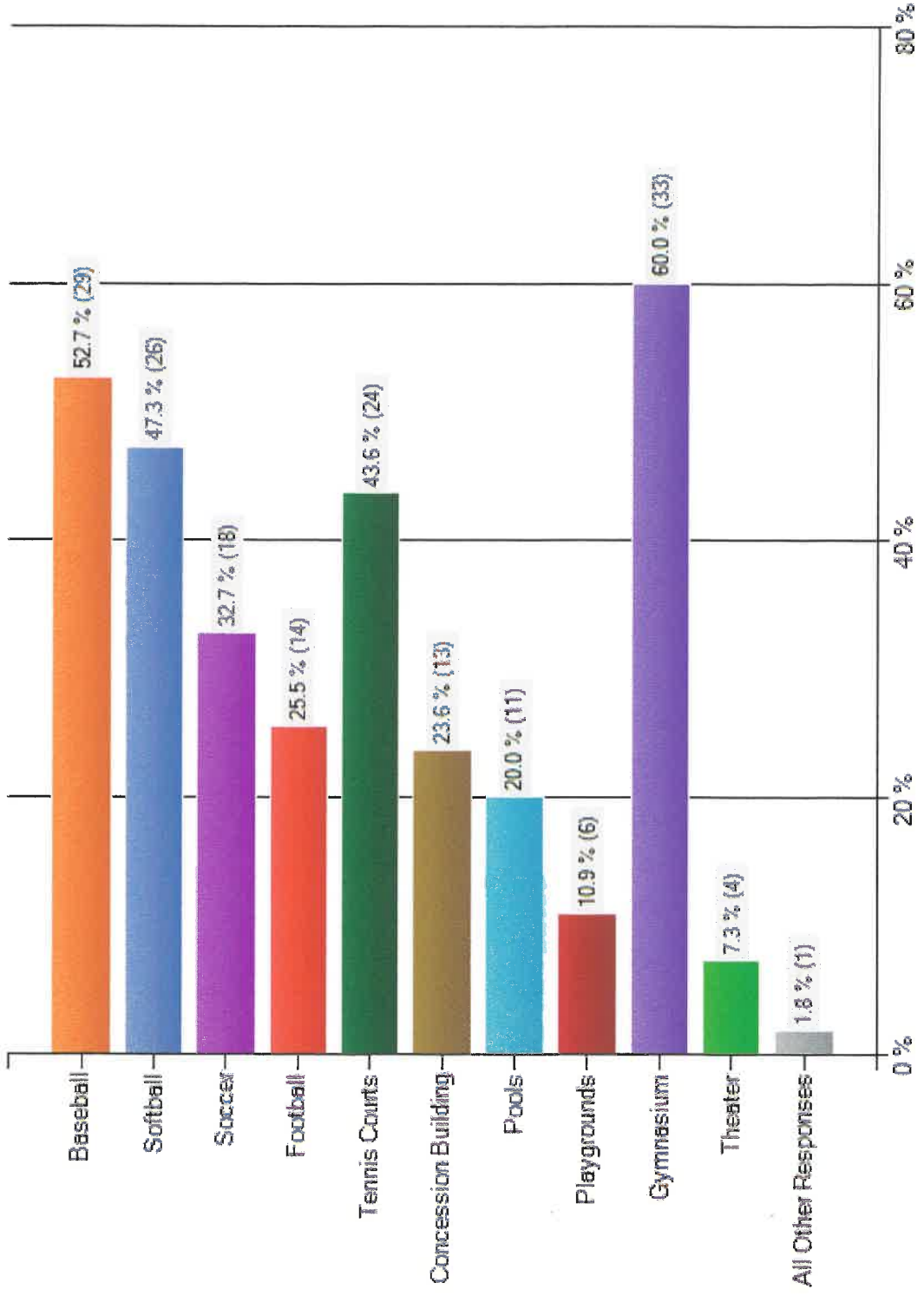


## Other responses included written agreements for:


- Annual Permits for Sports Organizations
- Gyms
- Disc Golf
- Flag Football
- Lacrosse
- Kickball
- Theater
- Fitness Center
- Basketball

# School Use Agreements

Check all below that you have a written agreement with schools to use:







# Part V: Municipal Budgets

# Cities 1,001-5,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Spencer	1,601	15,600.00	-	8,612.00	3,000.00	-	4,000.00	-
Surgoinsville	1,801	50,000.00	-	\$25,000	\$10,000	-	\$5,000	-
Lookout Mountain	1,832	117,000.00	68,000	14,000	4,000	2,000	-	-
Adamsville	2,207	156,800.00	65,000	-	13,000	-	17,300	500
Tazewell	2,218	127,000.00	-	-	25,000	2,500	57,000	2,500
Clifton	2,694	43,000.00	20,000	4,000	15,000	-	4,000	-
Monterey South	2,850	61,100.00	\$45,100	-	\$500.00	\$500.00	\$4,400.00	\$1,000.00
Pittsburg	2,992	193,456.00	129,756	6,000	10,000	10,000	35,500	1,000
Dresden	3,005	187,250.00	63,050	40,600	37,800	25,000	6,900	600
Medina	3,479	152,150.00	78,150	-	23,000	-	49,500	1,500
Gatlinburg	3,944	1,859,736.00	994,281	91,280	52,000	154,528	292,655	3,400
Trenton	4,264	43,517.00	24,942	-	1,000	-	6,000	-
Selmer	4,396	289,625.00	147,852	20,264	15,000	40,000	55,300	1,500
Rogersville	4,420	490,202.00	150,865	-	28,500	32,500	97,500	NR
Tiptonville	4,464	79,438.00	32,918	10,370	29,400	6,750	-	-
Ashland City	4,541	329,608.00	166,289.00	-	29,085.00	25,025.00	35,253.00	2,425.00
<b>Average:</b>		<b>262,217.63</b>	<b>141,871.64</b>	<b>24,458.00</b>	<b>18,517.81</b>	<b>29,880.00</b>	<b>47,879.00</b>	<b>1,603.00</b>

NR = Not reported.

# Cities 1,001-5,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Surgoinsville	1,801	45,000.00	5,000.00	-	-	-
Tazewell	2,218	10,000.00	15,000.00	5,000.00	15,000.00	5,000.00
Monterey	2,850	61,100.00	6,400.00	-	-	-
South Pittsburg	2,992	20,000.00	2,500.00	-	17,500.00	-
Dresden	3,005	27,000.00	27,000.00	-	-	-
Medina	3,479	9,200.00	9,200.00	-	-	-
Gatlinburg	3,944	183,398.00	28,398.00	85,000.00	30,000.00	-
Trenton	4,264	43,517.00	4,500.00	-	-	-
Rogersville	4,420	10,000.00	-	-	-	-
Tiptonville	4,464	-	8,159.00	-	-	2,154.00
Ashland City	4,541	33,513.00	6,000.00	-	-	27,513.00
Average:		2,683.00	11,216.00	45,000.00	20,833.00	11,556.00

# Cities 5,001 - 10,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Jonesborough	5,051	457,721.00	181,021.00	-	52,500.00	25,000.00	55,000.00	2,200.00
McKenzie	5,310	351,250.00	138,400.00	62,400.00	28,500.00	13,500.00	21,650.00	1,700.00
Bolivar	5,417	319,000.00	187,000.00	45,600.00	12,000.00	7,000.00	40,000.00	1,000.00
Sweetwater	5,764	268,687.00	-	-	-	-	-	-
Pigeon Forge	5,875	2,575,970.00	1,294,181.00	289,480.00	815,489.00	931,901.00	611,344.00	14,635.00
Kingston	5,934	566,940.00	322,000.00	30,000.00	-	-	14,000.00	3,500.00
Millersville	6,440	259,500.00	55,000.00	30,000.00	10,000.00	5,000.00	156,000.00	3,500.00
Oakland	6,623	150,000.00	70,510.00	-	30,000.00	25,000.00	6,500.00	2,000.00
Fayetteville	6,827	535,247.00	326,790.75	31,235.00	8,125.00	8,100.00	31,250.00	3,110.00
Newport	6,945	782,744.00	-	-	-	-	-	-
Savannah	6,982	600,000.00	156,250.00	40,000.00	40,500.00	30,000.00	52,600.00	1,000.00
Dayton	7,191	354,958.00	260,786.00	-	26,000.00	-	68,172.00	-
Lafollette	7,456	390,220.00	220,820.00	17,000.00	25,000.00	-	98,000.00	-

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# Cities 5,001 - 10,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Lexington	7,652	352,000.00	169,134.00	-	94,381.00	-	89,000.00	-
Fairview	7,720	212,005.00	96,805.00	32,000.00	18,000.00	5,000.00	10,000.00	2,000.00
Milan	7,851	296,603.00	142,678.00	10,000.00	24,500.00	-	71,000.00	-
Pulaski	7,870	1,082,450.00	469,650.00	-	47,500.00	20,000.00	-	2,000.00
Jefferson City	8,047	891,880.00	258,688.00	174,000.00	55,000.00	20,000.00	140,000.00	5,000.00
Atoka	8,387	350,000.00	62,000.00	52,500.00	30,000.00	12,000.00	-	3,000.00
Humboldt	8,452	255,764.00	120,615.00	-	63,990.00	560.00	50,919.00	3,800.00
Winchester	8,530	713,490.00	184,698.48	149,028.52	55,300.00	-	216,100.00	4,800.00
Lenoir City	8,642	689,588.00	351,597.00	108,796.00	37,500.00	67,500.00	194,700.00	3,000.00
Covington	9,038	750,000.00	235,000.00	80,000.00	75,000.00	42,000.00	158,000.00	2,000.00
Clinton	9,841	1,055,000.00	717,000.00	98,000.00	90,000.00	20,000.00	120,000.00	5,000.00
Average:		550,251.00	273,665.00	69,447.00	78,061.00	72,504.00	110,212.00	3,514.00



# Cities 5,001 - 10,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Jonesborough	5,051	718,715.00	-	718,715.00	-	-
McKenzie	5,310	-	2,500.00	53,500.00	-	20,000.00
Bolivar	5,417	54,900.00	-	-	40,000.00	14,900.00
Sweetwater	5,764	7,600.00	7,600.00	-	-	-
Pigeon Forge	5,875	-	86,349.00	8,000,000.00	131,000.00	-
Kingston	5,934	-	10,000.00	-	-	-
Oakland	6,623	1,000,000.00	-	-	200,000.00	-
Fayetteville	6,827	15,000.00	-	-	-	-
Savannah	6,982	12,000.00	12,000.00	-	-	-
Dayton	7,191	354,958.00	9,850.00	-	20,000.00	-
Lafollette	7,456	50,000.00	25,000.00	-	\$110,000.00	-
Lexington	7,652	10,000.00	8,000.00	-	-	2,000.00
Milan	7,851	21,000.00	21,000.00	-	-	-
Pulaski	7,870	355,400.00	10,000.00	345,000.00	-	-

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# Cities 5,001 - 10,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Atoka	8,387	100,000.00	-	70,000.00	30,000.00	-
Humboldt	8,452	16,600.00	6,600.00	-	10,000.00	-
Winchester	8,530	63,090.00	46,200.00	-	16,890.00	-
Lenoir City	8,642	28,000.00	28,000.00	-	-	-
Covington	9,038	30,000.00	20,000.00	-	-	10,000.00
Clinton	9,841	50,000.00	18,000.00	-	32,000.00	-
<b>Average:</b>		180,454.00	22,221.00	1,837,443.00	53,321.00	11,725.00

# Cities 10,001-25,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Manchester	10,102	2,123,637.00	401,695.00	320,000.00	130,000.00	30,000.00	386,000.00	6,000.00
Paris	10,156	1,198,666.00	357,000.00	212,000.00	91,000.00	40,000.00	425,034.00	2,000.00
Millington	10,176	800,843.00	400,753.00	30,680.00	42,200.00	76,494.00	156,090.00	-
White House	10,255	700,000.00	299,822.00	62,473.00	103,380.00	88,764.00	132,620.00	3,800.00
Lawrenceburg	10,428	359,552.00	339,039.00	61,708.00	-	54,345.00	304,807.00	500.00
Crossville	10,795	747,220.00	345,750.00	89,500.00	-	-	312,720.00	1,000.00
Lewisburg	11,100	1,000,000.00	290,000.00	300,000.00	50,000.00	12,000.00	200,000.00	3,000.00
Martin	11,473	624,996.00	330,037.00	74,238.00	44,554.00	58,000.00	112,667.00	5,500.00
Portland	11,480	838,000.00	241,000.00	40,000.00	463,500.00	15,000.00	75,000.00	3,500.00
Lakeland	12,430	384,550.00	200,400.00	-	40,000.00	47,600.00	92,500.00	4,000.00
Athens	13,458	904,000.00	469,300.00	111,700.00	470,600.00	226,900.00	33,500.00	4,300.00
McMinnaville	13,605	956,940.00	566,674.00	116,400.00	217,350.00	40,250.00	144,900.00	3,000.00

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# Cities 10,001-25,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Dickson	14,538	923,000.00	400,000.00	56,000.00	55,000.00	105,000.00	95,000.00	500.00
Sevierville	14,807	2,600,000.00	859,911.00	380,500.00	308,339.00	308,439.00	-	9,000.00
Greeneville	15,062	887,001.00	640,682.00	62,500.00	87,450.00	30,000.00	145,000.00	3,500.00
Goodlettsville	15,921	1,951,170.00	916,034.00	125,000.00	155,000.00	134,500.00	143,700.00	-
Dyersburg	17,145	1,413,400.00	-	-	-	-	-	-
Shelbyville	20,335	1,619,388.00	818,232.00	218,647.00	82,590.00	57,030.00	271,022.00	5,110.00
Farragut	20,676	1,466,093.00	994,066.00	97,250.00	102,000.00	143,850.00	101,550.00	27,377.00
East Ridge	20,979	1,145,470.00	664,621.00	31,699.00	33,800.00	22,400.00	269,130.00	200.00
Mt. Juliet	23,671	1,281,600.00	727,351.00	17,815.00	230,000.00	18,293.00	132,614.00	8,500.00
<b>Average:</b>		1,139,310.76	513,118.00	126,743.00	150,376.00	79,414.00	185,992.00	5,044.00



# Cities 10,001-25,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Manchester	10,102	468,000.00	38,000.00	275,000.00	101,000.00	-
Paris	10,156	75,000.00	31,000.00	44,000.00	-	-
White House	10,255	100,000.00	9,500.00	-	90,500.00	-
Lawrenceburg	10,428	28,400.00	3,400.00	-	25,000.00	-
Lewisburg	11,100	8,000.00	8,000.00	-	-	-
Martin	11,473	160,000.00	40,000.00	120,000.00	-	-
Portland	11,480	45,000.00	-	45,000.00	-	-
Lakeland	12,430	20,000.00	-	526,000.00	158,000.00	5,000.00
Athens	13,458	-	14,000.00	-	25,200.00	-
McMinnville	13,605	142,000.00	5,600.00	-	124,400.00	12,000.00
Dickson	14,538	22,500.00	-	-	-	-
Sevierville	14,807	320,000.00	-	-	320,000.00	-
Greeneville	15,062	86,000.00	16,000.00	50,000.00	20,000.00	-
Goodlettsville	15,921	354,000.00	21,000.00	-	333,000.00	-
Dyersburg	17,145	119,500.00	15,500.00	150,000.00	50,000.00	9,000.00

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# Cities 10,001-25,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Shelbyville	20,335	-	-	-	76,606.00	-
Farragut	20,676	820,000.00	50,000.00	165,000.00	105,000.00	500,000.00
East Ridge	20,979	-	-	-	-	-
Mt. Juliet	23,671	147,000.00	50,000.00	97,000.00	-	-
<b>Average:</b>		<b>182,213.00</b>	<b>23,231.00</b>	<b>163,556.00</b>	<b>119,059.00</b>	<b>131,500.00</b>

# Cities 25,001 -50,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Lebanon	26,190	766,364.34	413,221.00	75,305.00	40,703.00	-	236,911.00	225
Spring Hill	29,036	349,269.00	108,011.00	22,880.00	8,000.00	5,000.00	8,000.00	300
Morristown	29,137	1,694,041.00	1,023,133.00	316,151.00	134,151.00	18,268.00	189,819.00	12,350.00
Oak Ridge	29,330	2,860,000.00	1,449,044.00	286,068.00	225,000.00	165,000.00	722,888.00	12,000.00
Gallatin	30,278	3,673,619.00	1,781,279.00	490,135.00	905,005.00	110,000.00	380,000.00	7,500.00
Cookeville	30,435	2,567,627.00	1,760,914.00	227,575.00	235,750.00	56,000.00	206,750.00	3,150.00
Columbia	34,681	1,861,287.00	1,299,608.00	-	903,460.00	458,636.00	181,680.00	6,450.00
Brentwood	37,060	1,800,000.00	742,500.00	105,000.00	275,000.00	87,000.00	225,000.00	11,000.00
Germentown	38,844	2,831,151.00	602,206.00	130,000.00	in Public Service Budget	393,000.00	\$361,750	12,500.00
Smyrna	39,974	2,736,639.00	1,187,915.00	206,000.00	396,000.00	74,015.00	332,000.00	4,444.00
Cleveland	41,285	2,509,200.00	1,475,356.00	261,644.00	218,000.00	35,500.00	458,100.00	10,600.00
Collierville	43,965	4,352,381.00	2,589,360.00	195,939.00	600,000.00	558,540.00	330,582.00	20,400.00
Kingsport	48,206	2,340,378.00	1,009,800.00	202,300.00	67,700.00	325,034.00	610,200.00	15,300.00
<b>Average:</b>		<b>2,333,996.64</b>	<b>1,187,872.85</b>	<b>193,769.00</b>	<b>308,366.00</b>	<b>175,845</b>	<b>326,436.92</b>	<b>8939.923</b>

# Cities 25,001-50,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Lebanon	26,190	1,262,964.00	-	1,262,964.00	-	-
Spring Hill	29,036	100,000.00	-	100,000.00	-	-
Morristown	29,137	40,000.00	40,000.00	-	-	-
Oak Ridge	29,330	400,000.00	-	185,000.00	200,000.00	15,000.00
Gallatin	30,278	273,000.00	75,000.00	100,000.00	98,000.00	-
Cookeville	30,435	121,500.00	113,500.00	-	8,000.00	-
Columbia	34,681	151,008.00	9,000.00	-	-	-
Brentwood	37,060	7,250,000.00	80,000.00	590,000.00	75,000.00	1,200,000.00
Germantown	38,844	\$539,000	150,000.00	538,000.00	-	-
Smyrna	39,974	2,795,413.00	35,350.00	2,050,000.00	779,500.00	30,363.00
Cleveland	41,285	350,000.00	80,000.00	-	270,000.00	-
Collierville	43,965	718,950.00	56,450.00	79,500.00	583,000.00	-
Kingsport	48,206	\$3,000	-	600,000.00	900,000.00	-
<b>Average:</b>		<b>1,077,295.00</b>	<b>71,033</b>	<b>1,201,718.00</b>	<b>364,187.50</b>	<b>415,121.00</b>



# Cities 50,001 - 100,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Hendersonville	51,372	1,571,000.00	934,960.00	185,000.00	-	-	447,000.00	4,000.00
Bartlett	54,613	4,984,002.00	3,443,076.00	322,200.00	287,306.00	98,700.00	806,720.00	8,000.00
Franklin	62,487	684,987.00	1,761,293.00	35,222.00	263,150.00	42,000.00	163,000.00	28,320.00
Jackson	65,211	4,404,116.00	2,890,621.00	744,538.00	831,079.00	150,000.00	959,863.00	8,852.00
<b>Average:</b>		<b>2,911,026.25</b>	<b>2,422,885.67</b>	<b>321,740.00</b>	<b>460,511.67</b>	<b>96,900.00</b>	<b>594,145.75</b>	<b>12,293.00</b>

# Cities 25,001-50,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Hendersonville	51,372	\$433,000	7,500.00	75,000.00	42,000.00	-
Bartlett	54,613	18,000.00	-	-	-	18,000.00
Franklin	62,487	224,450.00	63,000.00	100,000.00	-	-
Jackson	65,211	205,018.00	95,264.00	-	89,184.00	20,565.00
<b>Average:</b>		<b>220,117.00</b>	<b>55,254.67</b>	<b>87,500.00</b>	<b>65,592.00</b>	<b>19,282.50</b>




# Cities 100,001-200,000: Operating Budget

City	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Murfreesboro	108,755	7,942,514.00	3,685,567.60	1,730,161.57	61,051.00	149,445.00	1,028,155.00	11,000.00
Clarksville	132,929	5,085,519.00	2,924,358.00	950,779.00	592,157.00	\$523,674	689,986.00	46,811.00
Chattanooga	167,674	14,537,167.00	9,209,872.00	719,532.00	689,164.00	421,556.00	3,217,573.00	28,810.00
Knoxville	178,874	6,800,000.00	3,600,000	-	900,000.00	600,000.00	1,400,000.00	300,000.00
<b>Average:</b>		<b>8,591,300.00</b>	<b>5,273,265.87</b>	<b>1,133,490.86</b>	<b>560,593.00</b>	<b>423,668.75</b>	<b>1,583,928.50</b>	<b>96,655.25</b>

# Cities 25,001-50,000: Capital Budget

City	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Murfreesboro	108,755	3,204,895.00	54,221.00	2,247,274.00	818,400.00	85,000.00
Clarksville	132,929	357,980.00	198,980.00	-	-	159,000.00
Chattanooga	167,674	3,090,378.00	-	1,025,000.00	2,065,378.00	-
<b>Average:</b>		<b>2,217,751.00</b>	<b>126,600.50</b>	<b>1,636,137.00</b>	<b>1,441,889.00</b>	<b>122,000.00</b>



# Part VI: County Budgets

# Counties 10,001 - 25,000: Operating Budget

County	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Brownsville/ Haywood County	18,787	778,415.00	372,285.00	22,150.00	107,600.00	76,560.00	115,925.00	2,500.00
Smith County	19,166	450,000.00	110,000.00	-	150,000.00	-	190,000.00	-
Grainger County	22,657	136,700.00	50,000.00	11,000.00	-	11,000.00	20,000.00	-
<b>Average:</b>		<b>455,038.33</b>	<b>177,428.33</b>	<b>16,575.00</b>	<b>128,800.00</b>	<b>43,780.00</b>	<b>108,641.67</b>	<b>2,500.00</b>

# Counties 10,001-25,000: Capital Budget

County	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Brownsville/ Haywood County	18,787	37,831.00	-	-	-	37,831.00
Smith County	19,166	-	10,000.00	20,000.00	10,000.00	10,000.00
Grainger County	22,657	-	11,000.00	10,000.00	-	-
<b>Average:</b>		<b>37,837.00</b>	<b>10,500.00</b>	<b>15,000.00</b>	<b>10,000.00</b>	<b>23,915.50</b>



# Counties 50,001 - 100,000: Operating Budget

County	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Roane County	54,181	285,000.00	41,000.00	78,000.00	45,000.00	3,000.00	120,000.00	2,000.00
Anderson County	75,129	275,810.00	145,850.00	30,880.00	17,250.00	-	81,830.00	-
Maury County	80,956	676,366.00	434,791.00	49,000.00	70,000.00	7,025.00	114,450.00	1,100.00
Madison County	98,294	1,028,122.00	645,173.00	15,280.00	126,474.00	90,481.00	149,014.00	1,700.00
<b>Average:</b>		<b>566,324.50</b>	<b>316,703.50</b>	<b>43,290.00</b>	<b>64,681.00</b>	<b>33,502.00</b>	<b>116,323.50</b>	<b>1,600.00</b>

# Counties 50,001 - 100,000: Capital Budget

County	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Roane County	54,181	135,000.00	20,000.00	15,000.00	100,000.00	-
Anderson County	75,129	17,000	7,000.00	15,000.00	-	-
Maury County	80,956	118,000.00	18,000.00	-	100,000.00	-
Madison County	98,294	201,500.00	81,500.00	30,000.00	90,000.00	-
Average:		117,875.00	31,625.00	20,000.00	96,666.67	-

# Counties 100,001 - 200,000: Operating Budget

County	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Maryville-Alcoa-Blount County	123,010	2,500,000.00	1,230,600.00	102,950.00	714,000.00	310,000.00	753,000.00	12,000.00
Montgomery County	172,331	386,642.00	237,165.00	44,507.00	56,300.00	-	35,000.00	3,500.00
Williamson County	183,182	8,972,271.00	2,782,624.00	3,291,308.00	475,140.00	373,177.00	1,402,443.00	-
<b>Average:</b>		<b>3,952,971.00</b>	<b>1,416,796.33</b>	<b>1,146,255.00</b>	<b>415,146.67</b>	<b>341,588.50</b>	<b>730,147.67</b>	<b>7,750.00</b>

# Counties 100,001-200,000: Capital Budget

County	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Maryville-Alcoa-Blount County	123,010	-	70,000.00	-	85,000.00	-
Montgomery County	172,331	124,050.00	61,000.00	20,000.00	43,000.00	-
Williamson County	183,182	2,500,000.00	-	1,500,000.00	1,000,000.00	-
<b>Average:</b>		<b>1,312,025.00</b>	<b>65,500.00</b>	<b>760,000.00</b>	<b>376,000.00</b>	<b>-</b>


# Counties 200,000+: Operating Budget

County	2010 Census Pop.	Total Operating Budget	Full-Time Personnel (includes benefits)	Part-Time Personnel (includes benefits)	Maintenance	Programs	Facilities (includes Operations & Utilities)	Training & Education
Hamilton County	336,463	6,232,960.41	4,785,217.41	-	1,273,982.06	35,000.00	173,410.94	-
Knox County Nashville/ Davidson County	432,226 601,222	4,267,745.00 29,724,600.00	2,864,963.00 22,137,500.00	83,697.00 -	549,914.00 992,700.00	410,474.00 437,500.00	347,531.00 6,156,900.00	11,166.00 -
Shelby County	927,644	763,232.00	128,283.00	378,756.00	52,243.00	-	203,950.00	-
<b>Average:</b>		<b>10,247,134.35</b>	<b>7,478,990.85</b>	<b>231,226.5</b>	<b>717,209.77</b>	<b>294,324.67</b>	<b>1,720,447.99</b>	<b>11,166</b>



# Counties 200,000+: Capital Budget

County	2010 Census Pop.	Total Capital Budget	Purchase of Equipment	New Construction & Development	Renovation & Reconstruction	Other Capital Expenditures
Hamilton County	336,463	930,000.00	930,000.00	-	-	-
Knox County Nashville/ Davidson County	432,226	300,000.00	150,000.00	150,000.00	-	-
	601,222	-	-	11,815,000.00	2,250,000.00	5,000,000 (land acquisition)
Average:		615,000.00	540,000.00	5,982,500	2,250,000	5,000,000



# **Part VII: Full Time Salaries - Municipal**

# Full-Time Salaries: Cities 1,001-5,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	15	1	\$32,000.00	\$42,000.00	High School
2 <sup>nd</sup> Level Management	6	1.4	\$30,000.00	\$40,000.00	High School
3 <sup>rd</sup> Level Management	2	1	\$35,000.00	\$45,000.00	High School/College
Administrative Supervisor	1	1	\$35,000.00	\$50,000.00	College
Administrative General	3	1	\$25,000.00	\$40,000.00	High School
Operations Supervisor	1	1	\$35,000.00	\$50,000.00	Technical/Associate
Operations General	1	1	Reported <\$20,000	-	High School
Program Supervisor	1	1	\$35,000.00	\$50,000.00	College
Program General	0	-	-	-	-
Athletics Supervisor	0	-	-	-	-
Athletics General	0	-	-	-	-
Aquatics Supervisor	1	1	\$35,000.00	\$50,000.00	High School
Aquatics General	1	4	\$20,000.00	\$35,000.00	High School
Maintenance Supervisor	3	1	\$25,000.00	\$40,000.00	High School
Maintenance General	7	2.7	\$18,571.43	\$29,285.71	High School
Planning & Grants *Other reported - Horticulturist	1	1	Reported <\$20,000	-	None
Other* Top Management - examples: Director, Administrator, Manager, etc. Typically top of organizational chart. 2 <sup>nd</sup> Level Management - examples: Assistant /Deputy Director, Superintendent, etc. 3 <sup>rd</sup> Level Management - examples: Coordinators, Supervisors, Managers, etc. Supervisory = supervisory capacity / General = non-supervisory capacity	1	1	\$35,000.00	\$50,000.00	College

# Full-Time Salaries: Cities 5,001 - 10,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	19	1	\$41,580.00	\$51,579.00	College
2 <sup>nd</sup> Level Management	10	1.4	\$29,001.00	\$39,000.00	High School/GED
3 <sup>rd</sup> level Management	7	1.3	\$27,143.00	\$37,143.00	High School/GED
Administrative Supervisor	3	1	\$25,000.00	\$40,000.00	College
Administrative General	3	1	\$20,000.00	\$35,000.00	High School/GED
Operations Supervisor	4	1.5	\$27,500.00	\$42,500.00	High School
Operations General	2	2	\$20,000.00	\$35,000.00	High School/GED
Program Supervisor	3	1.3	\$20,000.00	\$35,000.00	Associate / College
Program General	2	1	\$20,000.00	\$35,000.00	High School
Athletics Supervisor	2	1	\$20,000.00	\$35,000.00	High School
Athletics General	0	-	-	-	-
Aquatics Supervisor	3	1	\$20,000.00	\$35,000.00	Associate / College
Aquatics General	2	2	\$20,000.00	\$35,000.00	High School
Maintenance Supervisor	8	2.75	\$27,500.00	\$42,500.00	High School
Maintenance General	9	3.9	\$20,000.00	\$35,000.00	High School
Planning & Grants	1	1	Reported <\$20,000	-	-
Other*	3	-	\$20,000.00	\$35,000.00	High School

\*Other reported – Park Security, Custodian

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity



# Full-Time Salaries: Cities 10,001-25,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	20	1	\$51,001.00	\$61,000.00	College
2 <sup>nd</sup> Level Management	16	1.3	\$36,875.88	\$46,875.00	College
3 <sup>rd</sup> Level Management	18	2	\$28,750.88	\$38,750.00	High School
Administrative Supervisor	5	1	\$23,000.20	\$38,000.00	High School
Administrative General	13	1.5	\$18,846.15	\$35,000.00	High School
Operations Supervisor	5	1.5	\$26,000.40	\$41,000.00	High School
Operations General	3	1.6	\$20,000.00	\$35,000.00	High School
Program Supervisor	4	1.6	\$27,500.50	\$42,500.00	High School/College
Program General	3	1	\$20,000.00	\$35,000.00	All ranges
Athletics Supervisor	4	1	\$27,500.50	\$42,500.00	High School/College
Athletics General	0	-	-	-	-
Aquatics Supervisor	1	1	Reported < \$20,000		High School
Aquatics General	1	1	\$20,000.00	\$35,000.00	Technical/Associates
Maintenance Supervisor	12	1.2	\$26,250.42	\$41,250.00	High School
Maintenance General	16	3.8	\$20,000.00	\$35,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	4	-	\$23,750.25	\$38,750.00	High School/College

\*Other reported –Custodian, Museum Coordinator, Rental Coordinator, Historic Interpreters

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity

# Full-Time Salaries: Cities 25,001-50,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	11	1	\$68,462.46	\$82,692.31	College
2 <sup>nd</sup> Level Management	12	1.6	\$47,500.83	\$61,416.67	College
3 <sup>rd</sup> level Management	12	3.2	\$39,167.58	\$50,000.00	College
Administrative Supervisor	6	2.5	\$32,500.67	\$47,500.00	High School
Administrative General	10	2	\$26,000.40	\$41,000.00	High School
Operations Supervisor	7	2	\$28,572.00	\$43,571.43	High School
Operations General	1	2	\$50,000.00	\$65,000.00	College
Program Supervisor	8	1.5	\$29,375.50	\$44,375.00	College
Program General	3	3	\$25,000.00	\$40,000.00	High School
Athletics Supervisor	4	1	\$38,751.00	\$53,750.00	College
Athletics General	3	1.3	\$30,000.67	\$45,000.00	High School
Aquatics Supervisor	2	2	\$25,000.00	\$32,500.00	High School/College
Aquatics General	1	-	Reported < \$20,000	-	High School
Maintenance Supervisor	10	2.7	\$36,000.80	\$49,500.00	High School
Maintenance General	10	8.7	\$22,500.20	\$36,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	1	-	\$35,000.00	\$50,000.00	High School

\*Other reported –Park Ranger/Safety Officer

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity

# Full-Time Salaries: Cities 50,001-100,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	4	1	\$72,500.75	\$82,500.00	College
2 <sup>nd</sup> Level Management	4	2.25	\$47,501.00	\$57,500.00	College
3 <sup>rd</sup> Level Management	4	2.75	\$40,000.00	\$50,000.00	High School/College
Administrative Supervisor	3	3	\$35,000.67	\$50,000.00	High School
Administrative General	3	2	\$30,000.67	\$45,000.00	High School
Operations Supervisor	2	3.5	\$27,500.50	\$42,500.00	High School
Operations General	0	-	-	-	-
Program Supervisor	3	1.6	\$25,000.00	\$40,000.00	High School
Program General	4	3.5	\$30,000.00	\$37,500.00	High School
Athletics Supervisor	3	1	\$30,000.00	\$45,000.00	College
Athletics General	2	4	\$17,500.00	\$25,000.00	High School
Aquatics Supervisor	2	1.5	\$27,500.00	\$42,500.00	High School
Aquatics General	2	5.5	\$17,500.00	\$25,000.00	High School
Maintenance Supervisor	4	3.25	\$35,000.67	\$50,000.00	High School
Maintenance General	4	15.3	\$20,000.00	\$35,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	0	-	-	-	-

\*Other reported –none

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity



# Full-Time Salaries: Cities 100,001-200,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	4	1	\$82,500.00	\$105,250.00	College
2 <sup>nd</sup> Level Management	3	2	\$53,333.00	\$76,666.67	College
3 <sup>rd</sup> level Management	4	2.75	\$42,500.00	\$57,500.00	College
Administrative Supervisor	4	1.25	\$38,750.00	\$53,750.00	All ranges
Administrative General	4	6.5	\$20,000.00	\$35,000.00	High School
Operations Supervisor	4	7.5	\$35,000.00	\$50,000.00	College
Operations General	0	-	-	-	-
Program Supervisor	4	4.25	\$38,750.00	\$53,750.00	College
Program General	4	14.5	\$20,000.00	\$35,000.00	High School/Technical
Athletics Supervisor	4	1.75	\$42,500.00	\$57,500.00	College
Athletics General	3	2.3	\$25,000.00	\$40,000.00	High School
Aquatics Supervisor	3	1	\$35,000.00	\$50,000.00	High School/College
Aquatics General	2	2.5	\$27,500.50	\$42,500.00	High School
Maintenance Supervisor	4	2.5	\$38,750.00	\$53,750.00	High School
Maintenance General	4	9	\$31,250.00	\$46,250.00	High School
Planning & Grants	2	1	\$35,000.00	\$50,000.00	College
Other*	2	1	\$35,000.00	\$50,000.00	College

\*Other reported –Marketing, Public Affairs Specialist

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity



# **Part VIII: Full Time Salaries - Counties**



# Full-Time Salaries: Counties 10,001-25,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	3	1	\$43,333.33	\$53,333.33	College
2 <sup>nd</sup> Level Management	2	2	\$25,000.00	\$35,000.00	High School
3 <sup>rd</sup> level Management	0	-	-	-	-
Administrative Supervisor	1	-	\$20,000.00	\$35,000.00	High School
Administrative General	2	1	\$17,500.00	\$25,000.00	High School
Operations Supervisor	0	-	-	-	-
Operations General	0	-	-	-	-
Program Supervisor	0	-	-	-	-
Program General	0	-	-	-	-
Athletics Supervisor	0	-	-	-	-
Athletics General	0	-	-	-	-
Aquatics Supervisor	0	-	-	-	-
Aquatics General	0	-	-	-	-
Maintenance Supervisor	0	-	-	-	-
Maintenance General	2	4.5	\$17,500.00	\$25,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	1	-	Reported < \$20,000	-	-

\*Other reported –Cultural Arts Director

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity

# Full-Time Salaries: Counties 50,001-100,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	3	1	\$50,000.00	\$60,000.00	College
2 <sup>nd</sup> Level Management	4	2	\$27,500.00	\$37,500.00	High School
3 <sup>rd</sup> level Management	2	2.5	\$20,000.00	\$30,000.00	High School
Administrative Supervisor	1	1	\$20,000.00	\$35,000.00	College
Administrative General	2	1	\$20,000.00	\$35,000.00	High School
Operations Supervisor	1	1	\$30,000.00	\$50,000.00	College
Operations General	0	-	-	-	-
Program Supervisor	2	1	\$27,500.00	\$42,500.00	College
Program General	1	1	\$20,000.00	\$35,000.00	High School
Athletics Supervisor	0	-	-	-	-
Athletics General	0	-	-	-	-
Aquatics Supervisor	0	-	-	-	-
Aquatics General	0	-	-	-	-
Maintenance Supervisor	4	1.75	\$23,750.00	\$38,750.00	High School
Maintenance General	3	5	\$20,000.00	\$35,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	0	-	-	-	-

\*Other reported –none

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant/Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity

# Full-Time Salaries: Counties 100,001-200,000

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	3	1	\$76,666.67	\$86,666.67	College
2 <sup>nd</sup> Level Management	3	1	\$56,666.67	\$66,666.67	All Ranges
3 <sup>rd</sup> level Management	3	1.3	\$43,333.33	\$53,333.33	College
Administrative Supervisor	2	3.5	\$50,000.00	\$65,000.00	Technical/College
Administrative General	2	4	\$20,000.00	\$35,000.00	High School/Technical
Operations Supervisor	2	3.5	\$35,000.00	\$50,000.00	All Ranges
Operations General	2	1.5	\$27,500.00	\$42,500.00	High School
Program Supervisor	1	11	\$20,000.00	\$35,000.00	College
Program General	1	5	\$20,000.00	\$35,000.00	College
Athletics Supervisor	1	6	\$20,000.00	\$35,000.00	College
Athletics General	1	8	\$20,000.00	\$35,000.00	College
Aquatics Supervisor	1	7	\$20,000.00	\$35,000.00	High School
Aquatics General	0	-	-	-	-
Maintenance Supervisor	2	1	\$42,501.00	\$57,500.00	High School
Maintenance General	3	10.3	\$25,000.00	\$40,000.00	High School
Planning & Grants	0	-	-	-	-
Other*	0	-	-	-	-

\*Other reported –none

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity



# Full-Time Salaries: Counties 200,000+

Position	Reporting Agencies	Average # of Positions	Average Minimum Salary	Average Maximum Salary	Majority Minimum Education Required
Top Level Management	4	1	\$85,000.00	\$100,000.00	College
2 <sup>nd</sup> Level Management	3	2.3	\$63,333.33	\$76,666.67	All ranges
3 <sup>rd</sup> level Management	2	7.6	\$40,000.00	\$50,000.00	All ranges
Administrative Supervisor	4	1.75	\$42,500.00	\$57,500.00	High School/College
Administrative General	4	4.75	\$27,500.00	\$42,500.00	High School
Operations Supervisor	2	3	\$35,000.00	\$50,000.00	High School/College
Operations General	2	5.5	\$27,500.00	\$42,500.00	High School/Technical
Program Supervisor	2	13	\$35,000.00	\$50,000.00	High School
Program General	1	25	\$35,000.00	\$50,000.00	High School
Athletics Supervisor	2	1.5	\$35,000.00	\$50,000.00	College/Graduate
Athletics General	0	-	-	-	-
Aquatics Supervisor	1	3	\$35,000.00	\$50,000.00	High School
Aquatics General	0	-	-	-	-
Maintenance Supervisor	3	8.3	\$40,000.00	\$55,000.00	High School
Maintenance General	2	25+	\$20,000.00	\$35,000.00	None/High School
Planning & Grants	2	1.5	\$42,500.00	\$57,500.00	College
Other*	2	21.5	\$25,000.00	\$32,500.00	High School


\*Other reported –Golf Course Management/Staffing

Top Management – examples: Director, Administrator, Manager, etc. Typically top of organizational chart.

2<sup>nd</sup> Level Management – examples: Assistant /Deputy Director, Superintendent, etc.

3<sup>rd</sup> Level Management – examples: Coordinators, Supervisors, Managers, etc.

Supervisory = supervisory capacity / General = non-supervisory capacity



# Part IX: Part Time Salaries Municipal & Counties



# Part Time Hourly Wages

Position	Less than \$7/HR	\$7-9/HR	\$10-15/HR	\$16-20/HR	\$20+/HR	Response Count
Administrative	1	8	7	1	3	20
Operations (staffing and managing facilities)	0	18	7	0	2	27
Programs (programming classes, wellness and all events, etc)	0	18	6	0	0	24
Group Exercise Instructor (wellness, aquatics, martial arts, etc)	0	2	7	4	3	16
Athletics Supervisor	0	0	5	0	1	6
Athletics General	0	8	4	0	0	12
Aquatics Supervisor (Pool Manager, Head Lifeguard, etc.)	0	12	14	0	0	26
Aquatics (Swim Instructor, Lifeguard, etc.)	0	29	5	0	0	34
Maintenance Supervisor (supervisor capacity - manage buildings, grounds, structures and fleet)	0	1	5	2	0	8
Maintenance General (maintaining buildings, grounds, structures and fleet)	0	25	13	1	0	39
Planning & Grants Development (acquisition, planning, design)	0	0	0	0	1	1
Other	0	3	7	0	0	10

# Part Time Hours Per Week

Position	Less than 10	10-15	15-20	20-30	30-40	Response Count
Administrative	0	0	5	10	5	20
Operations (staffing and managing facilities)	0	3	5	15	4	27
Programs (programming classes, wellness and all events, etc)	2	3	4	9	6	24
Group Exercise Instructor (wellness, aquatics, martial arts, etc)	9	3	2	2	0	16
Athletics Supervisor	0	1	0	3	2	6
Athletics General	0	2	3	3	4	12
Aquatics Supervisor (Pool Manager, Head Lifeguard, etc.)	0	0	3	7	16	26
Aquatics (Swim Instructor, Lifeguard, etc.)	0	2	5	15	12	34
Maintenance Supervisor (supervisor capacity - manage buildings, grounds, structures and fleet)	0	0	2	1	5	8
Maintenance General (maintaining buildings, grounds, structures and fleet)	0	0	8	11	20	39
Planning & Grants Development (acquisition, planning, design)	0	0	0	0	1	1
Other	1	1	5	2	1	10

# Part Time – Minimum Education Required

Position	None	GED	High School	College	Technical/ Associate	Graduate	Response Count
Administrative	5	0	11	3	0	1	20
Operations (staffing and managing facilities)	9	1	13	3	0	0	26
Programs (programming classes, wellness and all events, etc)	1	0	19	1	0	0	21
Group Exercise Instructor (wellness, aquatics, martial arts, etc)	3	1	6	1	2	0	13
Athletics Supervisor	0	0	6	0	0	0	6
Athletics General	2	0	8	0	0	0	10
Aquatics Supervisor (Pool Manager, Head Lifeguard, etc.)	5	2	12	3	0	0	22
Aquatics (Swim Instructor, Lifeguard, etc.)	15	1	10	0	1	0	27
Maintenance Supervisor (supervisor capacity - manage buildings, grounds, structures and fleet)	0	1	7	0	0	0	8
Maintenance General (maintaining buildings, grounds, structures and fleet)	9	5	21	0	0	0	35
Planning & Grants Development (acquisition, planning, design)	0	0	1	0	0	0	1
Other	3	0	5	0	0	0	8

# Part X: Benefits

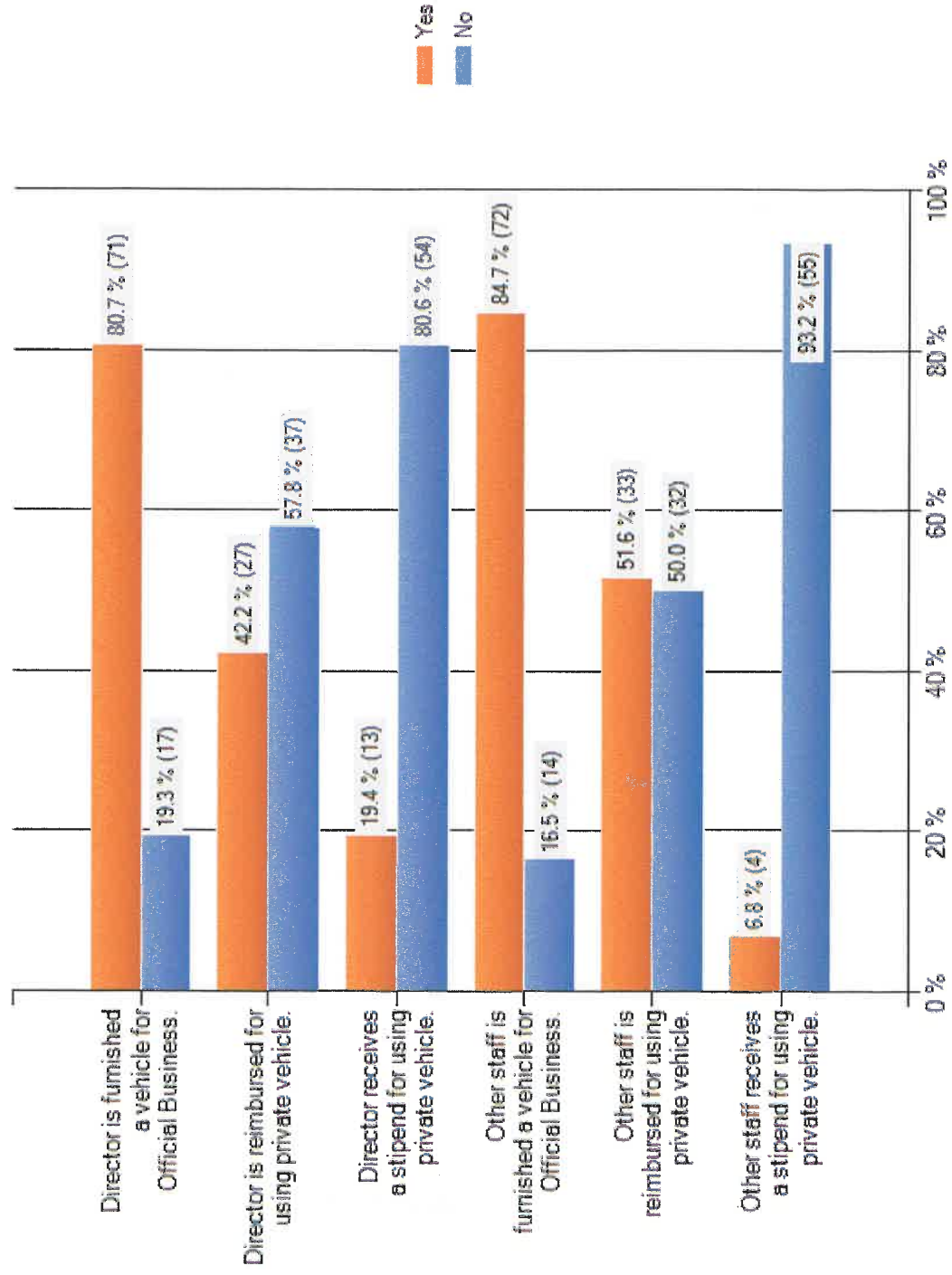
# Vacation & Sick Leave

Population	Average Vacation Leave			Average Sick Leave		
	After One Year	After Five Years	After Ten Years	After One Year	After Five Years	After Ten Years
1,001-5,000	7	13	17	9	12	12
5,001-10,000	8.5	14	17.5	12	20	30
10,001-25,000	9	13	17	16	23	30
25,001-50,000	11	15	18	12	22	24
50,001-100,000	24	30	37	12	22.2	21
100,000-200,000	11	13	16	12	19	28
200,000+	10	15	18	8	8.5	8
Average:	11.5	16	20	12	18	22

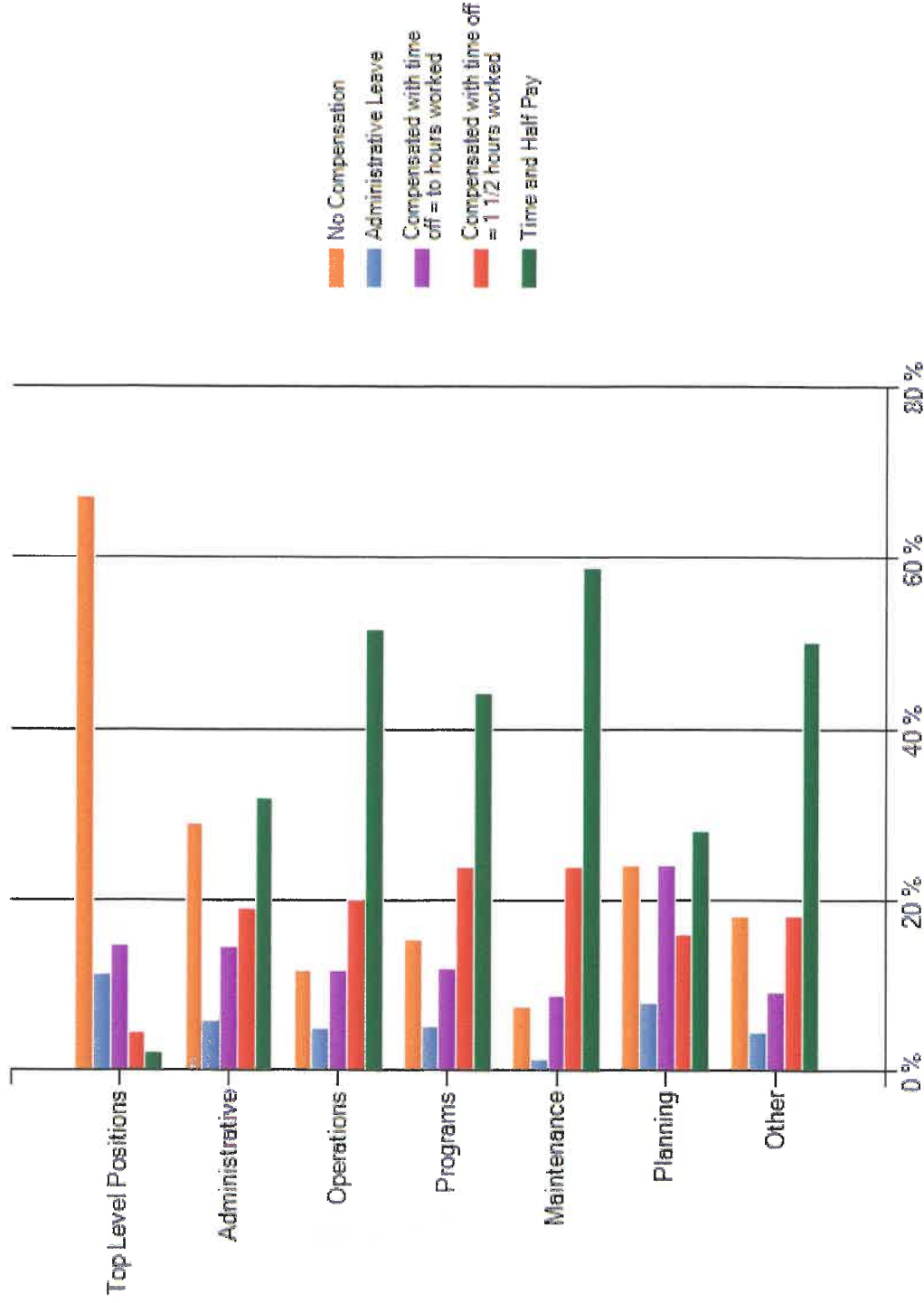
Figures rounded to nearest tenth.



# Vehicle Policy:

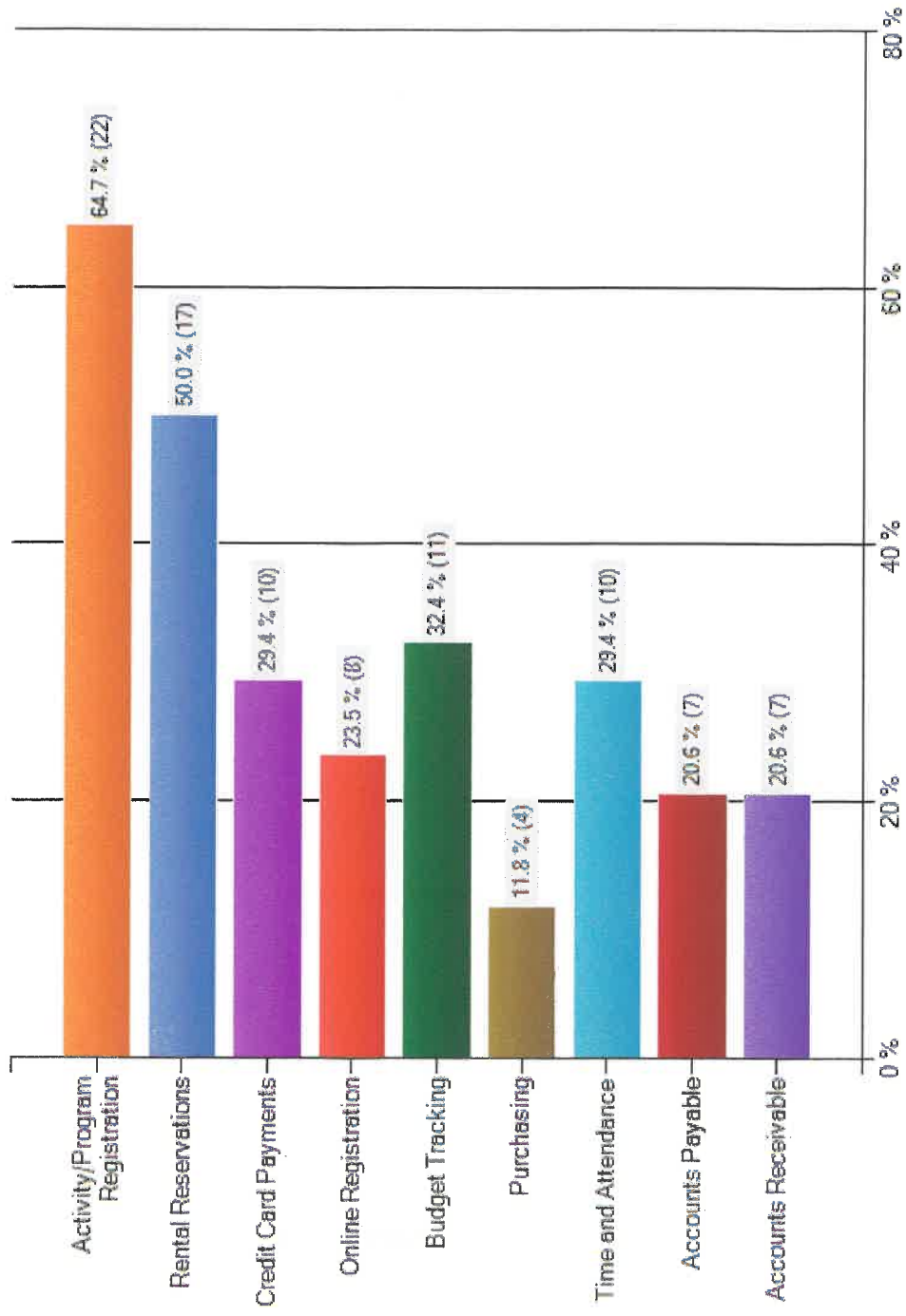



# Overtime Compensation:



# Recreation Management Software Usage:

If your Department utilizes a recreation management software system, what purposes do you use it for?

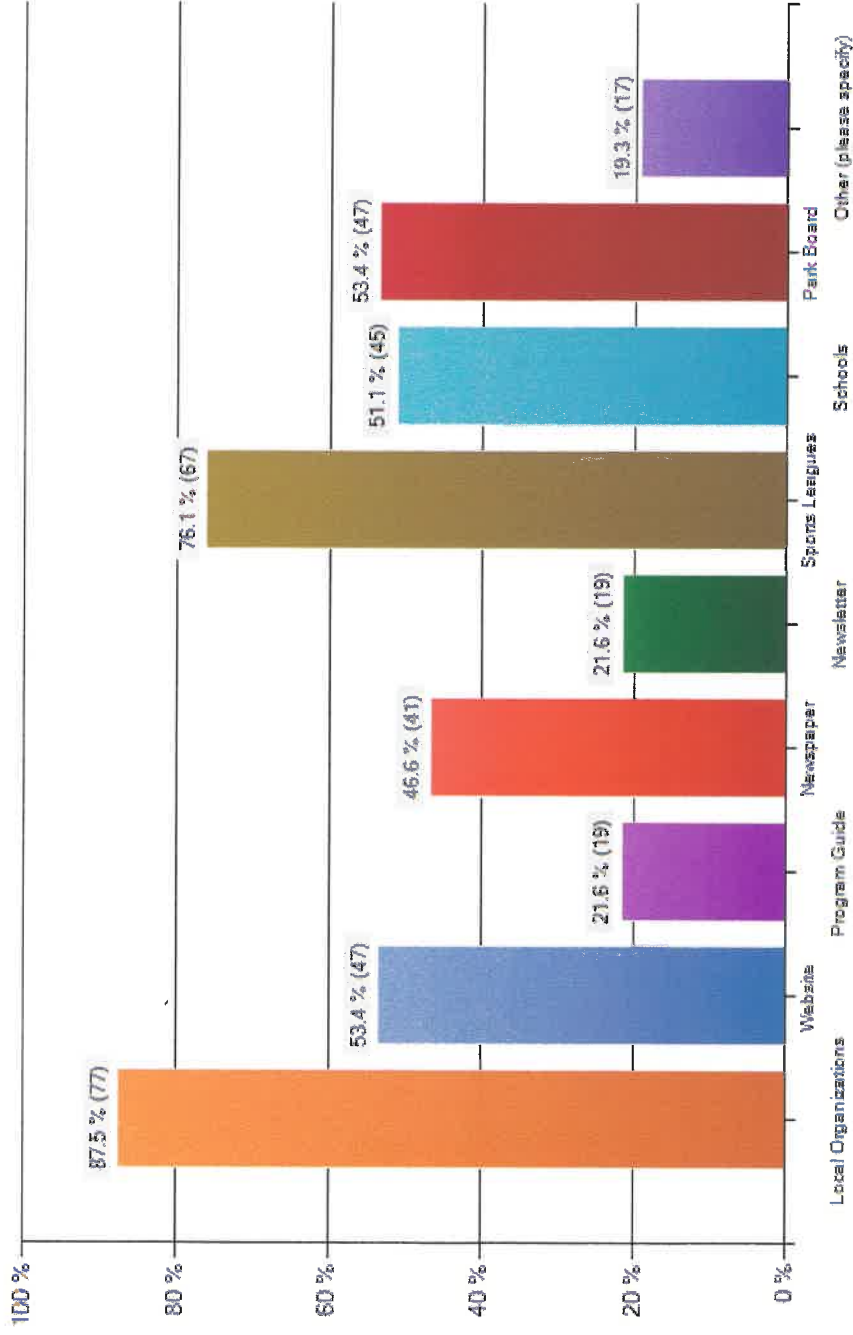




# Part XI: Volunteer Usage

# Volunteer Recruitment

What are your sources to recruit volunteers? Check all that apply.



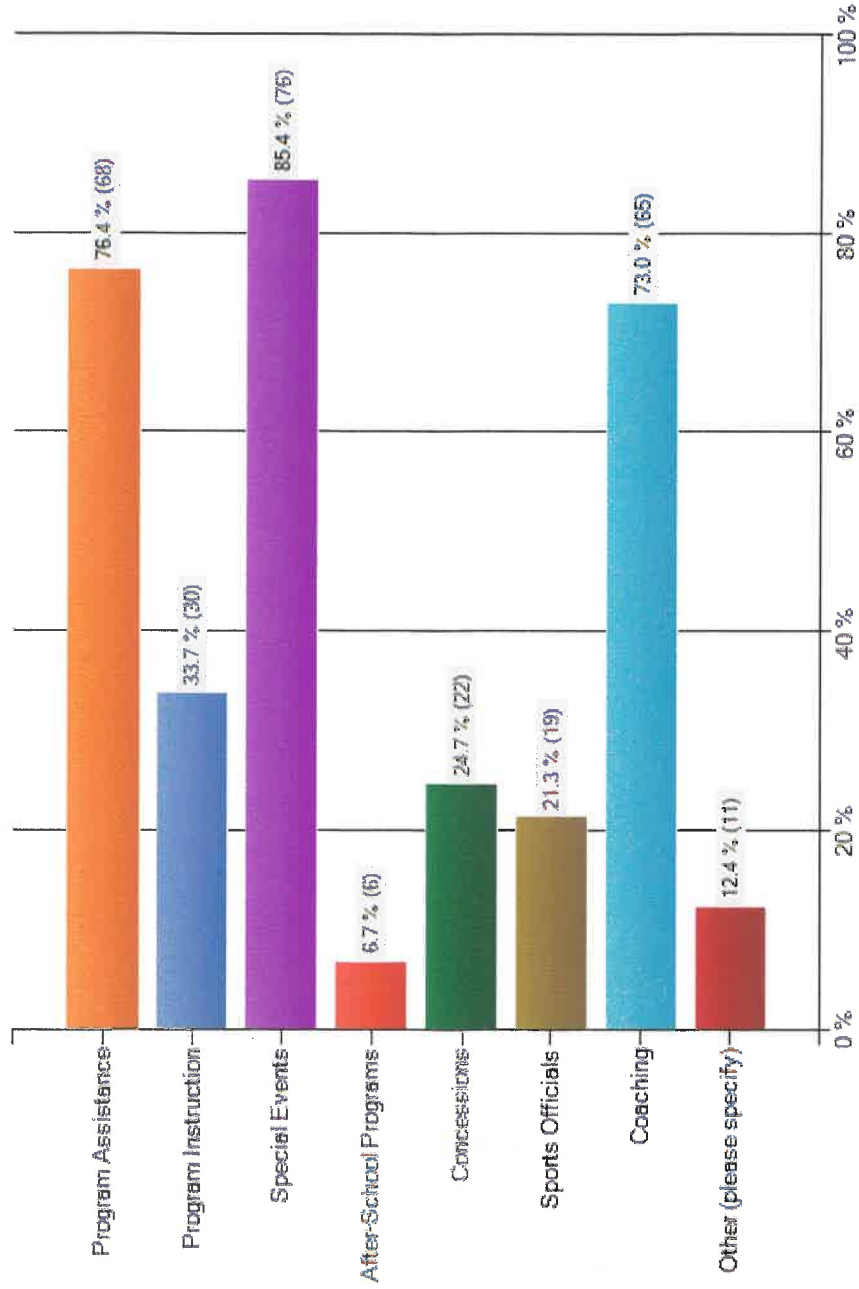
**Other:**

- Churches
- Word of Mouth
- YMCA
- Signage
- Social Media
- Scouts



# Volunteer Usage

How do you utilize volunteers for programs and services? Check all that apply.

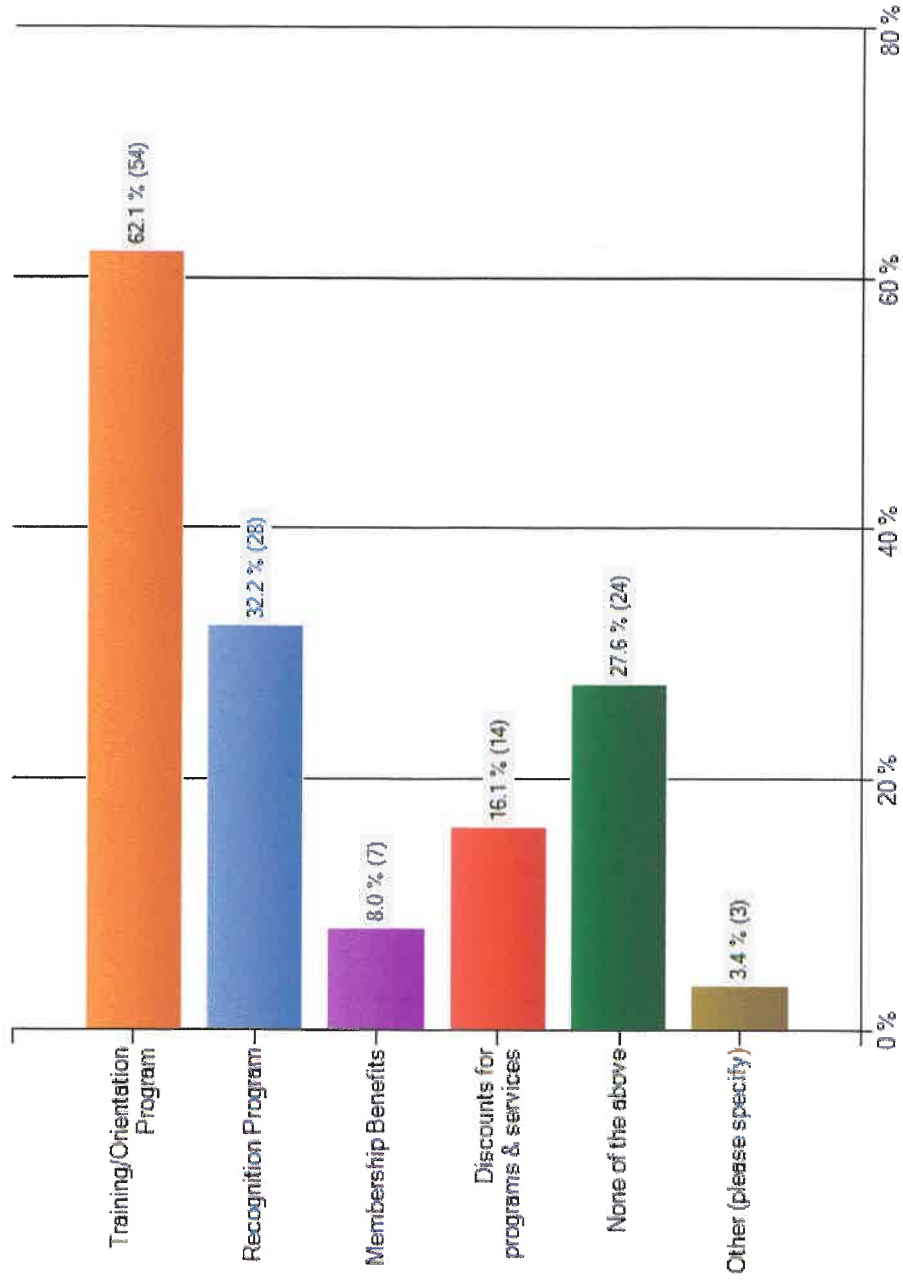



**Other:**

- Site Improvements
- Scouts
- Park Stewards
- Leagues
- Park Ranger Reserves
- Museum Docents
- Gift Shop Hosts

# Volunteer Benefits

Do you offer the following for volunteers? Check all that apply.

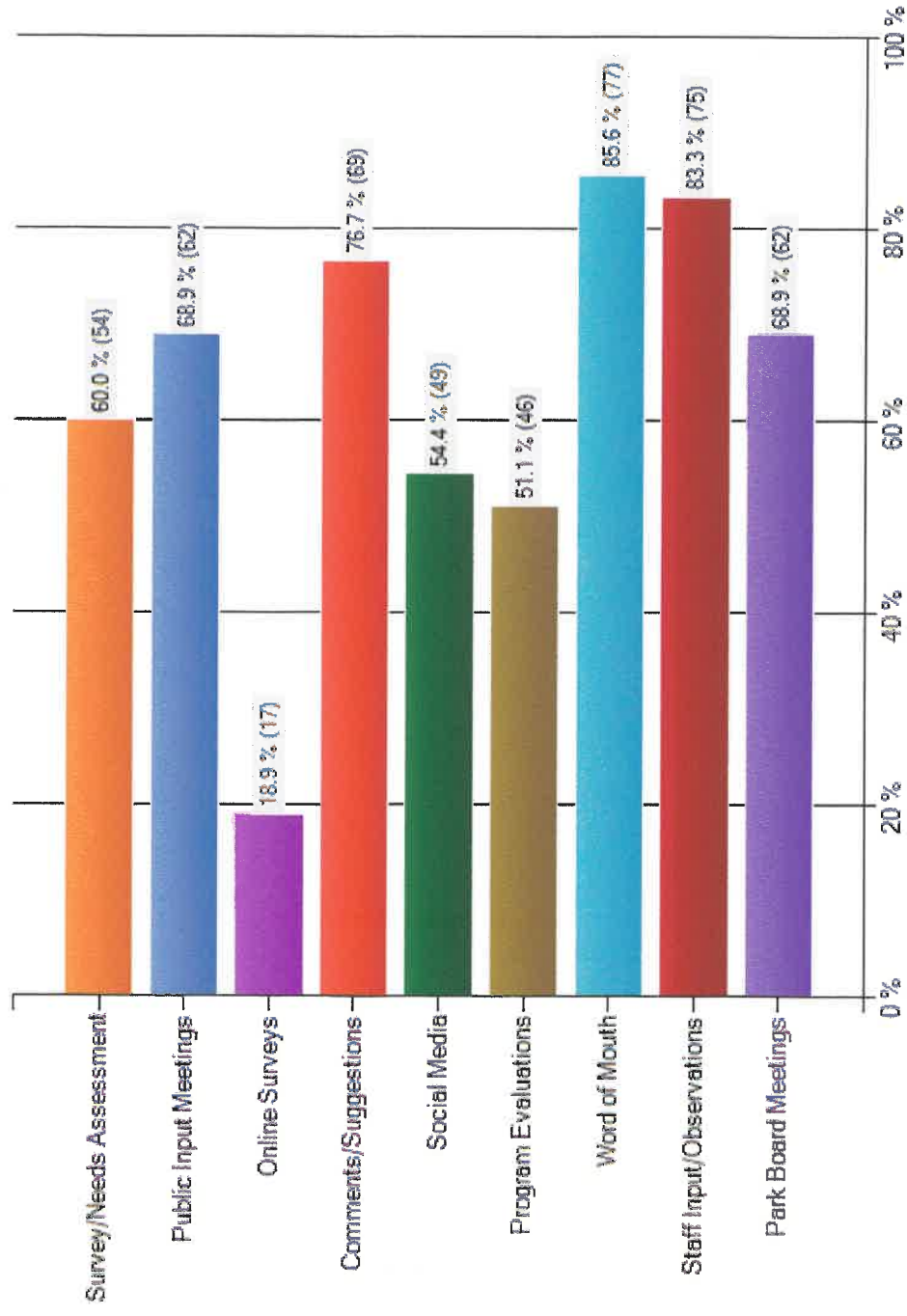




# Part XII: Public Input & Planning

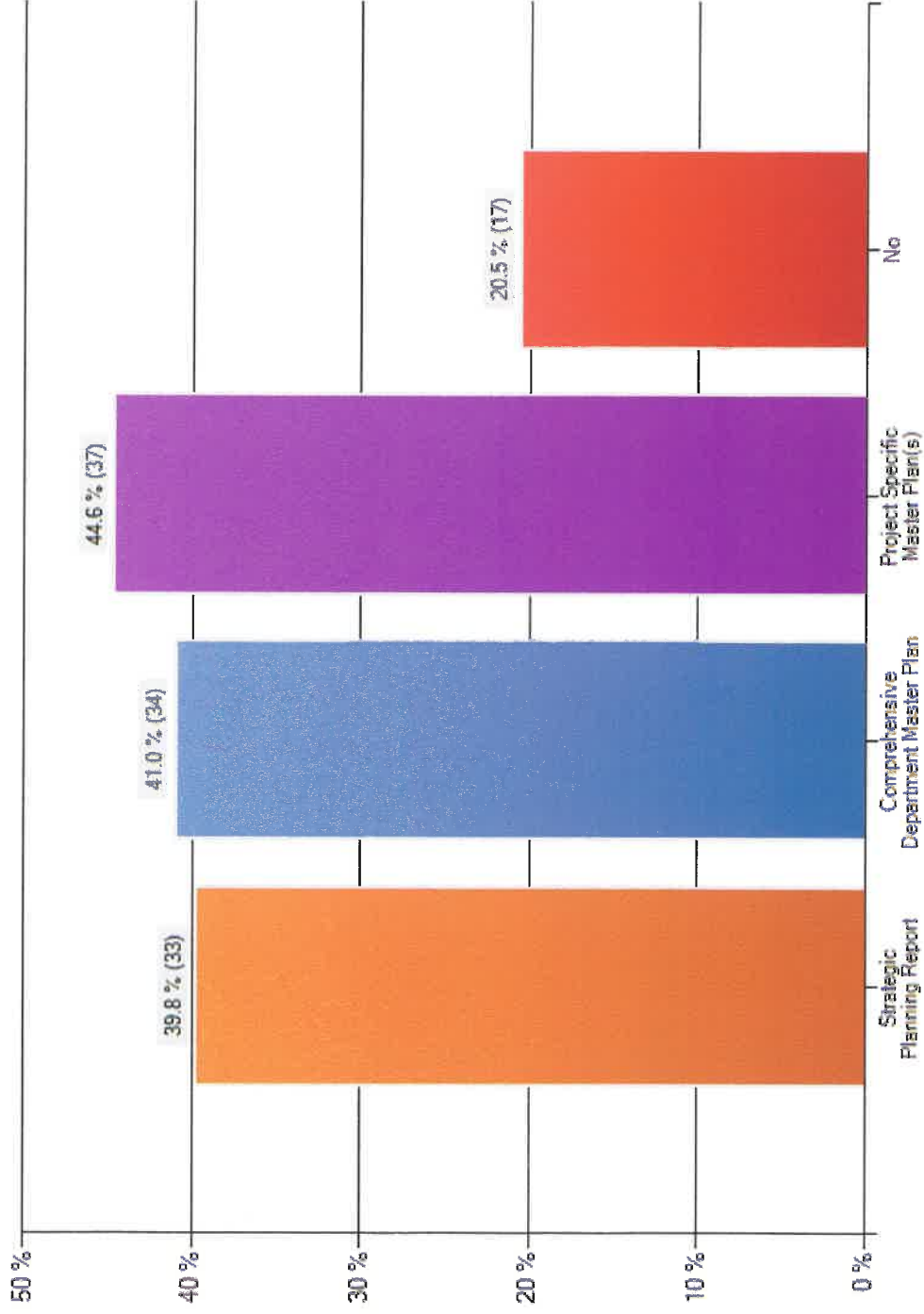
# Public Input Opportunities:

How does your department gain community input for programs, facilities and services?  
Check all that apply.



# Planning Tools:

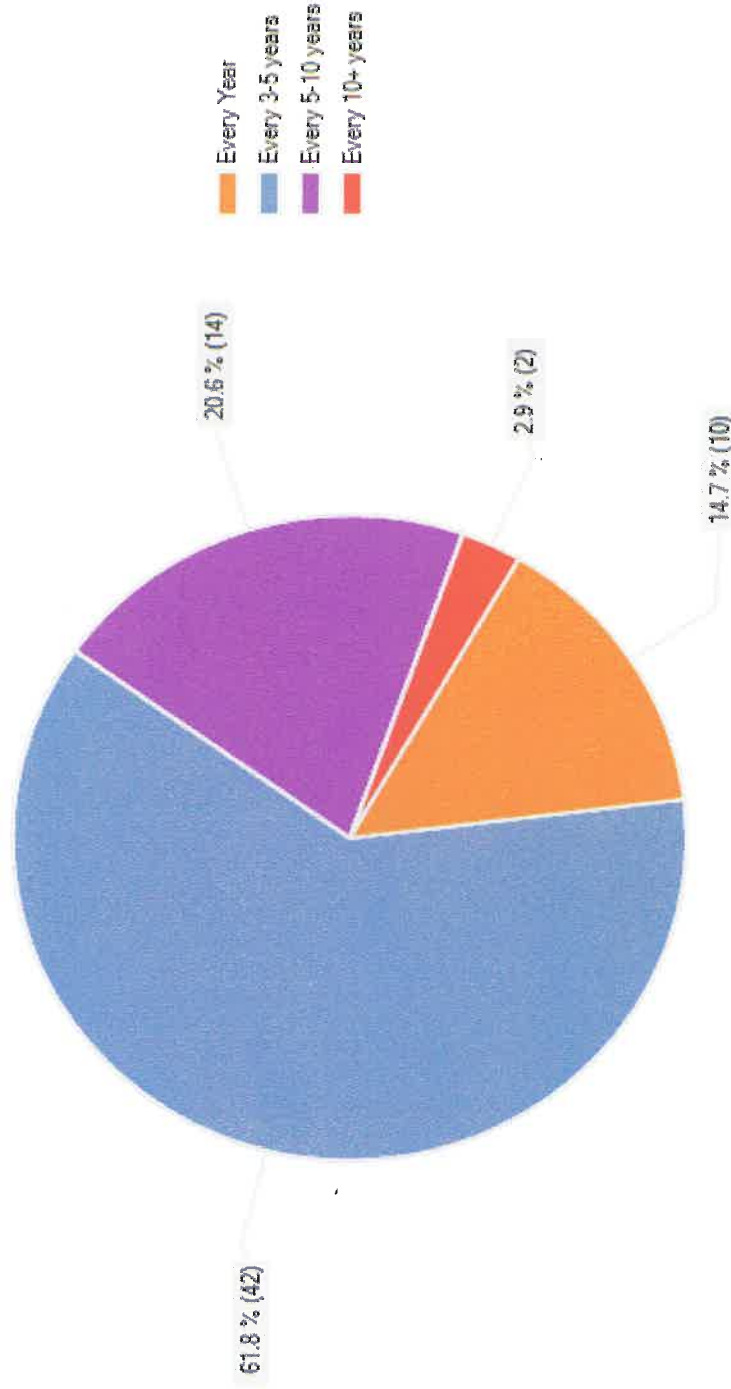
Does your department currently have plan(s) in place? Check all that apply.





# Planning Document Updates:

If you selected any of the plans above, how often do you update the plan(s)?





# Index of Participating Departments

**2011-2012 Tennessee Recreation Services Survey - Established Departments**

Department Information		Response Percent	Response Count					
<b>Contact Name &amp; Title:</b>		100.0%	97					
Department:		100.0%	97					
Address:		100.0%	97					
Address 2:		12.4%	12					
City/Town:		100.0%	97					
State:		100.0%	97					
ZIP:		100.0%	97					
Email Address:		100.0%	97					
		<i>answered question</i>	97					
		<i>skipped question</i>	0					
No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
1	Keith Wish Public Works Director	City of Lexington	PO Box 1699		Lexington	TN	38351	lexingtontn.gov
2	C. Seth Sumner, City Manager	Administration	PO Box 192		Clifton	TN	38425	citymanager@cityofclifton.com
3	Roy Wilson	Parks & Recreation	272 California Avenue	P.O. Box 226	Dayton	TN	37321	daytonrw@bellsouth.net
4	Amy Mitchell, Director	Goodlettsville Parks, Recreation, and Tourism	105 S Main Street		Goodlettsville	TN	37072	amitchell@cityofgoodlettsville.org
5	Rachel Conger, P&R Director	Jonesborough Parks & Rec	123 Boone Street		Jonesborough	TN	37659	rachelc@jonesboroughtn.org
6	Bob Parker, P&R Director	Sevierville Parks and Rec	200 Gary Wade Blvd		Sevierville	TN	37862	bparker@seviervilletn.org
7	Tony Lawrence	Paris Parks and Rec Dept	650 Volunteer Drive		Paris	TN	38242	tony.lawrence@parissd.org
8	Joe Huff, Executive Director	Maryville-Alcoa-Blount County Parks and Rec	316 S. Everett High Rd		Maryville	TN	37804	joehuff@parksrec.com
9	Bonnie Wright-Woodward, Fiscal Analyst	Chattanooga Parks & Rec	1102 South Watkins St		Chattanooga	TN	37404	woodward@chattanooga.gov
10	Brian Borden	Columbia Parks and Rec	821 West 9th Street		Columbia	TN	38401	bborden@co.lumbiatn.com
11	Jeff Lewis, Director	Dickson Parks and Rec	213 Bruce Drive		Dickson	TN	37055	jlewis@cityofdickson.com
12	Al Ray, Director	Maury County Parks & Rec	1018 Maury Co. Park Dr.		Columbia	TN	38401	aray@maurycounty-tn.gov
13	Steve Osborne, Parks Director	Portland Parks	303 Portland Blvd		Portland	TN	37148	sosborne@ctyofportlandtn.gov
	Amanda C. Miller,		1517 Tombas Avenue					
14	Administrative Assistant	East Ridge Parks & Rec	5093 Murfreesboro Rd		East Ridge	TN	37412	amilleastridgetn.org
15	Jeff Marler	La Vergne Parks and Rec	1569 Westover Rd		La Vergne	TN	37086	jmarler@laverghetn.gov
16	Neil Williams, Director	Madison County Parks	2318 N. Gold Point Cir.		Jackson	TN	38301	mcpr@aeneas.net
17	Ron Priddy /Director	Hamilton Co. Parks & Rec			Hixson	TN	37343	priddy@hamiltontn.gov
18	Lee Elkins, Director	Grainger Co. Parks & Rec	8095 Rutledge Pike	P.O. Box 230	Rutledge	TN	37861	graingerparksandrec@hotmail.com

No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
19	Curtis Stack / Director Rickey Honey/Director Parks and Recreation	City of Bolivar P & R	211 N. Washington St.		Bolivar	TN	38008	curtis@cityofbolivar.info
20		Fayetteville Parks and Rec	1203 Winchester Hwy		Fayetteville	TN	37334	rhoney@fpunet.com
21	John Wilbanks, Director Brian Peel, Parks and Recreation Director	Pigeon Forge Parks & Rec.	P.O. Box 605 334 Atoka Mumford Ave	PO Box 505	Pigeon Forge	TN	37868	jlwilbanks@cityofpigeonforge.com
22		Parks and Recreation	210 Albert Gallatin Ave		Atoka	TN	38004	bpeel@townofatoka.com
23	David F. Brown, Director	Gallatin Leisure Services	440 West Powell Road		Gallatin	TN	37066	david.brown@gallatin-tn.gov
24	Chip Petersen, P&R Director	Collierville Parks Rec and Cultural Arts			Collierville	TN	38017	cpetersen@ci.collierville.tn.us
25	Lisa R. Clayton, Parks Director	Franklin Parks Department	PO Box 305		Franklin	TN	37065	lisac@franklintn.gov
26	Doug Bataille, Senior Director	Knox County Parks and Rec	2447 Sutherland Ave.		Knoxville	TN	37919	doug.bataille@knology.net
27	Butch Patterson Director Jarred Thompson	Greeneville Parks & Rec	456 East Bernard Ave		Greeneville	TN	37745	bpjpr@comcast.net
28	Parks/Recreation Director	Parks/Recreation	1111 Ridgeway Ave.		Signal Mountain	TN	37377	jthompson@signalmountaintn.gov
29	Patti Pettit, Director of Parks & Recreation	Cleveland Parks & Rec	P.O. Box 1519		Cleveland	TN	37364-1519	ppetitt@cityofclevelandtn.com
30	Stacy Goodwin, Recreation Coordinator	Montgomery Co. Parks & Rec	1030 Cumberland Heights Road	Suite B	Clarksville	TN	37040	skgoodwin@montgomerycountyn.tn.org
31	Lanette Phillips, P.E. Jennifer Branscum, City Recorder	Engineering	200 N. Castle Heights Ave.		Lebanon	TN	37087	lanette@lebanontn.org
32	Joyce Nail	City of Dresden	117 West Main Street		Dresden	TN	38225	dresdencityrecorder@frontier.com
33		Roane County Recreation	PO Box 14		Kingston	TN	37763	jmail@roanegov.org
34	Todd Goode, Director	Millington Arts & Recreation	7942 Church Street		Millington	TN	38053	tgoode@cityofmillington.org
35	Brian Moore	Martin Parks & Rec Dept.	109 University Street		Martin	TN	38237	bmoore@cityofmartin.net
36	Dave Bunt Tonya Vaden, Administrative &	Brentwood Parks & Rec	P.O. Box 788		Brentwood	TN	37024	burnd@brentwood-tn.org
37	Indoor Recreation Manager	Clarksville Parks & Rec Dept	102 Public Square		Clarksville	TN	37040	tonya.vaden@cityofclarksville.com
38	Rick Ross Director	Kingston Parks & Rec	201 Patton Ferry Rd		Kingston	TN	37763	KingstonParks@bellsouth.net
39	Greg Newman	Sweetwater Parks & Rec	P.O. Box 267		Sweetwater	TN	37874	gregnewman@sweetwatertn.net
40	Sue Stuhl, Director	Farragut Parks & Leisure Services	11408 Municipal Center Drive		Farragut	TN	37934	sue.stuhl@townoffarragut.org
41	Larry Arendall Director	Savannah Parks & Rec	140 Main Street		Savannah	TN	38372	larendall@cityofsavannah.org
42	Steve Hurrelson, Director	Lenoir City Parks and Rec	119 W. Broadway		Lenoir City	TN	37771	shurrelson@lenoircitygov.com
43	Joe Walsh	Knoxville Parks and Rec	400 Main Street	Suite 303	Knoxville	TN	37902	jwalsh@cityofknoxville.org
44	Sybil Dancer, Director	Selmer Park and Rec	230 N fifth Street		Selmer	TN	38375	selmercommunity@selmercommunitycenter.com

No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
45	Kevin Fischer Director	Spring Hill Parks and Rec	789 Town Center Pkwy		Spring Hill	TN	37174	kfischer@springhilltn.org
46	Jay Carneli	Mt. Juliet Parks & Rec Dept	2425 N. Mt. Juliet Road		Mt. Juliet	TN	37122	jcarneli@cityofmtjuliet.org
47	Cultural Administrator Ken Hall	Monterey Parks & Rec	Post Office Box 97		Monterey	TN	38574	depotadm@frontier.com
48	Christina Jenkins, Director	Oakland Parks and Rec	P. O. Box 442		Oakland	TN	38060	cjenkins@oaklandtennessee.org
49	Jimmy Stitt	Lewisburg Parks & Rec	PO Box 1968	1551 Mooresville Hwy	Lewisburg	TN	37091	jimmystitt@hotmail.com
50	Nancy Cates, Director	Brownsville/Haywood County Parks & Rec.	P. O. Box 575		Brownsville	TN	38012	bhcpr@newwavecomm.net
51	Fran Hearn, City Clerk/Treasurer	Tiptonville Parks and Rec	130 South Court Street		Tiptonville	TN	38079	franhearn@bellsouth.net
52	Danny Blair Manager	Surgoinville Parks & Rec.	1724 Main St.		Surgoinville	TN	37873	surgoinvillefc@gmail.com
53	Lisa Bradford	South Pittsburg Parks & Rec	204 W. 3rd Street		South Pittsburg	TN	37380	lbradford@trinitycable.net
54	Michael F Nesbitt - Smith County Mayor	Smith County Parks & Rec	122 Turner High Circle	Suite 100	Carthage	TN	37030	mnesbitt@smithcounty.com
55	Craig H. Price	Morristown Parks and Rec	415 West Louise Ave		Morristown	TN	37813	cprice@mymorristown.com
56	Pam Beasley	Germanatown Parks & Rec	2276 West Street		Germanatown	TN	38138	pbeasley@germantown-tn.gov
57	Tony Burriss, Mayor	Trenton Parks & Recreation	309 South College St.		Trenton	TN	38382	trentonmayor@ci.trenton.tn.us
58	Tony Young, Director	Ashland City Parks and Rec	PO Box 36		Ashland City	TN	37015	tyoung@ashlandcitytn.gov
59	Tim Dockery	Newport Parks and Rec	433 Prospect Ave.		Newport	TN	37821	tdoc@newporttn.org
60	Rick Dockery	Lookout Mtn Parks & Rec	710 Scenic Hwy		Lookout Mountain	TN	37350	rickdockery@bellsouth.net
61	Seal Elder	Ripley Parks and Rec	110 Washington St.		Ripley	TN	38063	sealelderw@bellsouth.net
62	Wade Hooper	Fairview Parks and Rec	7100 City Center Way		Fairview	TN	37062	wadehooper@fairview-tn.org
63	Lee Hinson	Shelby County Conservation Board	1075 Mullins Station	Building C, Room 106	Memphis	TN	38134	lee.hinson@shelbycountyttn.gov
64	Walter Gibson - Director	Jefferson City Parks & Rec	1247 North Highway 92		Jefferson City	TN	37760	wgibson@jeffcitytn.com
65	Ashley Smith, Parks Director	White House Parks & Rec	105 College Street		White House	TN	37188	asmith@cityofwhitehouse.com
66	Johnny Byrge	Lafollette Parks and Rec	207 South Tenn. Ave		Lafollette	TN	37766	jbyrgelafn@yahoo.com
67	David LeMarbre, Director	Hendersonville Parks & Rec	101 Maple Drive North		Hendersonville	TN	37075	dlemarbre@hvilletn.org
68	Lanny Goodwin, Director	Murfreesboro Parks & Rec	P.O. Box 748	697 Barfield Crescent Rd	Murfreesboro	TN	37133-0748	lgoodwin@murfreesborotn.gov
69	Brice Lackey, Director	Rogersville Parks and Rec	106 E Kyle Street		Rogersville	TN	37857	office@rogersvilleparksandrec.com



No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
70	Mike Moss - Director of Parks	Smyrna Parks and Rec	100 Sam Ridley Pkwy		Smyrna	TN	37167	mike.moss@townofsmyma.org
71	Martha Luttrell / Finance Officer	Winchester Parks and Rec	7 South High Street		Winchester	TN	37398	mluttrell@winchester-tn.com
72	Roger Houck	Clinton Parks & Recreation	101 S Hick St.		Clinton	TN	37716	rhouck@clintontn.net
73	Phyllis Huffman	Williamson Co. Parks & Rec	1120 Hillsboro Rd.		Franklin	TN	37064	phyllish@williamson-tn.org
74	Rick Woods, Director	Cookeville Leisure Services	P.O. Box 998	45 East Broad Street	Cookeville	TN	38503	rwoods@cookeville-tn.org
75	Marty Nicely, Director of Recreation	Gatlinburg Recreation Dept	P. O. Box 5		Gatlinburg	TN	37738	gatrec@ci.gatlinburg.tn.us
76	Jeff Graves, Parks & Recreation Director	Medina Parks & Recreation	112 North Main Street	PO Box 420	Medina	TN	38355	jbgraves@click1.net
77	Beth Campbell, Director	Lawrenceburg Parks & Rec	927 N Military Avenue		Lawrenceburg	TN	38464	bcampbell@lawrenceburgtn.gov
78	Jill Simmons, Director of Parks & Recreation	Millersville Parks & Rec	1246 Louisville Hwy		Millersville	TN	37072	parksdirector@cityofmillersville.com
79	Barry Bunn, Director	Humboldt Parks & Rec	1421 Osborne		Humboldt	TN	38343	BarryJBunn@yahoo.com
80	Tim Netsch, Assistant Director	Metrol Nashville Parks	P.O. Box 196340		Nashville	TN	37219-6340	tim.netsch@nashville.gov
81	David Thompson, Director	Bartlett Parks & Recreation	5868 Stage Road		Bartlett	TN	38134	dthompson@cityofbartlett.org
82	Josh Collins	Oak Ridge Parks & Rec	P.O. Box 1		Oak Ridge	TN	37830	jcollins@cornn.org
83	Hunter Fields, Director	Milan Parks & Recreation	7001 Ellington Drive		Milan	TN	38358	citypark@aeneas.net
84	Austin Fesmire, Director	Athens Parks & Rec Dept.	P.O. Box 849		Athens	TN	37371-0849	afesmire@cityofathensn.com
85	Christine E. Dixon, Park Manager	Anderson Co. Conservation Board	2191 Park Lane		Andersonville	TN	37705	christinerehn@yahoo.com
86	Steve Hill, Director	Crossville Parks & Rec	837 Industrial Blvd.		Crossville	TN	38555	ccpark@crossvilletn.gov
87	Greg Wanamaker, Interim Director	McMinnville Parks & Rec	500 Garfield Street		McMinnville	TN	37110	gwanamaker@mcminnvilletn.com
88	Amy Payne, Director	Covington Parks & Rec	790 Bert Johnson		Covington	TN	38019	apayne@covingtontn.com
89	Andy Baker, Director	Dyersburg Parks & Rec	1010 Recreatin Drive		Dyersburg	TN	38024	abaker@dyersburgtn.gov
90	Teresa Meyer, P&R Admin.	Lakeland Parks & Rec	10001 US Highway		Lakeland	TN	38002	tmeyer@lakelandtn.org
91	Sylvia Pinson	Shelbyville Parks & Rec	70 P.O. Box 185		Shelbyville	TN	37162	sylvia.pinson@shelbyvilletn.org
92	Tony Black, Executive Director	Jackson Parks & Rec	180 Conalco Drive		Jackson	TN	38301	tblack@cityofjackson.net
93	Jill Holland, Mayor	McKenzie Parks & Rec	P.O. Box 160		McKenzie	TN	38201	jill.holland@cityofmckenzie.com
94	Bobby Phillips, Director	Pulaski Parks & Recreation	333 East College Street		Pulaski	TN	38478	recdept2002@yahoo.com
95	Kitty Frazier, Director	Kingsport Parks & Rec	1550 Fort Henry Drive		Kingsport	TN	37664	kittyfrazier@kingsporttn.gov

No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
96	Bonnie Gamble, Director	Manchester Parks & Rec	557 N. Woodland St	2430 Mt. View Road	Manchester	TN	37355	bgamble@cityofmanchestertn.com
97	Greg Bubba Martin	Adamsville Parks & Rec	231 East Main Street		Adamsville	TN	38310	bmartin@cityofadamsville.com

**2011-2012 Tennessee Recreation Services Survey - No Dept, some services**

Department Information		Response Percent	Response Count					
<b>Answer Options</b>								
Contact Name & Title:		100.0%	51					
Department:		100.0%	51					
Address:		100.0%	51					
Address 2:		37.3%	19					
City/Town:		100.0%	51					
State:		100.0%	51					
ZIP:		100.0%	51					
Email Address:		100.0%	51					
		<i>answered question</i>						
		<i>skipped question</i>						
		51	0					
Number	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
1	Wayne Jessie Mayor	Tazewell Parks and Recreation	1830 Mian St	P.O.Box 206	Tazewell	TN	37879	tazewellmayor@communicomm
2	Jim Goolsby	Carthage Park & Pool	314 Spring Street	P.O. BOX 259	Carthage	TN	37030	carthagecity@smithcounty.com
3	Zeda Hillis, City Recorder	City of Spencer	P.O. Box 187		Spencer	TN	38585	spencertngov@blomand.net
4	Curtis Lane, Mayor	City of Grand Junction Parks & Rec	PO Box 129		Grand Junction	TN	38039	grandjunction@bellsouth.net
5	Linda Riffey City Recorder James D. Hutchins, Town	City Manager	1037 Tazewell Pike		Luttrell	TN	37779	plnview@hotmail.com
6	Administrator John H. Carroll, Perry	Administration	131 East Meeting Street	P.O.Box 249	Dandridge	TN	37725	hutchins37725@netscape.net
7	County Mayor	Perry County	121 E. Main St.	P.O. Box 16	Linden	TN	37096	perry@netease.net
8	Cristal Odum, City Recorder	City Hall	P.O. Box 369		Lobelville	TN	37097	cityrecorder@lobelvilletn.org
9	Mary Prier Margie Brooks, City	City of Ardmore	P.O. Box 55		Ardmore	TN	38449	cityofardmore@mchsi.com
10	Recorder	City of Elkton	168 Main St.	PO Box 157	Elkton	TN	38455	cityofelkton@bellsouth.net
11	W. B. Frazier	City of Waverly	101 East Main Street	P. O. BOX 70	Waverly	TN	37185	bfrazier@waverlytn.org
12	Les Stiers, Mayor Gary Reasons	City of Jellico, TN	410 South Main Street		Jellico	TN	37762	lstiers@yahoo.com
13	Crockett/County Mayor	Crockett County Government	1 S. Bells St Ste 3		Alamo	TN	38001	rocketcountymayor@gmail.com
14	Alicia Pigue	Recorder	12987 Hwy 79 North	P O BOX 760	Bells	TN	38006	cityhall@cityofbellstenn.us
15	J.W. Creasy David Austin, Planning	Mayor	P.O. Box 86		Sardis	TN	38371	sardiscityhall@tds.net
16	Director	Public Works	85 Hwy 114 S		Scotts Hill	TN	38374	daustin@cityofscottshill.com
17	Kelly Rider, City Recorder	City Hall	P O Box 650		Ridgetop	TN	37152	krctyhall@comcast.net
18	Phillip R. Williams	City of McLemoresville	5600 Main Street	P.O. Bx 38	McLemoresville	TN	38235	barbara@cityofmclemoresville.com
19	Tony Felts, Director	Springfield Parks and Recreation	401 N. Main Street		Springfield	TN	37177	tfelts@springfield-tn.org
20	Branson Townsend	Special Projects	535 TN Ave. S.	P.O. Box 128	Parsons	TN	38363	coordinator@cityofparsons.com
21	Lisa Parker	City Recorder	1008 Civic Court	P.O. Box 127	Pleasant View	TN	37146	townpv@bellsouth.net
22	Larry Potter, Co. Mayor	Office of County Mayor	222 West Main Street		Mounfian City	TN	37683	johnson_countymayor@embarqmail.com
23	Tim Hester, City Manager	City of Norris	P.O. Box 1090	20 Chestnut Drive	Norris	TN	37828	timdhester@comcast.net

Number	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
24	Kathy King, Town Clerk	Administrative	P. O. Box 249	308 Highway 70	Pegram	TN	37082	pegamcityhall@comcast.net
25	Harold Patrick	Mayor	101 W Water Street		Woodbury	TN	37190	wbycity@dtccom.net
26	Hoyt Firestone	Polk County Executive	P.O.Box 128		Benton	TN	37307	coexecpolk@yahoo.com
27	Angela Hunt, Recorder	Administrative	101 College Street	P.O. Box 642	Gleason	TN	38229	recorder@cityofgleason.net
28	David Norsworthy	Public Director	PO Box 215		Trimble	TN	38259	trimble@west-tenn.com
29	Rose Kizer	City of Harrogate	138 Harrogate Crossing	P O Box 979	Harrogate	TN	37752	cityofharrogate@hotmail.com
30	Herbert P. Davis, Mayor	Van Buren County	PO Box 217		Spencer	TN	38585	wdrakevbcn@hotmail.com
31	Roger Turney Mayor	City of Auburntown	PO Box 38		Auburntown	TN	37016	aschool@dtccom.net
32	Bob Bohn	Mayor	102 E Swan Street		Centerville	TN	37033	mayor@centerville.org
33	Jenny Hunt	Town of Bell Buckle	PO Box 276		Bell Buckle	TN	37020	jennywhunt@gmail.com
34	Faye Parks	Mayor	P.O. Box 115		Calhoun	TN	37309	mayorfaye@charter.net
35	Nancy Cobb	Finance	1435 North Main Street		Tennessee Ridge	TN	37178	cott@peoplestel.net
36	Bobby Argo	City Hall	P.O.Box 100		Trezevant	TN	38258	kedwards@tennesseetel.net
37	Jo Matherne, Mayor	City of Brownsville	111 N. Washington Ave	P. O. Box 449	Brownsville	TN	38012	citymayor@nwcable.net
38	John Gentry, Co. Mayor	Parks	6 East Madison Avenue		Athens	TN	37303	countymayor@comcast.net
39	Martha Taylor, Recorder	Finance	P. O. Box 668		Huntingdon	TN	38344	mbtaylor@huntingdonch.com
40	Mayor Jimmie C Hart	Town of Troy	132 Virginia Drive	P.O. Box 246	Troy	TN	38260	cranford@troytn.com
41	brent greer, county mayor	Henry County mayor office	P.O. Box 7		Paris	TN	38242	bgreer@henrycountyttn.org
42	Peggy G. Bevels, Mayor	Lincoln County	112 Main Ave South	Room 101	Fayetteville	TN	37334	pbevelscoexec@valnet.com
43	Don Sherrell, Chairman	Clay County	526 Dow Avenue		Celina	TN	38551	jkimes1@utk.edu
44	Sherry Spicer-Dudley, Town Manager	Pittman Center General	2839b Webb Creek Rd.		Sevierville	TN	37876	sherryspicerdudley@comcast.net
45	Ralph Chapin	mayor	140 Alvin York Hwy		Powell's Crossroads	TN	37397	ralph_39@charter.net
46	Rodney Keeton Director of Public Works	Public Works	P.O. Box 1880	9751 Sanborn Dr.	Collegedale	TN	37315	rkeeton@collegedaletn.gov
47	Becky Sherman, City Recorder	Administration	PO Box 338	301 Cumberland St. E.	Cowan	TN	37318	recordersherman@comcast.net
48	Tonia May Recorder	Town of Kimball	675 Main Street		Kimball	TN	37347	tmay@townofkimball.com
49	Bobby Collier, County Mayor	Bledsoe County Mayor	P.O. Box 149		Pikeville	TN	37367	bledsoeexec@bledsoe.net
50	Bill Bostwick	City Hall	P.O. Box 235		Sharon	TN	38255	none
51	Dennis Reagan, Mayor	City of Sunbright	P.O. Bxo 188		Sunbright	TN	37872	citygovsb@highland.net

**2011-2012 Tennessee Recreation Services Survey - No Dept., no services**

Department Information		Response Percent	Response Count
Answer Options			
Contact Name & Title:		100.0%	10
Department:		100.0%	10
Address:		100.0%	10
Address 2:		20.0%	2
City/Town:		100.0%	10
State:		100.0%	10
ZIP:		100.0%	10
Email Address:		100.0%	10
<i>answered question</i>			10
<i>skipped question</i>			0

No.	Contact Name & Title:	Department:	Address:	Address 2:	City/Town:	State:	ZIP:	Email Address:
1	Austin Edmondson City Administrator	Town of Somerville	13085 N. Main Street	P. O. Box 909	Somerville	TN	38068	cityadmson@bellsouth.net
2	Debra Craig, City Manager	City Hall	700 Milton Counce Drive		South Fulton	TN	38261	sfcitymanager@ken-tennwireless.com
3	Rick Joiner	County Mayor	p o box 487		Dover	TN	37058	scchief2@yahoo.com
4	Estelle Herron, Mayor	Loudon County	100 River Road, Suite 106		Loudon	TN	37774	herrone@loudoncounty-tn.gov
5	Mayor Cecil F. Arp, Jr.	Mayor	160 Main Street		Copperhill	TN	37317	cityofcopperhill@bellsouth.net
6	Don Edwards, Morgan County Executive	Executive	PO Box 387		Wartburg	TN	37887	leer@morgancountytn.org
7	Tammie Hightower City Manager	City of Gallaway	607 Watson Drive	PO Box 168	Gallaway	TN	38060	tammiehightower@bellsouth.net
8	Jimmy Wheeler, Mayor	Town of South Carthage	106 Main St. South		Carthage	TN	37030	sccityhall@bellsouth.net
9	Jessie R. Wallace County Executive	Humphreys County Government	102 Thompson St		Waverly	TN	37185	jwallace@humphreystn.com
10	Lois Preece, Mayor	no department	131 Country Club Lane		Niota	TN	37826	loispreece@tds.net



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**401 Church Street, 20<sup>th</sup> Floor L & C Tower, Nashville, Tennessee 37243, 1-888-867-7455. ADA inquires or complaints should be directed to the**

**ADA Coordinator, Human Resources Division, 401 Church Street, 12<sup>th</sup> Floor L & C Tower, Nashville, Tennessee 37243, 1-866-253-5827. Hearing impaired callers may use the Tennessee Relay Service (1-800-848-0298).**



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