SECTION 8.1 | Process

PROS Consulting, LLC, along with the City of Sunrise, identified operating metrics to be benchmarked to comparable industry leading systems nationwide. The complexity in this analysis was ensuring direct comparisons through a methodology of statistics and ratios in order to provide comparable information.

Similar-sized systems in the Florida market were identified. The challenge was ensuring that the agencies would turn around the information in a short timeframe. It must be noted that the benchmark analysis is based on the information provided. Every effort was made, in working directly with the benchmark agencies, to obtain the most credible information and organize the data in a consistent and comparable format. However, the absence of a verification mechanism entails that the accuracy of PROS' analysis is incumbent on the reliability of the data provided by the agencies. The information sought was a combination of operating metrics with budgets, staffing, facilities, programming and acreages. In some instances, the information was not tracked or not available. The attributes considered in this benchmark study included:

- Population/Demographics

- Size of city (sq. miles)

- Leading system nationwide

- Parks and recreation system

Careful attention was paid to incorporate a mix of systems that are comparable industry leaders who are perceived as delivering a high level of service to their respective residents. These communities include:

- Coral Springs, FL

- Davie, FL

- Plantation, FL

- Weston, FL

- Pembroke Pines, FL (they later expressed their inability to provide data due to insufficient resources available towards data collection)

Due to differences in how each system collects, maintains and reports data, variations exist. For example, the City of Coral Springs has a separate budget for Aquatics and Tennis but for the sake of this benchmark study, has combined them with the Total Budget. The City of Plantation has its Program budget included in the Total budget and also has separate line items for Tennis, Equestrian and Plantation Preserve Golf Budget. Also, this is the only agency that has a separate marketing budget while most agencies have it included with Administration / Programs or, in the case of Coral Springs, the Communications Department.

These variations have an impact on the per capita and percentage allocations within the budget and hence the overall comparison must be viewed with this in mind. Also, despite repeated attempts to obtain missing information, there may be some portions where the data provided by the benchmarked systems was incomplete.

The benchmark data collection for Sunrise and all the other cities was done as of December 2009. While it is possible that there may have been changes/updates in the data provided, in order to ensure consistency in data collection the original figures obtained at that time have been used in the benchmark.

The survey is organized into broad categories to obtain data that offers a comprehensive view of each system's operating metrics in comparison to the City of Sunrise Leisure Services Department.   The benchmark categories included:

- Funding – this explores the various budget elements, including per capita budget and percentage of individual departmental budgets to the total.

- Parks and Staffing – this section evaluates the total park acreages available and maintained as well as the Full-Time Equivalents (FTEs) and their ratios per 1,000 people.

• Programming and Marketing – this considers total programming numbers, core program areas for various systems, the registration processes, customer feedback and types of marketing/communications channels used.

• Number of Revenue Producing Facilities – this sections details the total number of and the various types of revenue producing facilities that each system possesses.

• Pricing Policy – this section describes the existence of written pricing policies and cost recovery goals employed by the system

Complete survey responses from each system are provided in the Appendix. The figure below demonstrates the comparative population density of the five benchmarked systems.
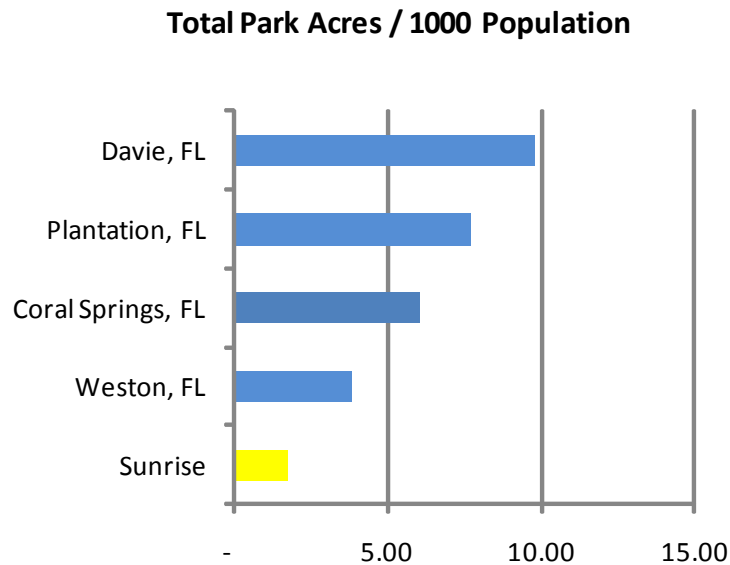
Total Park Acres / 1000 Population

Figure 8.1a - Total Park Acres/1000 pop.

SECTION 8.2 | Benchmark Comparison

Parks

This section looks at the total park acres, acres maintained (total park and non-park acres maintained by the agency), and cost per acres maintained.

	Area (sq. miles)	Estimated '09 Population	Total Parks	Total Park Acres	Total Acres Maintained	Total park acres per 1000 Population	Total acres maintained per 1000 Population	Cost per Acre	% Acres Maintained to Total Park Acres
Sunrise	18.2	89,026	13	179	145	2.0	1.6	-	81.0%
Coral Springs, FL	23.5	125,783	48	764	764	6.1	6.1	-	100.0%
Davie, FL	36.0	90,300	46	880	484	9.7	5.4	3,565.0	55.0%
Plantation, FL	22.8	83,628	41	646	580	7.7	6.9	3,672.0	89.8%
Weston, FL	27.0	62,233	14	237	237	3.8	3.8	15,655.0	100.0%

Figure 8.2b - Parks

Based on data provide to PROS by the Leisure Services Department, Sunrise (179 acres, 145 acres maintained) is on the lower end for Total Park Acres. These numbers translate to about 2.0 acres / 1000 population. On the other hand, Davie (880 acres, 484 acres maintained) leads the benchmarked systems with 9.7 acres / 1000 population. All park acres are only city-owned and do not include County park acreages. It must be noted, though, that Sunrise is the smallest in size among all systems and is almost half the size in square miles as compared to Davie. Davie however, has the lowest percentage of Acres Maintained to Total Acres (55%).

In terms of cost per acre maintained, the information was not available for Sunrise and Coral Springs. Davie and Plantation are fairly similar while Weston is significantly higher in comparison. See **Figure 8.2a** and **Figure 8.2b**

Staffing

The staffing section evaluates the total as well as department-wide staffing available, and FTEs (Full-Time Equivalents) based on the actual population numbers. See **Figure 8.2c.**

	Estimated '09 Population	Total FTEs	Total Maintenance Staff FTEs	Total Programming FTEs	Total Admin FTEs	Total FTEs / 1000 pop.	Maintenance FTEs / 1000 pop.	Programming FTEs / 1000 pop.	Admin FTEs / 1000 pop.
Sunrise	89,026	64.0	26.0	24.0	14.0	0.7	0.3	0.3	0.2
Coral Springs, FL	125,783	81.0	68.0	6.0	7	0.6	0.5	0.05	0.06
Davie, FL	90,300	56.0	18.0	33.0	5	0.6	0.2	0.4	0.06
Plantation, FL	83,628	97.0	49.0	-	6	1.2	0.6	-	0.07
Weston, FL	62,233	7.0	1.0	3.0	3	0.1	0.02	0.05	0.05

Figure 8.2c - Full Time Equivalents

From the information in **Figure 8.2c**, Plantation has the highest number of FTEs with 1.2 FTEs / 1000 followed by Sunrise with 0.7 FTEs / 1000. The programming FTEs for Plantation were not provided. Sunrise also has 29 contracted instructors for the various program offerings. Plantation also has 10 aides used for maintenance. One of the reasons Weston has only 1 Maintenance FTE is the fact they contract out a large portion of their maintenance as can be seen by their $2.25M contract maintenance budget.
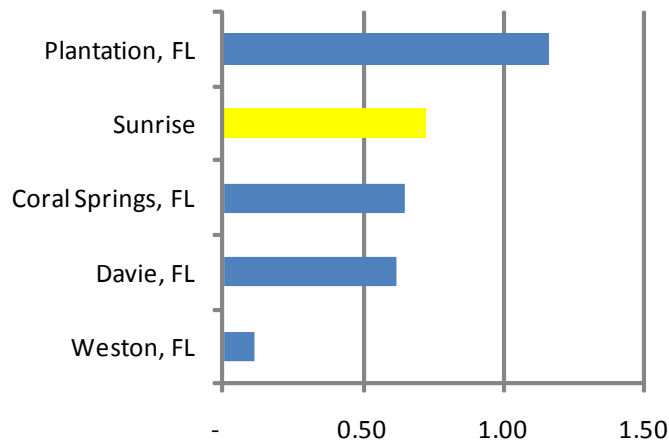
Total FTEs per 1000 population

Figure 8.2d - Total FTEs/1000 pop.

Facilities

This section outlines the total number of facilities as well as facility types that exist in the system. It must be kept in mind that often the total number of facilities might not be indicative of the nature of facility offerings. True capacity and equity of offerings would be determined by the actual facility size as well as distribution with the system.

			Facilities (Recreation / Community / Senior Centers)						
City/State	City Area (sq. miles)	Estimated '09 Population	WITH	WITHOUT	Senior Centers	Total Sf. of Amenities	Total Major	Population served per facility	Sq. Feet / Person
			Fitness Component				Amenities		
Sunrise	18	89,026	1	-	1	94,500	2	44,513	1.06
Coral Springs, FL	24	125,783	1	2	1	13,420	4	31,446	0.11
Davie, FL	36	90,300	3	6	1	57,000	10	9,030	0.63
Plantation, FL	23	83,628	2	3	-	70,735	5	16,726	0.85
Weston, FL	27	62,233	-	1	-	7,376	1	62,233	0.12

Figure 8.2e - Recreation/Community Centers

Figure 8.2e demonstrates the total number of Community /Recreation Centers and Senior Centers available in each system. Davie (10) has the highest number of major amenities available followed by Plantation (5). Sunrise (2) is on the lower end in comparison. However, in terms of actual square footage and square feet / person, Sunrise (94,500 total square feet,

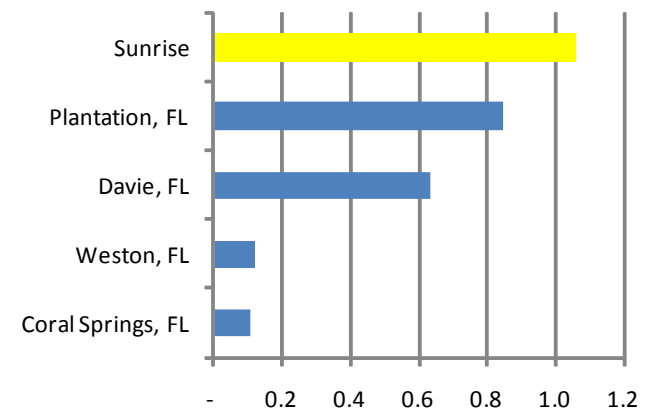### Available Square Footage / Person for Major Amenities

Figure 8.2f - Available Square Footage/Person for Major Amenities

1.06 sf. / person) ranks the highest among the benchmarked systems. This would indicate that the other systems have a greater number of smaller centers spread over their service areas and would likely have greater accessibility while Sunrise has a very high level of service, but is largely concentrated in a couple of locations.

Financial

Sunrise ($4,078,816) falls in the middle as far as the total Department-wide budget is concerned. Coral Springs has the highest budget ($24,990,441) while the rest of the systems, vary from $3M (Davie) to $10.6M (Plantation). See **Figure 8.2g**.

	Total Annual Budgets by Category				
	Total Budget	Parks Maintenance	Programming	Aquatics	Marketing and Admin
City/State	2009 - 2010	2009 - 2010	2009 - 2010	2009 - 2010	2009 - 2010
Sunrise	$ 10,875,890	$ 4,078,816	$ 4,194,986	$ 1,014,222	$ 1,587,866
Coral Springs, FL	$ 24,990,441	$ 12,295,220	$ 10,002,531	$ 2,292,690	$ 400,000
Davie, FL	$ 3,668,000	$ 2,200,000	$ 2,178,000	$ 880,000	$ 610,000
Plantation, FL	$ 10,627,300	$ 7,654,500	$ -	$ 943,400	$ 14,000
Weston, FL	$ 6,220,200	$ 3,710,300	$ 340,000	$ -	$ 810,700

**Figure 8.2g -Total Annual Budgets by Category**

However, as mentioned in the beginning of the report, variations may exist in how each system accounts for its budget. Coral Springs has separate Aquatics and Tennis budgets but they have been combined into the existing numbers to provide a fair comparison. Also, Coral Springs' Marketing budget is covered by the Communications Department. Plantation's Programming budget and the budget for Plantation Quarterly is covered in the Overall budget. Plantation also has separate line items for Tennis, Equestrian and a Plantation Preserve Golf Budget.

The Maintenance budget is the total budget dedicated towards all parks and recreation related maintenance services. The Recreation Program budget includes the total budget allocated toward all recreation

programming, including staffing that is offered by the agency. In this case, a breakdown of the individual budgets reveals that Plantation is the only agency that has outlined a specific Marketing Budget ($14,000), while all other agencies only have an Admin budget.

It must be noted that the size and population numbers of all the benchmark systems vary and thus the absolute numbers may not present a true picture of actual spending. The per capita numbers are a more accurate depiction of the financial spending.


Total Department Budget
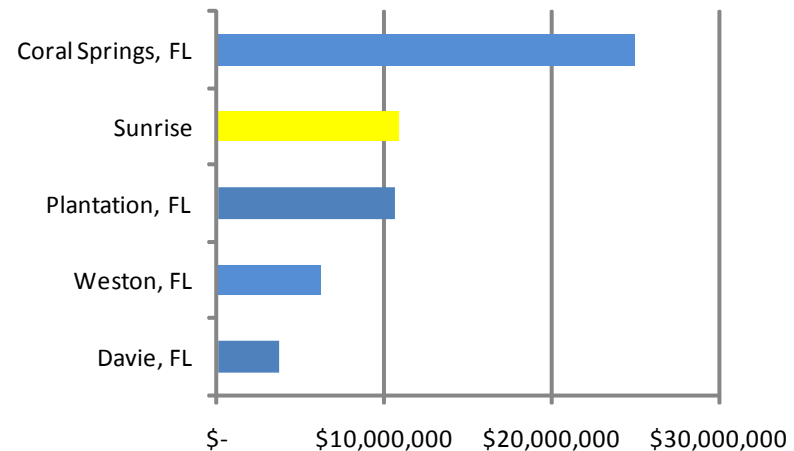
Figure 8.2h -Total Department Budget

Coral Springs ($198.68 per capita) is the highest in terms of total per capita spending. Plantation ($127.08 per capita) is similar to Sunrise ($122.17) while Davie ($40.62 per capita) and Weston ($99.95) lag behind. See **Figure 8.2i** and **Figure 8.2j.**

	Total Annual Department Budgets Per Capita by Category:						
	City Area	Estimated '09	Total Budget	Parks Maintenance	Programming	Aquatics	Marketing / Admin
City/State	(Square Miles)	Population	per Capita	per Capita	per Capita	per Capita	per capita
Sunrise	18.2	89,026	$ 122.17	$ 45.82	$ 47.12	$ 11.39	$ 17.84
Coral Springs, FL	23.5	125,783	$ 198.68	$ 97.75	$ 79.52	$ 18.23	$ 3.18
Davie, FL	36.0	90,300	$ 40.62	$ 24.36	$ 24.12	$ 9.75	$ 6.76
Plantation, FL	22.8	83,628	$ 127.08	$ 91.53	$ -	$ 11.28	$ 0.17
Weston, FL	27.0	62,233	$ 99.95	$ 59.62	$ 5.46	$ -	$ 13.03

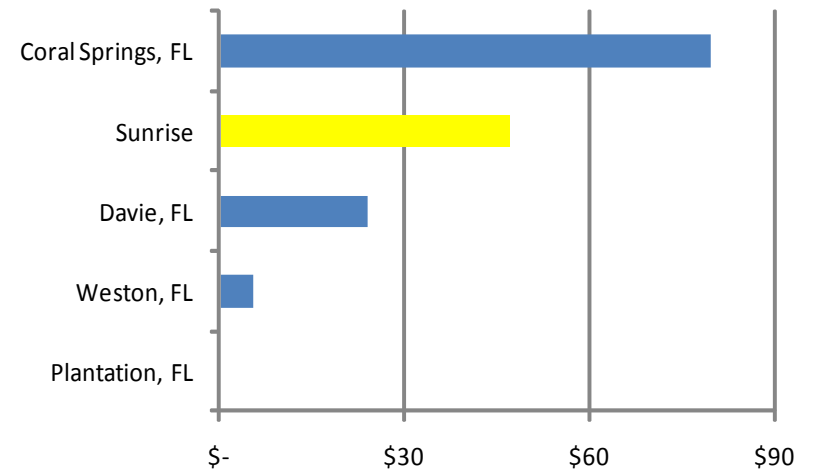**Figure 8.2i -Total Annual Department Budget per Capita by Category**

Total Budget Per Capita
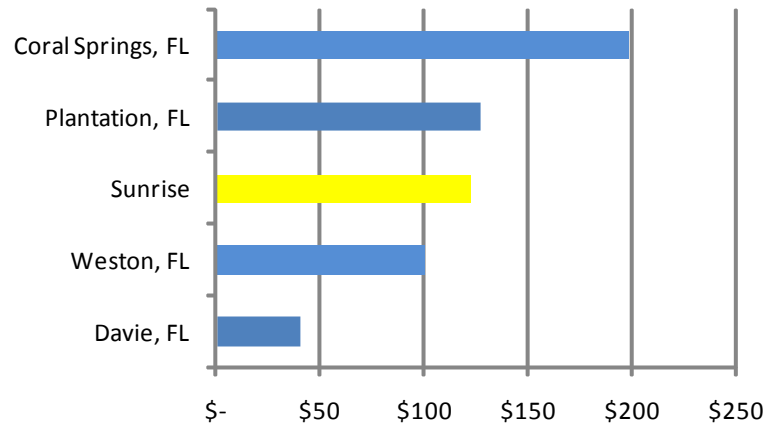
Figure 8.2j -Total Budget Per Capita

Sunrise ($45.82) is on the lower end in terms of Maintenance Spending Per Capita, while Coral Springs is the highest with $97.75 per capita followed by Plantation ($91.53). See **Figure 8.2k.**

Per Capita Maintenance Budget

Figure 8.2k - Per Capita Maintenance Budget

Sunrise ($47.12 per capita) ranks in the top two for Programming Spending Per Capita. Coral Springs ($79.52 per capita) is the highest by quite a margin. See **Figure 8.2k**. The data for Plantation was not available since they include Program budget in the Total budget.
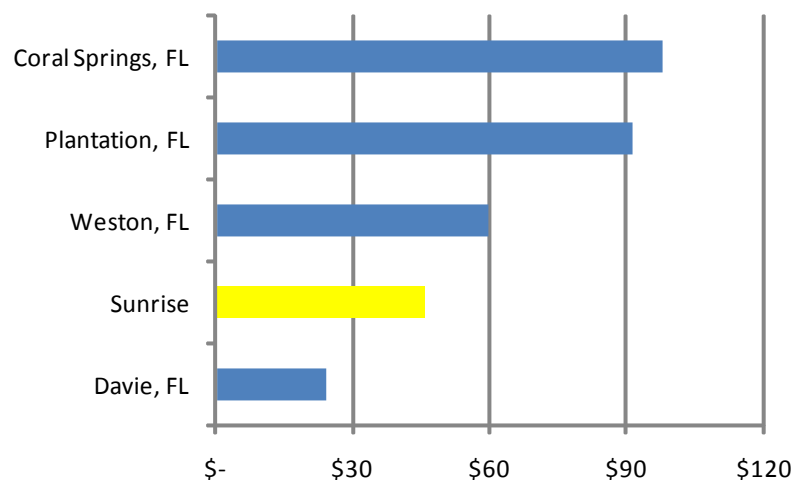
Per Capita Program Budget

Figure 8.2k - Per Capita Program Budget

Sunrise ($17.84 per capita) has the highest Marketing/Admin Spending Per Capita. See **Figure 8.2l.** Plantation is the only agency that has a marketing budget ($14,000) while the per capita spending for all the other agencies is made up of only admin spending
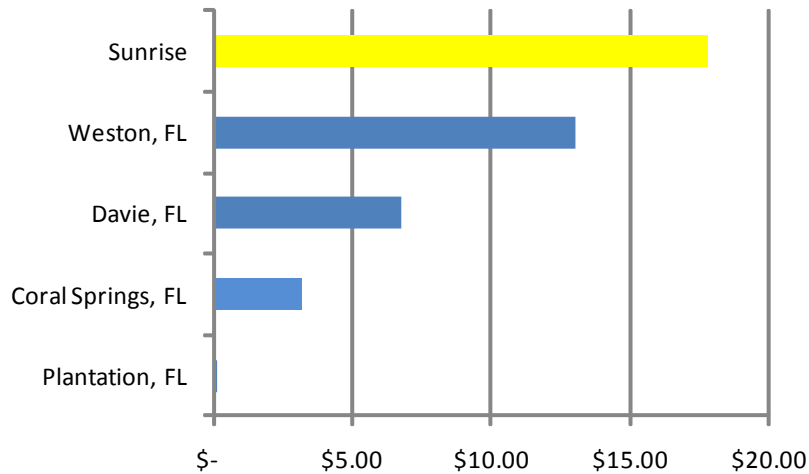
Coral Springs ($18.23) has the highest per capita spending on Aquatics and is followed by Sunrise ($11.39) and Plantation ($11.28). See **Figure 8.2m**. Data for Weston was not available.

Per Capita Marketing / Admin Budget

Figure 8.2l -Per Capita Marketing/Admin Budget

Per Capita Aquatics Budget

Figure 8.2m -Per Capita Aquatics Budget

Revenues and Cost Recovery:

Sunrise (12% cost recovery) is on the lower end in terms of total revenues collected and cost recovery rates. However, the majority of its revenues are listed as coming from Fees and Charges ($1.08M) where they are second only to Coral Springs ($4.03M). The remaining revenues are generated from rentals and leases ($176,899). Based on the information provided by the Sunrise staff, there seems to be no revenues generated from partnerships or sponsorships. Except for Sunrise and Coral Springs, all other agencies make up the largest portion of their revenues through General Fund support.
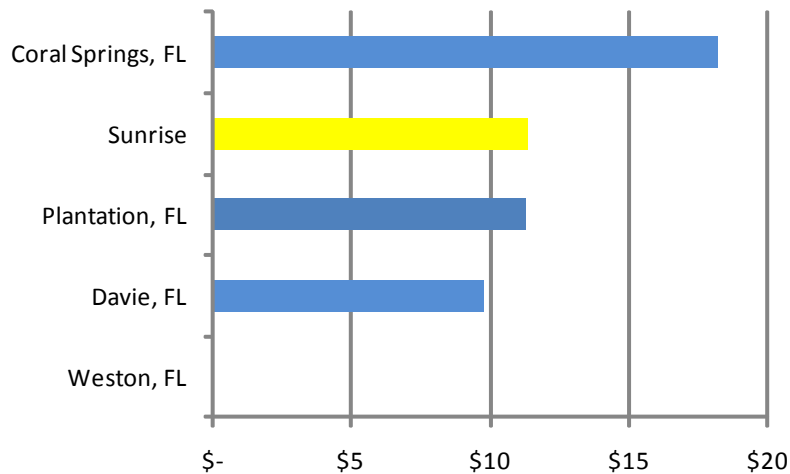
As can be seen in **Figure 8.2n**, if one calculates the Cost Recovery Rates without General Fund Revenues, Sunrise is much closer in cost recovery rates with other agencies. However, there certainly exists room to obtain additional earned income support through partnerships / sponsorships as well as grants. These are avenues that Sunrise Leisure Services Department must aggressively pursue if it is to increase its cost recovery rates to those of the benchmarked systems.

Revenues					
	Tax Revenues	Revenues from fees and charges	Revenues from Grants and Governmental aid	Partnership and Sponsorship Revenues	Revenues from Rents and Leases
Sunrise	$ -	$ 1,084,666	$ -	$ 17,000	$ 159,899
Coral Springs, FL	$ -	$ 4,037,450	$ 50,000	$ -	$ -
Davie, FL	$ 50,000	$ 660,000	$ 400,000	$ 10,000	$ 290,000
Plantation, FL	$ 1,252,544	$ 9,264	$ 671,222	$ 7,995	$ 287,180
Weston, FL	$ -	$ -	$ -	$ -	$ -

Revenues					
	General Fund Subsidy Dollars	Total Revenues	Revenues excluding General Fund Subsidy	Cost Recovery Rates (with General Fund revenues)	Cost Recovery Rates (without General Fund revenues)
Sunrise	$ -	$ 1,261,565	$ 1,261,565	12%	12%
Coral Springs, FL	$ -	$ 4,087,450	$ 4,087,450	16%	16%
Davie, FL	$ 2,700,000	$ 4,110,000	$ 1,410,000	112%	38%
Plantation, FL	$ 9,154,200	$ 11,382,405	$ 2,228,205	107%	21%
Weston, FL	$ 6,220,200	$ 6,220,200	$ -	100%	0%

Figure 8.2n - Total Cost Recovery

For similar agencies, a 20 percent cost recovery rate that includes direct and indirect costs would be a good recommended starting point for the Sunrise Leisure Services Department.

Note: All data reflects direct costs only and not detailed indirect costs or overhead costs. A more robust cost of service analysis that includes direct costs, indirect costs and department overhead costs would be required to identify the true costs of service and develop cost recovery goals to help create a more sustainable agency at Sunrise Leisure Services Department

Pricing Policies and Performance Measures

An evaluation of the pricing policies of the benchmarked systems reveals a mixed picture. All agencies, except Davie, have written pricing policies which is a good sign. However, Sunrise does not price based on cost recovery goals and its programs do not attempt to recover indirect costs. This makes for a lack of a systemic approach towards pricing and results in more personality-based pricing than outcome-based pricing.

In terms of targeted cost recovery, Coral Springs has a recreation goal of 58 percent and achieved an actual of 35 percent last year. Davie has a goal between 20 - 30 percent and it succeeded in meeting that goal. It only has some program areas that have pricing based on goal recovery goals. Weston and Sunrise do not price based on cost recovery goals and their programs do not attempt to recover indirect costs.

All agencies, except Weston, have scholarship policies though there are significant variances between them. Sunrise offers fee waivers for programs, if one qualifies. Coral Springs offers 50 percent off for Summer Camps while Davie allocates $6,000 towards Rec. programs. Plantation has a similar arrangement as Coral Springs for Summer Camps.

In terms of Performance Measures, as seen in **Figure 8.2p,** Coral Springs and Plantation seem to adopt the maximum number of performance measures among the benchmarked systems. Sunrise does track customer satisfaction and program delivery rates but does not measure customer retention and capacity utilization rates or have safety plans. These are standards that must be incorporated if the city is to elevate itself to the next level. Best practice systems tend to track every one of these variables and measure it over years to obtain accurate trending data

	Performance Measures					
	Customer Satisfaction Rates	Customer Retention Rates	Program Delivery Rates	Cleanliness Standards	Safety Plans	Capacity Utlization Rates
Sunrise	Yes	No	Yes	No	No	No
Coral Springs, FL	Yes	Yes	Yes	Yes	Yes	No
Davie, FL	Yes	Yes	No	Yes	No	Yes
Plantation, FL	Yes	Yes	Yes	Yes	Yes	No
Weston, FL	No	No	Yes	No	No	No

Figure 8.2p - Performance Measures

	Pricing Policies			
	Written Pricing Policies	Pricing Based on Cost Recovery Goals	Do Programs Attempt to Recover Indirect Costs?	Scholarship Policies
Sunrise	Yes	No	No	Yes
Coral Springs, FL	Yes	No	Yes	Yes
Davie, FL	No	Yes	Yes	Yes
Plantation, FL	Yes	Yes	No	Yes
Weston, FL	Yes	No	No	No

Figure 8.2o - Pricing Policies

SECTION 8 | SUMMARY OF FINDINGS

Overall, Sunrise falls in the middle to lower category as compared to the benchmarked systems. It does have comparably higher per capita budget allocation the Department, programs and marketing / admin, but falls short in terms of maintenance.

From a facility standpoint, Sunrise's facilities service level offers a significantly higher square footage per person as compared to other systems, however, it is lacking when it comes to the same standards for park acreages.

There is certainly room for growth in terms of cost recovery, which at 10 percent is lower than most other agencies. However, in terms of revenue generated through user fees, Sunrise is in the top two agencies. Sunrise fees have been historically low, and if increased, would help increase overall cost recovery. There is an opportunity to actively pursue earned income options to help supplement the existing revenue sources and enhance the level of cost recovery.

From a staffing standpoint, Sunrise has a higher FTE level than most other systems particularly for programming and admin. While this ensures that there is a high level of service provided to the community through facilities and programs, some of the numbers seem higher than industry standards and there might be room for some efficiencies going ahead.

Lastly, from a pricing policy and performance measure standpoint, Sunrise does incorporate some elements but would certainly need to undertake a more comprehensive approach if it aspires to join the ranks of best practice agencies nationwide.