NORTH CAROLINA PARKS & RECREATION SERVICES STUDY

Focus on Salaries

PARK & RECREATION PROFESSIONALS

full & part time pay

STATEWIDE RECREATION BUDGETS

operating & capital expenditures

RECREATION RESOURCES SERVICE

NORTH CAROLINA STATE PARKS

Naturally Wonderful

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**2020-2021 Municipal and County Parks and Recreation Services Study:
Focus on Salaries**

Study conducted by Recreation Resources Service (RRS)

RRS is a technical assistance program for North Carolina (NC) parks and recreation providers offered through a cooperative partnership between NC Division of Parks and Recreation and NC State University Department of Parks, Recreation, and Tourism Management

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INTRODUCTION

The Municipal and County Parks and Recreation Services Study (MCPRSS) annually assesses the status of local government parks and recreation departments in NC based on a number of rotating metrics. The goal of the MCPRSS is to provide data to parks and recreation agencies as well as local governments in NC as they evaluate current services to assist in budget planning, preparation, and justification for leisure services.

The MCPRSS for fiscal year 2020-21 marks the 71st year of assessment for municipal leisure service providers and the 51st year for county leisure service agencies. This year's survey aimed to review salary information for park department employees including directors, managers, supervisors, and several other employees, both in general and based on prosperity zone and population class.

In addition to the information related to salaries, the MCPRSS offers local-level leisure providers an important tool for analysis and comparison of tax-supported funding and personnel levels across the state. RRS hopes this study will assist managers and administrators in making informed decisions on the operation of their agencies and the delivery of leisure services to their communities.

RRS staff are available to provide more detailed reports from the raw data based on your agency's specific needs. For more information about this or previous studies please contact RRS or visit the RRS Library: https://rrs.cnr.ncsu.edu/resource-library/

Acknowledgment

The goal of this initiative is to provide a resource for enhancing leisure services delivery across our great state. The report's strength originates with the determined effort, detailed information, and meticulous reporting of the participating departments. RRS greatly appreciates the time and effort each department contributed to completing this survey.

METHODS

This survey was comprised of six major sections designed to collect information about salaries for park employees including directors, managers, supervisors, and several other employees. The first section examined the representation of departments who responded to the MCPRSS by department type, population class, and prosperity zone. The second section collected employment numbers for full time, part time, seasonal part time, and contracted service instructor employees. The third section collected salary information for management positions. The fourth section collected salary information for supervisor positions. The fifth section collected salary information for other employees. The sixth section collected salary information for seasonal and part-time employees. The full questionnaire follows this report (Appendix B).

In September 2021 a request to complete the questionnaire was emailed to 256 local government parks and recreation departments in NC via Qualtrics online survey software. Reminders were sent via Qualtrics and through RRS's regional consultants. Response collection was closed in September 2021. After removing largely incomplete and duplicate responses, a total of 108 usable responses were retained for analysis, which translates to a response rate of approximately 44%. Descriptive statistics were generated in Excel and the R statistical program and are reported here.

In addition to the personnel and salary data gathered in this survey, local government budget information from the NC Department of State Treasurer's Annual Financial Information Report (AFIR) is also reported here. These data were downloaded on 13 January 2022 and apply for the 12-month period ending 30 June 2020. Although all units of local governments are required to submit a statement of financial information by 31 October of each year, only 87 (87%) of 100 counties and 438 (80%) of 552 municipalities have reported to this AFIR. This year's and past reports may be generated here: https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/financial-analysis-tools-and-reports

RESULTS: SURVEY OF DEPARTMENTS

Section 1: Representation

To contextualize the data, statewide summary statistics on department type (county, municipal, or combination), population class, and prosperity zone are provided alongside respondent statistics. A summary of respondents by department type is displayed in Table 1. Because there were only three responses for combination departments, it was not possible to run descriptive statistics for that category. Thus, while combinations were reported as a distinct category in Table 1, Madison-Mayodan Recreation Department was added into the municipal category, and Henderson-Vance Recreation & Parks Department and Elizabeth City-Pasquotank Parks & Recreation Department were added into the county category for purposes of the analysis presented in Table 4 below.

Table 1. Department type across NC and in MCPRSS.

Department Type	Statewide (N)	Respondents (n)	Response Rate (%)
All types	256	107	42
Combination	6	3	50
County	78	31	40
Municipal	172	73	42

Population classes are derived from categories used by the US Census Bureau and regional planning agencies. A department's population class is determined by the size of the population served. The classes are broken up according to the criteria in Table 2.

Table 2. Departments by population class across NC and in MCPRSS.

Population Class	Population Served	Departments Statewide (N)	Respondents (n)	Response Rate (%)
A	**100,000 and up**	31	17	55
B	**50,000 to 99,999**	28	15	54
C	**25,000 to 49,999**	41	13	32
D	**10,000 to 24,999**	55	27	49
E	**5,000 to 9,999**	33	15	46
F	**4,999 and under**	68	19	28

The NC Department of Commerce delineates Prosperity Zones. These eight Economic Prosperity Zones are administrative regions established to offer better collaboration between state and local agencies in an effort to enhance communication and interaction for constituents. Areas of specialty range from transportation and environmental topics to workforce development and community planning. Additional information may be found at nccommerce.com/about-us/nc-prosperity-zones.

These zones are used to represent geographic regions by many funding agencies, including a measure of geographic distribution for the NC Parks and Recreation Authority when awarding Parks and Recreation Trust Fund (PARTF) grants. We applied these regional boundaries to make geographic comparisons of MCPRSS data. While there are exceptions where departments offer services across prosperity zone boundaries, we have assigned every department to one zone (Table 3). The distribution of public parks and recreation departments in relationship to prosperity zones is represented in Figure 1.

Table 3. Departments by prosperity zone across NC and in MCPRSS.

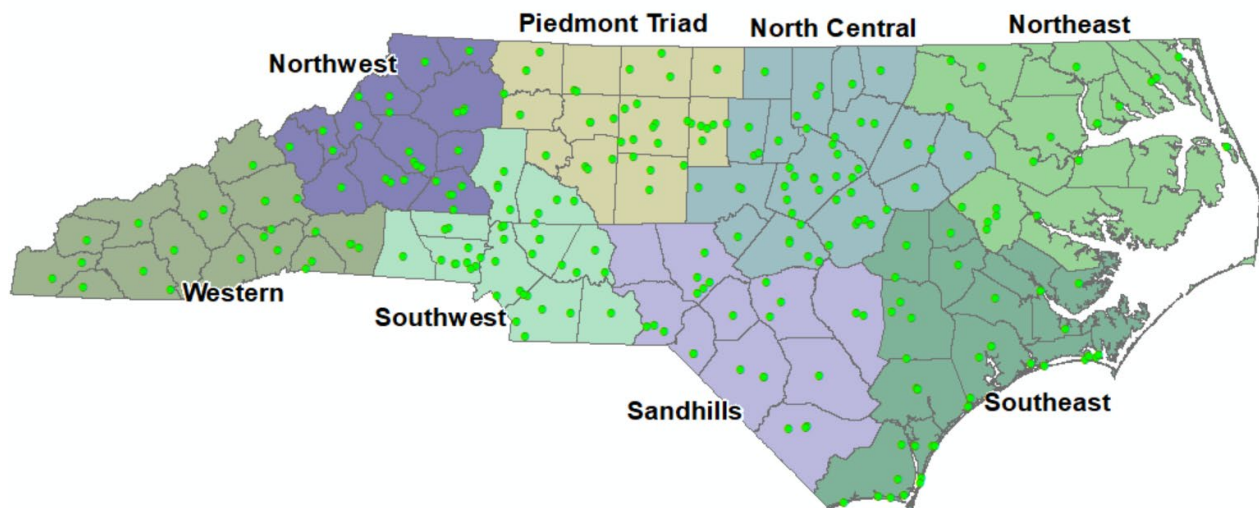| Prosperity Zone	Departments Statewide (N)	Respondents (n)	Response Rate (%)
North Central	49	17	35
Northeast	22	9	41
Northwest	24	10	42
Piedmont-Triad	36	19	53
Sandhills	24	5	21
Southeast	34	18	53
Southwest	40	21	53
Western	25	7	28

Figure 1: NC Economic Prosperity Zones and public parks and recreation departments.

Section 2: Employment Information

Descriptive statistics for the number of full time, part time, seasonal part-time, and contracted service instructor employees for departments within NC and responding to the MCPRSS are reported in the following tables. Average, median, and range employee numbers are provided for all departments overall, and broken down by department type, in Table 4. Average, median, and range of employee numbers, grouped by population class and prosperity zone, are displayed in Tables 5 and 6, respectively. Information was originally collected about seasonal full-time employees. However, the response rate for that category was not high enough to calculate descriptive statistics. Thus, that category was excluded from the tables below.

Table 4. Average, median, and range for recreation department employees by department type in NC and MCPRSS

Department Type	Statistic	Full Time	Part Time	Seasonal Part-Time	Contracted Service Instructor
All Departments (n = 107)	Average	19.3	45.5	20.6	9.4
	Median	8.5	10	8	5
	Low	1	0	0	0
	High	435	2166	300	100
County (n = 33)	Average	13.8	18.5	18.7	4.7
	Median	9	9	10	5
	Low	2	0	0	0
	High	80	120	85	15
Municipal (n = 74)	Average	21.8	56.5	21.3	10.6
	Median	8	9.5	8	5
	Low	1	0	0	0
	High	435	2166	300	100

These data suggest that municipal departments, on average, have higher numbers of employees than county departments. However, it is worth noting that these values are skewed by a few notable municipalities that employ a large number of employees (435 full time and 2,166 part time employees in one municipality, for example). Thus, median may be a better indicator of centrality for employee size, which suggests relatively similar numbers of employees between county and municipal departments. (*See Appendix A for additional information about mean and median values)*. Table 4 results are presented in graphical form (Figure 2 and Figure 3).
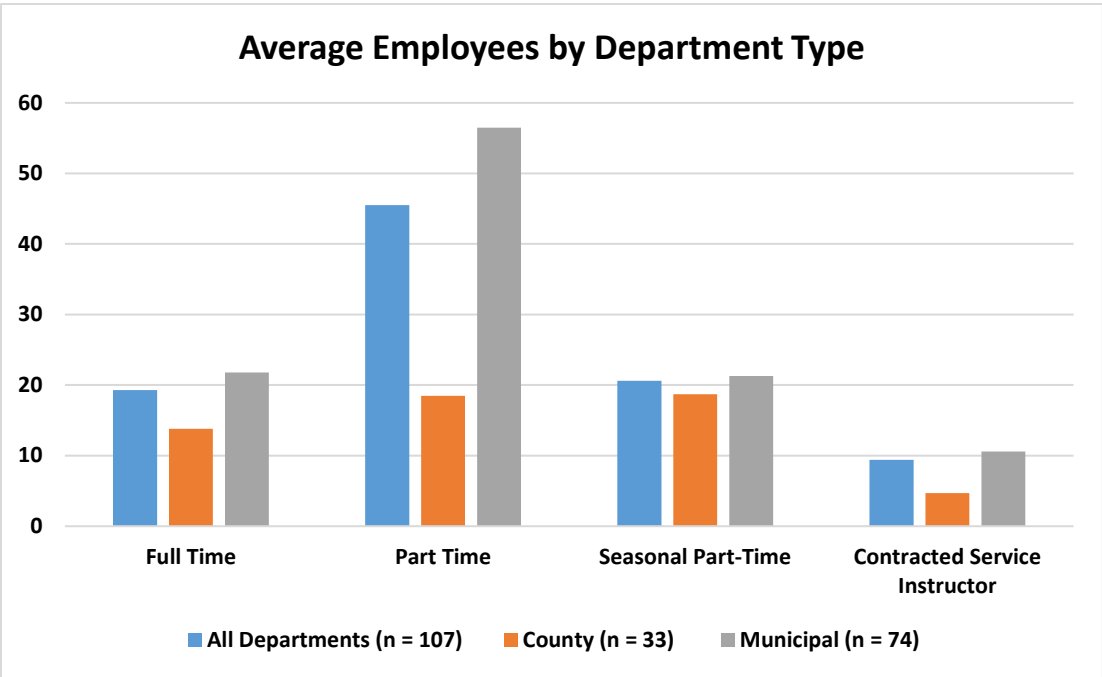
Figure 2: Average number of employees by department type
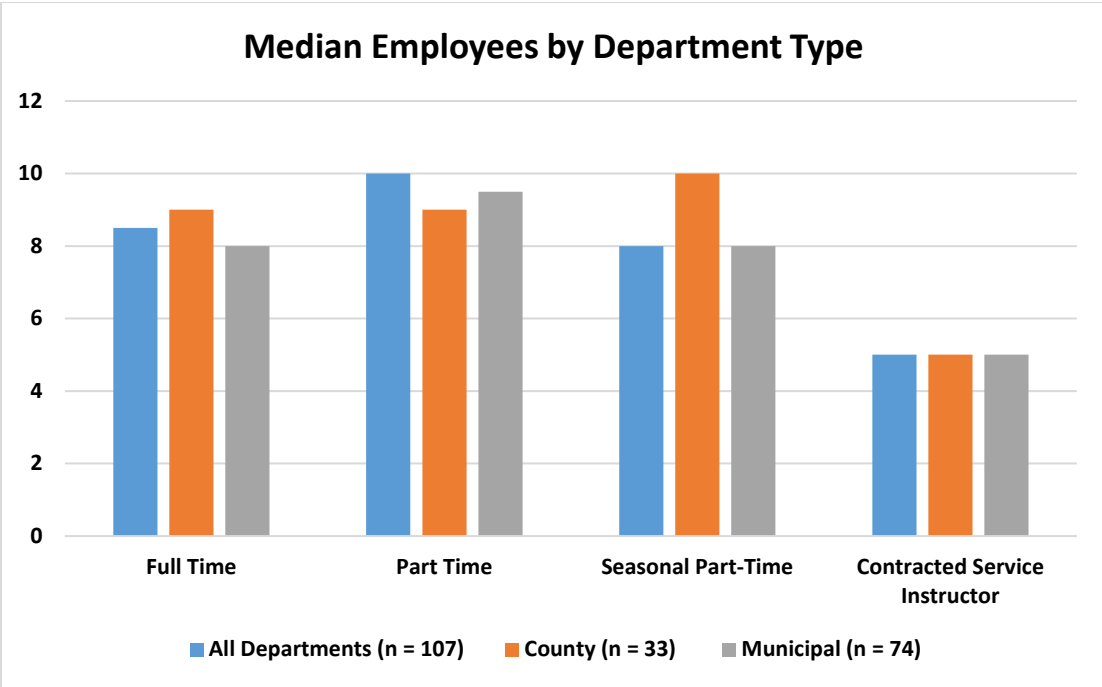
Figure 3: Median number of employees by department type

Table 5. Average, median, and range of recreation department employees by population class

Population Class	Population Served	Statistic	Full Time	Part Time	Seasonal Part-Time	Contracted Service Instructor
A	100,000 and up	Average	61.9	171	26.5	9.3
		Median	19.5	17	25	4.5
		Low	9	1	0	0
		High	435	2166	85	33
B	50,000 to 99,999	Average	24.7	54.6	72.6	9.6
		Median	20	16.5	25	5
		Low	4	0	0	0
		High	68	400	300	50
C	25,000 to 49,999	Average	16.5	37.5	18.6	19.9
		Median	13	12	15	15
		Low	4	0	0	4
		High	41	200	50	50
D	10,000 to 24,999	Average	11.3	18	10.2	12
		Median	8	3	5	5
		Low	2	1	0	0
		High	39	120	63	100
E	5,000 to 9,999	Average	5.6	9.6	3.5	2.9
		Median	5	4	1	1
		Low	1	0	0	0
		High	12	40	16	15
F	4,999 and under	Average	4	8.4	9.9	4.14
		Median	3	5.5	7.5	5
		Low	1	0	0	0
		High	10	32	40	12

Predictably, those departments within higher population classes tend to report higher average and median number of employees. However, those agencies representing the lowest population class category report a median number of part time positions proportionally higher than full time staff when compared to higher population class agencies.

Table 6. Average, median, and range of recreation department employees by prosperity zone.

Prosperity Zone	Statistic	Full Time	Part Time	Seasonal Part-Time	Contracted Service Instructor
North Central	Average	43.3	165	25.8	14.6
	Median	13	10	12.5	5.5
	Low	1	0	0	0
	High	435	2166	120	100
Northeast	Average	16	21.9	38	12.4
	Median	5	11	11	5
	Low	2	1	0	0
	High	68	75	225	50
Northwestern	Average	11.4	21.8	19.6	1.4
	Median	8.5	10	15	1
	Low	4	0	6	0
	High	21	120	45	4
Piedmont Triad (Central)	Average	16.8	40.3	29.3	7.9
	Median	5	6	9	3.5
	Low	1	0	0	0
	High	94	400	300	40
Sandhills (South Central)	Average	14.8	11	7	11
	Median	9	10	1	15
	Low	5	2	0	0
	High	39	20	30	20
Southeast	Average	15	15.6	8.6	5.5
	Median	7	8	4	4
	Low	2	0	0	0
	High	89	68	50	34
Southwestern	Average	15.6	27.4	17.5	12.1
	Median	15	11	12	6.5
	Low	1	1	0	0
	High	46	200	63	50
Western	Average	8.7	12.4	5.7	0.5
	Median	5	3	2	0.5
	Low	4	1	1	0
	High	21	50	20	1

When examining these data by prosperity zone, employee numbers are relatively consistent between zones with a couple of exceptions. The North Central Prosperity Zone had higher average employees than all other zones, but once again, these data are skewed by the presence of a large municipality within that region with a considerable number of employees within each category. Median is likely a better indicator in this case and highlights relative consistency with the averages of other prosperity zones. However, the Western Prosperity Zone has notably less average and median employees than the other prosperity zones.

Section 3: Management Salaries

The following three sections share results using descriptive statistics for salaries of several types of employees within North Carolina recreation departments responding to the MCPRSS. To assess management salaries, respondents were asked to select a range of salary for each manager position. The options included:

- Less than $25,000
- $25,000 - $50,000
- $50,001 - $75,000
- $75,001 - $100,000

- $100,001 - $125,000
- $125,001 - $150,000
- Greater than $150,000

The percentage share and frequency of each salary category for several types of recreation management positions (Figure 4) indicate that directors have the highest salaries. As expected, assistant directors, parks superintendents, and recreation superintendents had similar distributions of the next highest salary category, with athletics and aquatic superintendents, and park maintenance employees lower than upper management. For each figure, the size of bars represent percent share of total responses, labeled with frequency for each salary range.
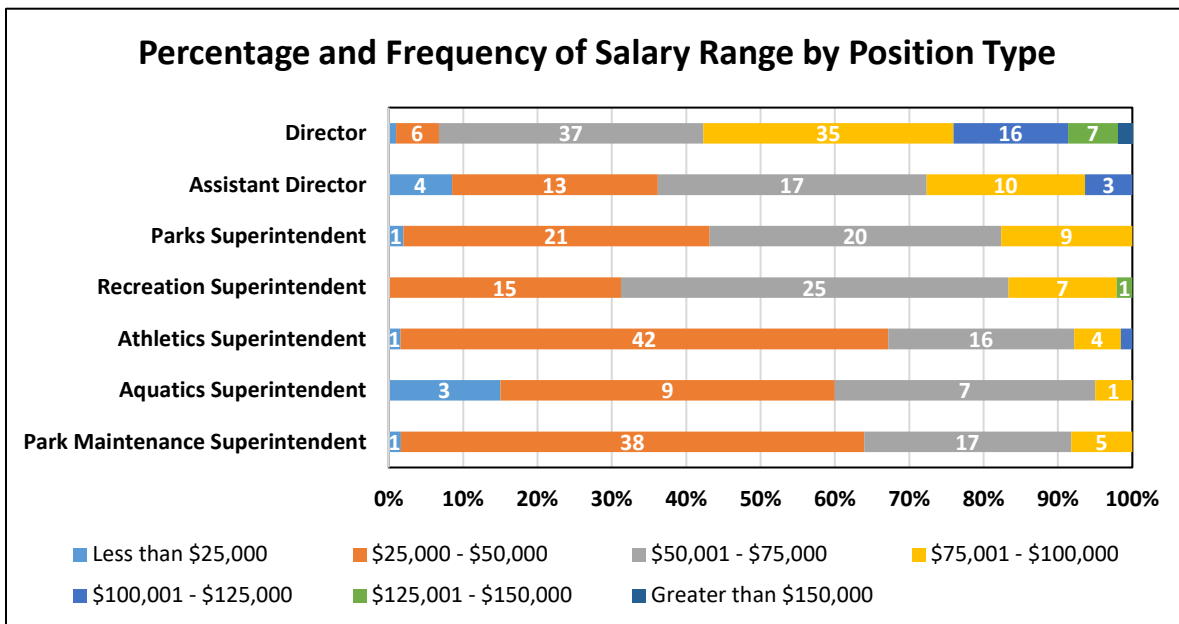
Figure 4: Percentage and frequency of salary ranges by recreation management position.

To elucidate differences, the percentage share and frequency of salary range by position type were analyzed by population class (Figure 5), and prosperity zone (Figure 6). The x-axis represents total response frequency, with frequency for each salary category labeled on the bar chart.
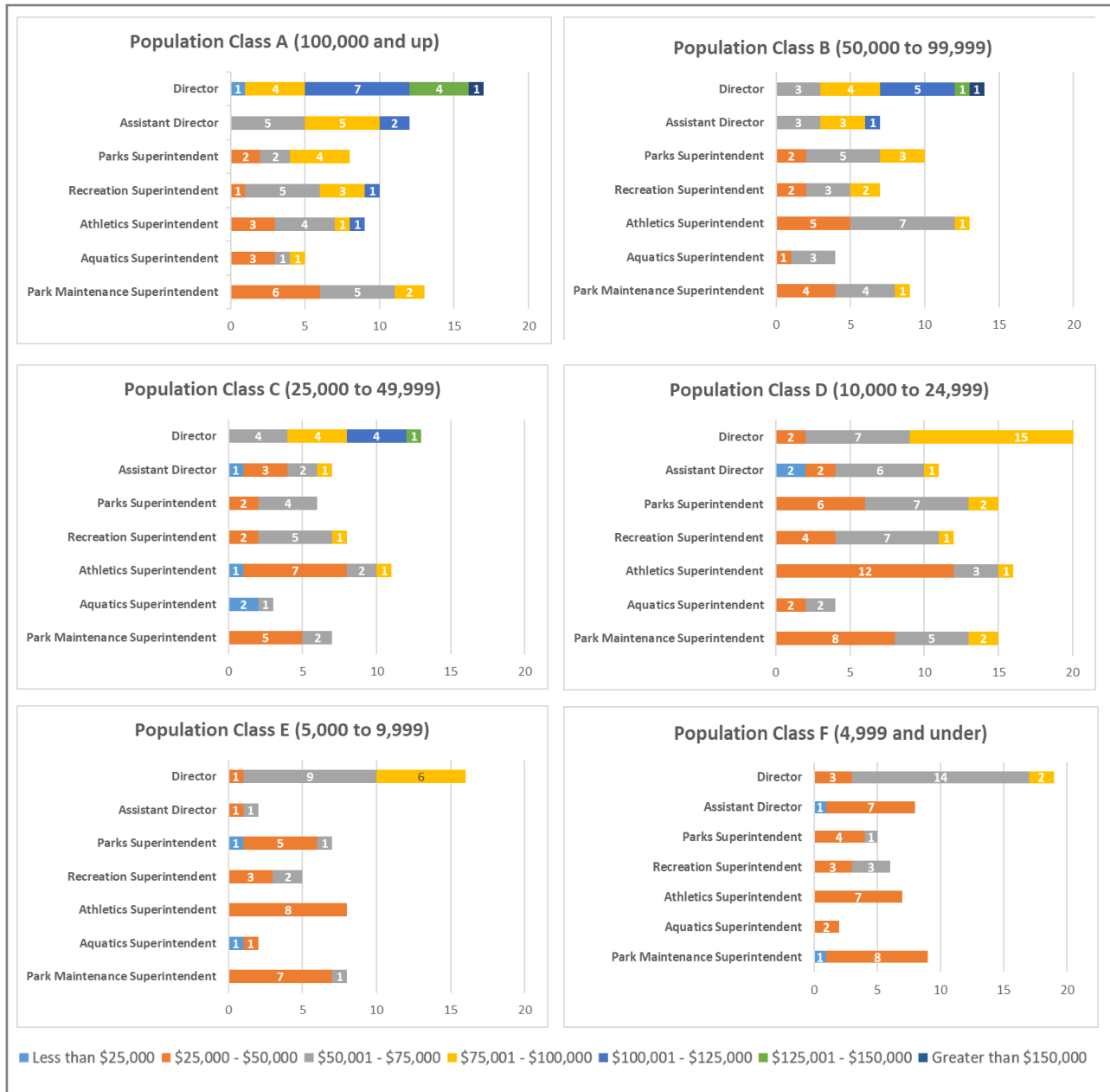
Figure 5: Management salary distributions by population class.

These data suggest a trend of higher pay across all management positions as population served increases (Figure 5). This result should be interpreted with caution due to low response rates. At the same time, this trend is supported at the national level for agency size and type. The NRPA 2021 Salary Survey revealed various characteristics may work together to influence salary

ranges. Future study is needed in North Carolina to gather data on the influence of an employee's years of experience, level of education and certification status.
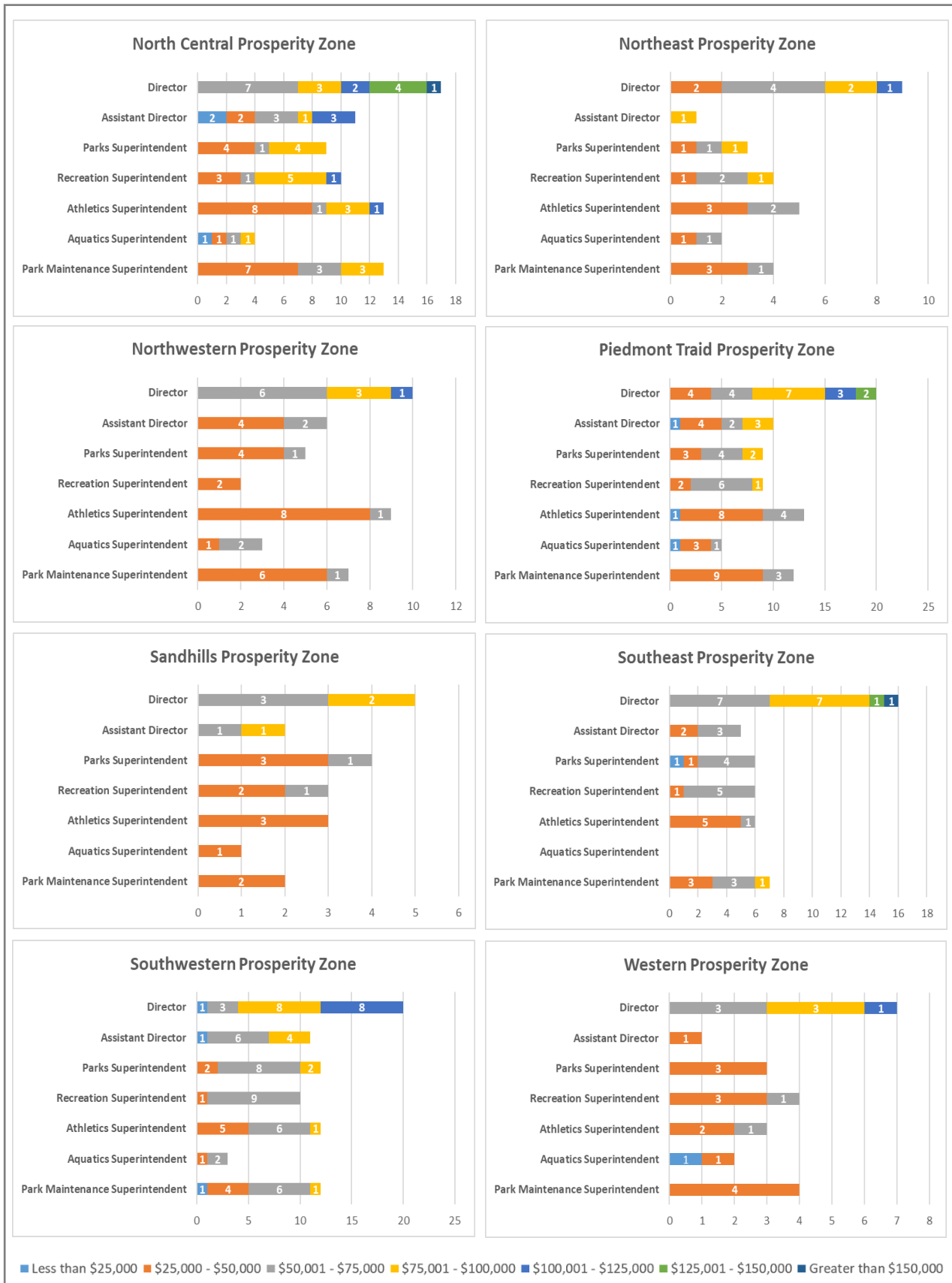
Figure 6: Management salary distributions by prosperity zone.

These data suggest that the frequency of higher salary ranges varies by prosperity zone. For example, the North Central and Piedmont-Triad Prosperity Zones have higher frequencies of the top salary ranges than other prosperity zones. However, these findings should be interpreted with caution due to low response rates for some positions, as well as different rates between prosperity zones.

Section 4: Supervisor Salaries

In the following section, median salary and average number of employees were calculated for select supervisor positions based on response to the MCPRSS. Rather than salary ranges reported for management positions, respondents were asked to report the exact annual salary for each supervisor position. Respondents were asked to include supervisor hourly rates when more applicable than an annual salary, but these data are excluded because of low sample size that prevented the calculation of descriptive statistics.

Table 7. Average, median, and range for salaries of supervisor positions.

Supervisor Type	Lowest Salary ($)	Highest Salary ($)	Average Salary ($)	Median Salary ($)
Community Center (n=32)	32,000	60,000	47,886	48,000
General Recreation (n = 24)	27,000	94,806	48,462	48,500
Specialized Recreation (n = 12)	38,000	78,832	49,210	47,500
Active Adult Programming (n = 15)	38,000	62,000	48,274	50,000
Therapeutic Recreation (n = 3)	36,000	55,800	47,933	52,000
Special Events (n = 23)	34,000	75,254	51,998	52,000
Maintenance (n = 33)	28,000	64,000	45,293	44,000
Aquatics (n = 11)	33,000	68,400	47,048	45,000

Average salaries across all positions range from approximately $45,000 to $52,000. Special events coordinators appear to make slightly more on average than other positions, while maintenance and aquatic supervisors tend to make slightly less. The ranges of salaries for supervisor positions are substantial. For instance, the range for general recreation supervisor is $67,806. Future research is needed in North Carolina to gather data on the influence of an

employee's years of experience, level of education and certification status. Table 7 results are presented in graphical form below (Figure 7 and Figure 8).
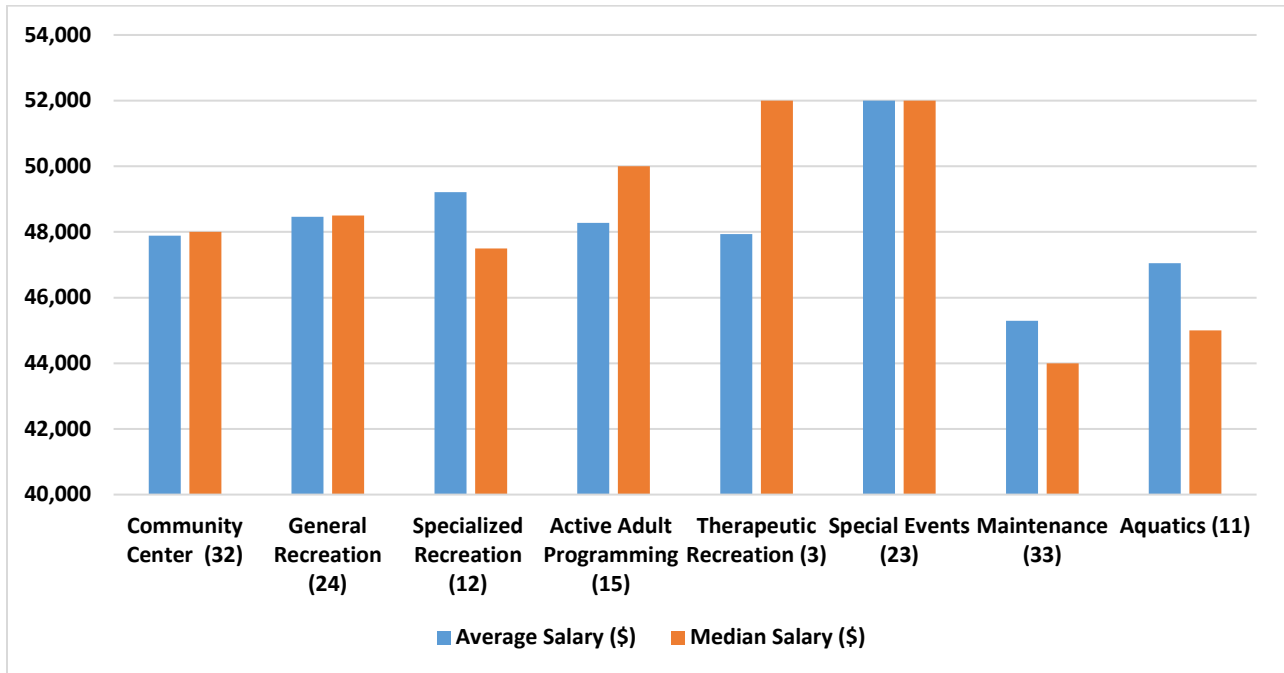

Figure 7: Average and median salaries by supervisor position type (n)
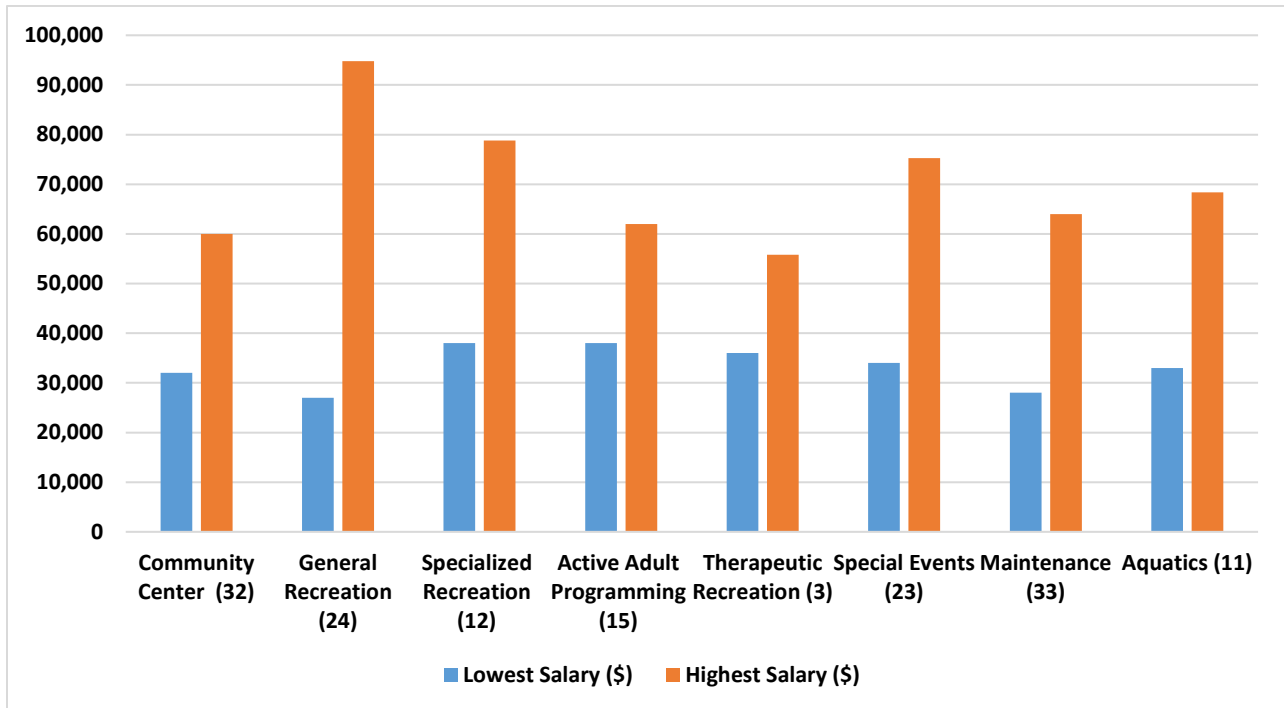
Figure 8: Range of salaries by supervisor position type (n)

Table 8. Range, average, and median number of employees for supervisor positions[1]

Supervisor Type	Lowest # of Employees	Highest # of Employees	Average # of Employees	Median # of Employees
Community Center (n = 33)	1	16	2.21	1
General Recreation (n= 28)	1	6	1.89	1
Specialized Recreation (n = 15)	1	3	1.27	1
Active Adult Programming (n = 17)	1	1	1	1
Therapeutic Recreation (n = 4)	1	1	1	1
Special Events (n = 23)	1	2	1.04	1
Maintenance (n = 32)	1	6	1.72	1
Aquatics (n = 11)	1	2	1.18	1

[1]*Descriptive statistics in this table reflect only departments that reported having supervisor employees. If respondents indicated '0' for the number of employees, those data were not included in the analysis presented here.*

Departments reported an average of 1-2 of these type supervisor positions. The Community Center supervisor position was the most prevalent position reported in this section. In future studies, feedback suggest that departments include full-time equivalent information for each position reported. Some agencies may have a position that serves in several roles for the department. Therapeutic recreation is one example where position duties may be split within a single position. For example, an individual hired in an active adult programming role, may have 25 percent of their duties, or .25 FTE, assigned to fill the departmental therapeutic recreation representative.

Section 5: Salary Information for Specialized Employees

Specialized employee categories represent key personnel to overall support of the department, or those specialists that may not be represented in typical departments. The average, median, and range salary (Table 9) and the number of employees (Table 10) were calculated by NC departments responding to the MCPRSS. Table 9 data is presented graphically following the tabular data (Figure 9 and Figure 10).

Table 9. Salary range, median, and average salary for specialized positions.

Employee Type	Lowest Salary ($)	Highest Salary ($)	Median Salary ($)	Average Salary ($)
Administrative Specialist (n = 45)	26,500	78,300	39,270	39,575
Marketing / Communication Specialist (n = 11)	40,000	72,481	58,000	54,045
Customer Service Specialist (n = 7)	25,000	47,965	34,000	34,659
Therapeutic Recreation Specialist (n = 4)	36,000	62,000	46,333	47,666
Recreation Programmer (n = 29)	20,000	59,096	38,822	39,306

Overall, the average salary for these specialized positions range between $35,000 and $54,000. On average, the data show that marketing / communication specialists and therapeutic recreation specialists make more than other specialist positions. However, this finding should be interpreted with caution due to a low sample size for these specific responses. The range of salaries for these specialized positions is substantial. For example, the range reported for the administrative specialist lowest and highest salary is $51,800.
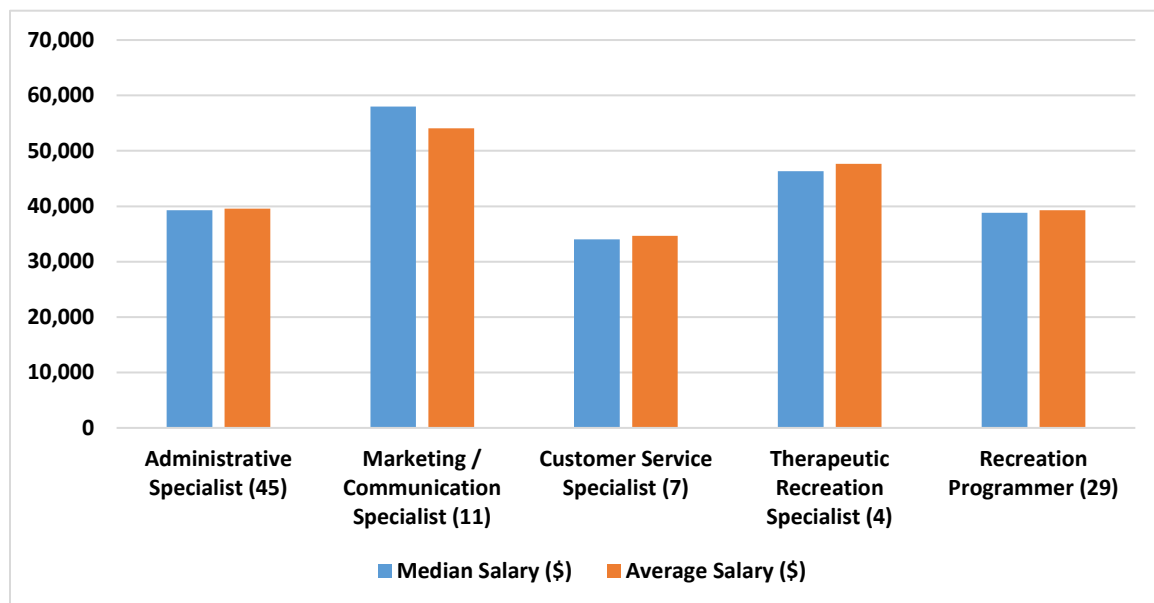
Figure 9: Average and median salary for specialized employees (n)
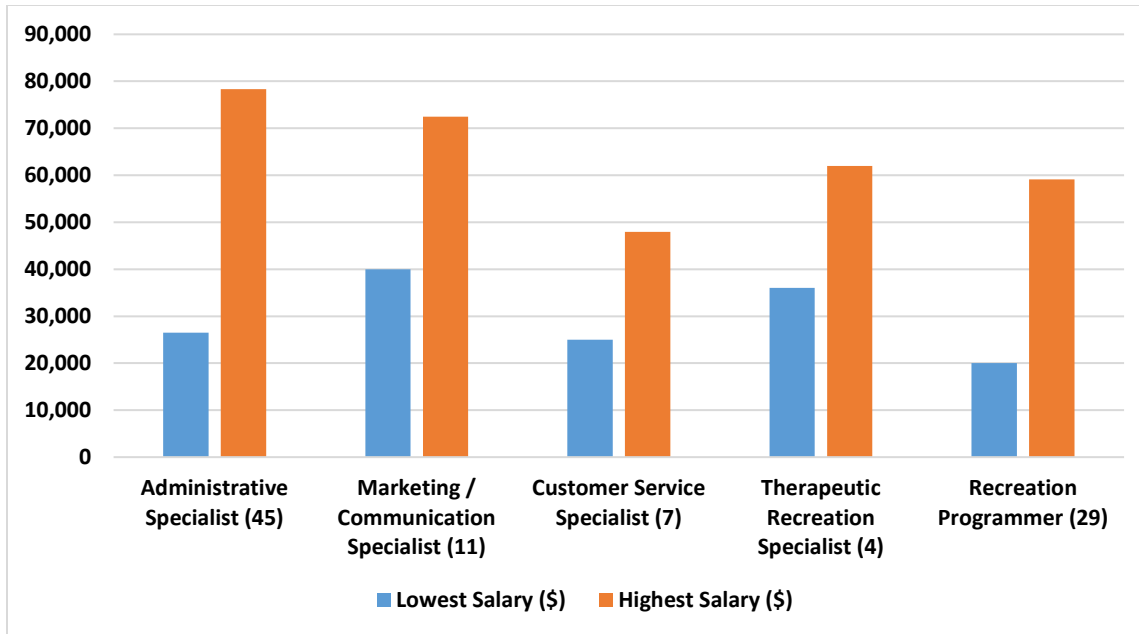
Figure 10: Salary range for specialized employees (n)

Table 10. Average, median, and range number of employees for specialized positions[1]

Employee Type	Lowest # of Employees	Highest # of Employees	Median # of Employees	Average # of Employees
Administrative Specialist (n = 48)	1	4	1	1.28
Marketing / Communication Specialist (n = 9)	1	1	1	1
Customer Service Specialist (n = 8)	1	5	3	3
Therapeutic Recreation Specialist (n = 4)	1	1	1	1
Recreation Programmer (n = 32)	1	7	2	2.17

[1]*Descriptive statistics in this table reflect only departments that reported having specialized employees. If respondents indicated '0' for the number of employees, those data were not included in the analysis presented here.*

Generally, recreation departments have 1-2 specialized positions, with customer services specialists slightly higher with an average of three positions. Range of employees show recreation programmer as the positions with the highest number reported.

Section 6: Salary Information for Seasonal and Part-time Employees

In the following section, the average, median, and range of **entry level** hourly rates (Table 11) and the range of **highest hourly rates** (Table 12) were calculated for seasonal and part-time positions reported by NC departments responding to the MCPRSS. Responses are presented graphically in Figure 11 and Figure 12.

Table 11. Range of low, high, average, and median entry level hourly rates for seasonal and part-time recreation positions.

Position	Low Entry level Hourly Rate ($)	High Entry Level Hourly Rate ($)	Average Entry Level Hourly Rate ($)	Median Entry Level Hourly Rate ($)
Lifeguard (n = 22)	8.00	14.90	10.04	10.00
Pool Manager (n = 14)	10.00	15.00	12.84	12.49
Assistant Pool Manager (n = 8)	10.56	13.00	11.58	11.18
Cashier / Front Desk Assistant (n = 27)	7.47	14.90	9.44	9.00
Concession Worker (n = 27)	7.25	15.00	9.17	8.50
Summer Program Coordinator (n = 15)	8.00	15.00	10.58	10.00
Summer Day Camp Director (n = 25)	8.00	25.00	12.56	12.00
Summer Day Camp Staff (n = 42)	7.25	15.00	9.91	10.00
Scorekeeper (n = 44)	7.25	25.00	10.24	9.00
Maintenance Worker (n = 49)	7.50	16.00	11.12	10.99
Recreation Leader (n = 26)	7.50	15.00	10.96	11.00

Across all positions, the average **entry level** hourly rate for these positions range from minimum wage ($7.25 / hour) to approximately $13 / hour. Individually, most positions range from minimum wage to a high of $15 / hour; however, summer day camp director and scorekeeper are exceptions, with the highest hourly starting rate going up to $25 / hour.
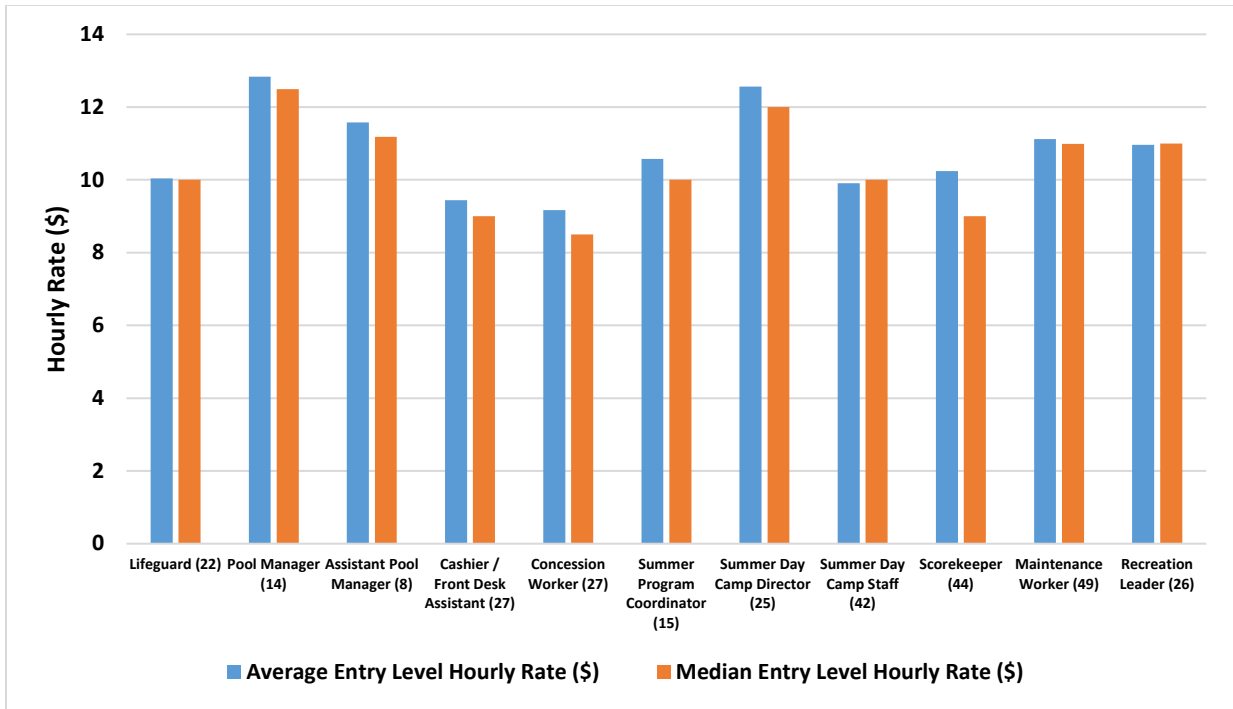
Figure 11: Median and average entry level hourly rate for seasonal / part time positions
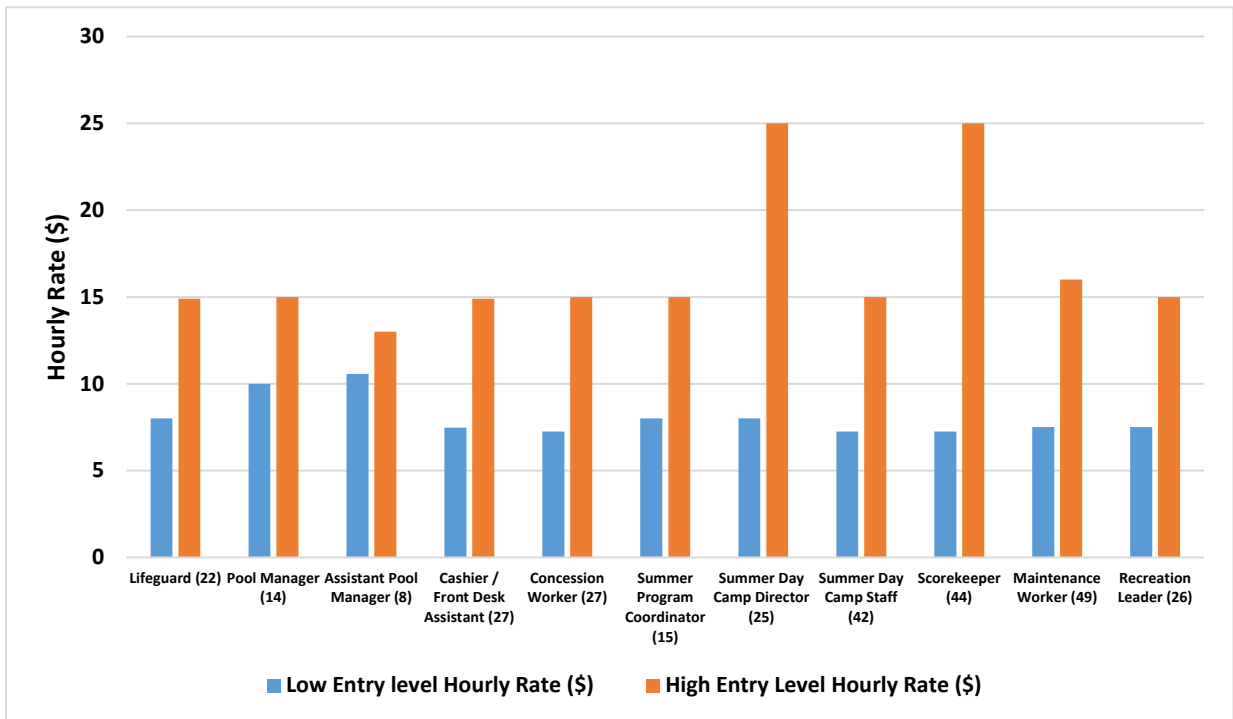
Figure 12: Range of entry level hourly rates for seasonal / part time positions

In addition to the reported entry level hourly rates above, the following data illustrates the range of the highest reported hourly wage rate.

Table 12. Minimum, maximum, median, and average highest hourly rates for seasonal /part-time positions.

Position	Minimum Highest Hourly Rate ($)	Maximum Highest Hourly Rate ($)	Median Highest Hourly Rate ($)	Average Highest Hourly Rate ($)
Lifeguard (n = 20)	8.50	16.00	12.00	12.02
Pool Manager (n = 12)	13.00	20.00	17.50	16.95
Assistant Pool Manager (n = 6)	11.21	22.00	17.13	16.97
Cashier / Front Desk Assistant (n = 20)	7.93	16.49	10.25	10.98
Concession Worker (n = 18)	7.25	15.00	10.00	10.63
Summer Program Coordinator (n = 14)	10.00	17.25	12.25	12.88
Summer Day Camp Director (n = 25)	11.00	30.00	15.00	15.26
Summer Day Camp Staff (n = 36)	8.00	16.50	12.00	12.00
Scorekeeper (n = 32)	7.25	25.00	10.75	11.68
Maintenance Worker (n = 44)	8.00	23.51	13.88	14.07
Recreation Leader (n = 22)	9.50	19.65	14.00	13.82

Across all positions, the average highest hourly rate for part time positions ranges between $10 / hour to approximately $17 / hour. Notably, some departments reported minimum wage ($7.25 / hour) or similarly low hourly rates as their highest rate for certain positions. Some positions reported higher highest hourly rates than others, such a scorekeeper (up to $25 / hour) and summer day camp director (up to $30 / hour). It is important to view the median value when interpreting the data in relationship to your department.
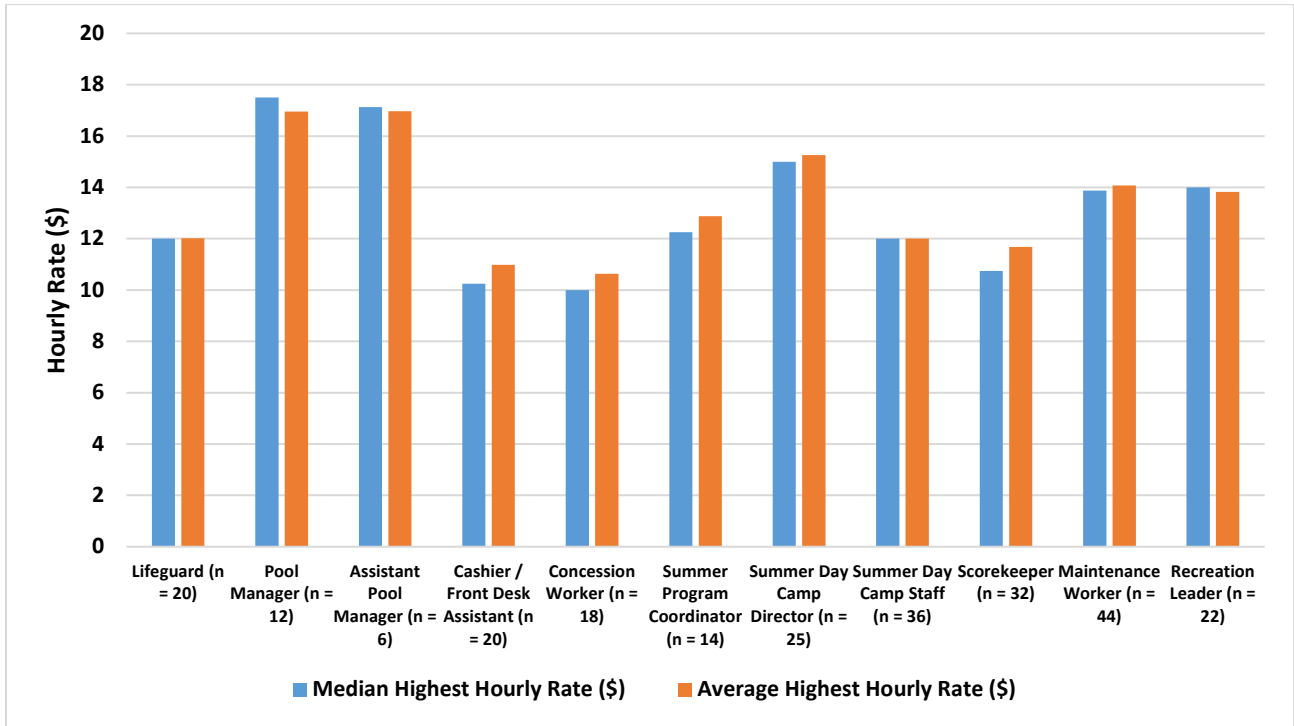
Figure 13: Median and average highest hourly rate for seasonal / part-time positions
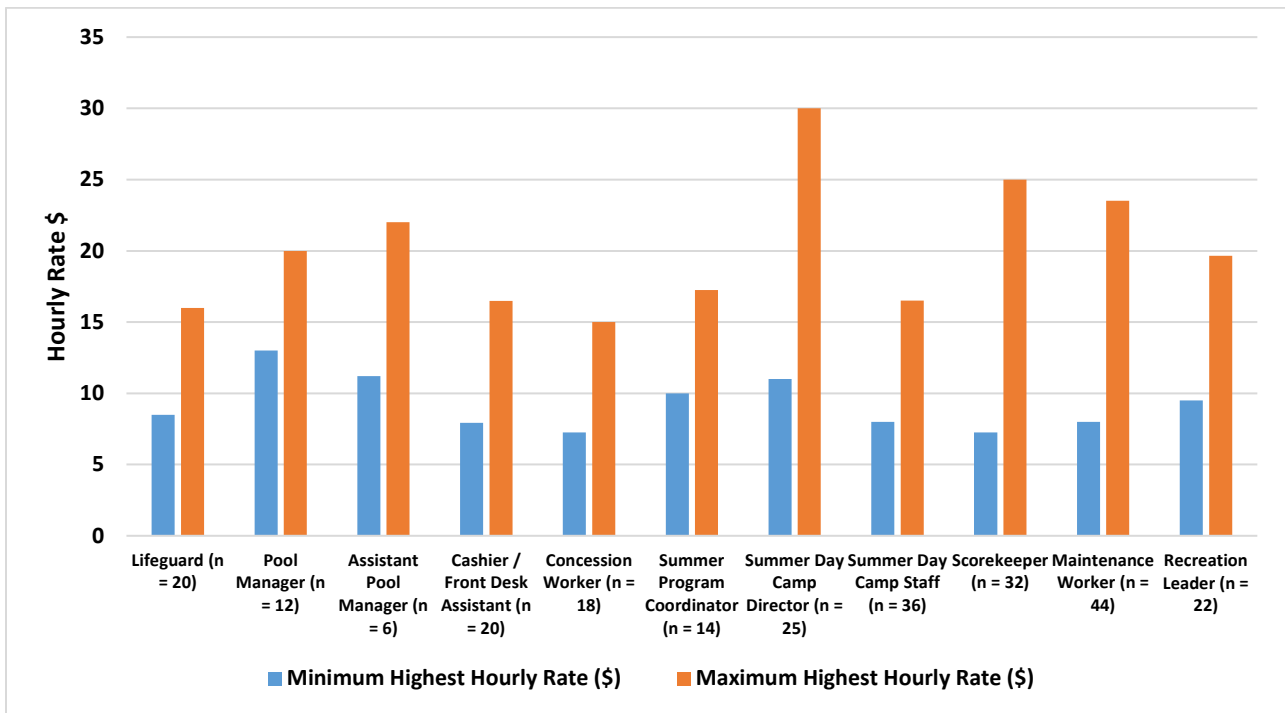
Figure 14: Maximum and minimum range: highest hourly rates for seasonal / part-time positions

Employment trends at the state and national level suggest that jurisdictions are competing for employees, whether full time or part time positions. Closer examination of data based on geographic location (prosperity zone) and population size served may support the assumption that personnel may move from a rural jurisdiction to a higher populated jurisdiction for a higher salary.

RESULTS: STATE BUDGET DATA

Budget data were selected from the North Carolina Department of State Treasurer's Annual Financial Information Report (AFIR). Anyone interested may generate a report of North Carolina county and municipal financial information through the state treasurer's website (https://logos.nctreasurer.com/Reporting/Report/External?applicationCode=AFIR). For this report, the following line items were taken from the AFIR for all reporting government units statewide:

- Parks and Recreation-Operating

- Sales and Service for Park and Rec - including parks, golf, tennis, football, basketball, rec courses, etc.

- Parks and Recreation-Capital Outlay Construction
- Parks and Recreation-Capital Outlay Purchase

These data are valid for the twelve-month period ending 30 June 2020. These data are reported by government units (i.e., municipalities and counties), not parks and recreation departments. Thus, **these data do not represent the same population or places as those represented in the previous results of this report**. Appendix D shows each government unit in the state, whether that unit responded to the AFIR, and each unit's government type (municipality or county), population class, and prosperity zone. Populations of reporting municipalities that fall within reporting counties were not included when calculating population estimates statewide or total per capita spending estimates statewide to avoid double-counting individuals. In essence, some individuals are captured within both a municipality and a county population estimate. Thus, when calculating total populations and total per capita estimates, it would be inaccurate to include these double-counted individuals as population represented. Consider, for instance, that the total population represented by both counties and municipalities including double-counted individuals is approximately 15 million, which is about 5 million over the total population of North Carolina. However, these individuals were included when calculating the per capita estimates of municipalities or counties separately, where this problem did not arise.

To contextualize the data, summary statistics of respondents have been provided based on government unit type, population class (as defined above), and prosperity zone. These data represent 87% (n=87) of counties and 80% (n=438) of municipalities across the state, and they represent about 10 million residents, which is approximately 95% of the statewide population.

Table 13. Response to AFIR and population representation by government unit type.

Government Unit Type	Units Statewide (N)	Respondents (n)	Response Rate (%)	Population Represented
County	100	87	87	9,925,921
Municipality	550	438	80	5,649,867
Total	**650**	**525**	**81**	**9,999,518[1]**

[1]*The total does not equal the sum of county and municipality populations because the majority of NC residents within municipalities were already accounted for in county populations*

Table 14. Total and per capita statewide recreation expenditures by government unit type.

Government Unit Type	Capital ($M)	Operating ($M)	Total ($M)	Capital Dollars Per Capita	Operating Dollars Per Capita	Total Dollars Per Capita
County (n = 87)	128	142	270	12.87	14.34	27.22
Municipality (n = 438)	193	367	561	34.24[1]	65.01[1]	99.25[1]
Total (n = 525)	**321**	**510**	**831**	**32.13**	**50.97**	**83.10**

Dollar amounts rounded to the nearest million.
[1]*The total population of those within municipalities (5,649,867), including those also captured by a county unit, was used to calculate this number*

Table 15. Total and per capita statewide sales and service revenue by government unit type.

Government Unit Type	Sales and Service Revenue ($M)	Revenue Dollars Per Capita
County (n = 87)	21	2.14
Municipality (n = 438)	57	10.01[1]
Total	**78**	**7.78**

Dollar amounts rounded to the nearest million.
[1]*The total population of those within municipalities (5,649,867), including those also captured by a county unit, was used to calculate this number*

Graphical representation of expenditures based on the governmental unit type illustrates differences between city and county governmental structure. Municipal governments reported over twice the amount of operating expenditures than county governments, but only slightly higher capital expenditures (Figure 15).
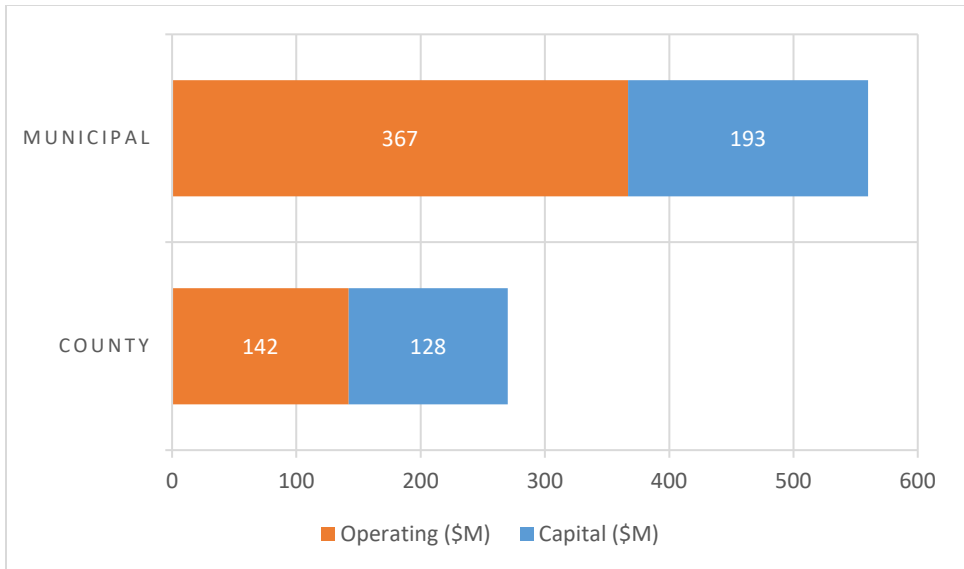
Figure 15. Operating and capital expenditures by government unit type

Per capita expenditures reported by municipalities are much higher than county reported expenditures (Figure 16). Municipal operating dollars are over four times greater than county per capita expenditures. Capital expenditures on a per capita basis are 2.5 times greater for municipal governments than that reported by county governments.
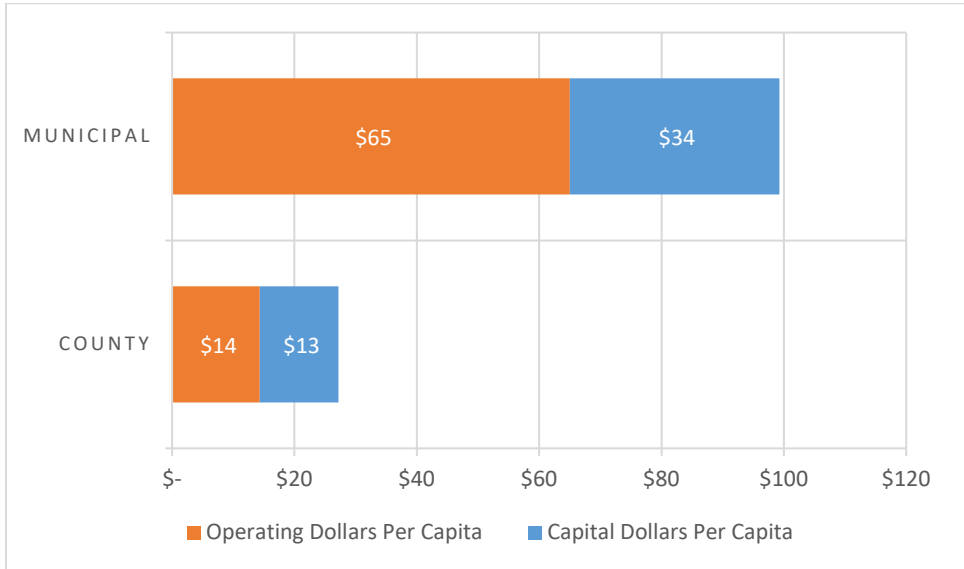
Figure 16. Per capita operating and capital expenditures by government unit type

All of the government units included in this AFIR were divided into population classes as defined above, and based on the unit population provided in AFIR.

Table 16. Response to AFIR and population representation by population class.

Population Class	Units Statewide (N)	Respondents (n)	Response Rate (%)	Population Represented
A	38	37	97	7,445,423
B	35	31	89	1,474,169
C	42	39	93	697,575
D	68	56	82	317,034
E	54	47	87	29,020
F	414	315	76	36,297
Total	**651**	**525**	**81**	**9,999,518**[1]

[1]*Note that the total population represented does not equal the sum of each population class population represented because, when considering total population represented, some individuals are captured within both a county and a municipality. These individuals are not counted twice in the final population calculation. Thus, this value represents unique population represented.*

Table 17. Total and per capita expenditures by population class.

Population Class	Capital ($M)	Operating ($M)	Total ($M)	Dollars Per Capita
A (n = 37)	182	254	435	42.65
B (n = 31)	51	78	129	58.55
C (n = 39)	39	72	111	79.07
D (n = 56	20	48	68	76.21
E (n = 47)	8	22	30	89.37
F (n = 315)	20	36	56	108.89
Total	**321**	**510**	**831**	**83.10**

Dollar amounts rounded to the nearest million.
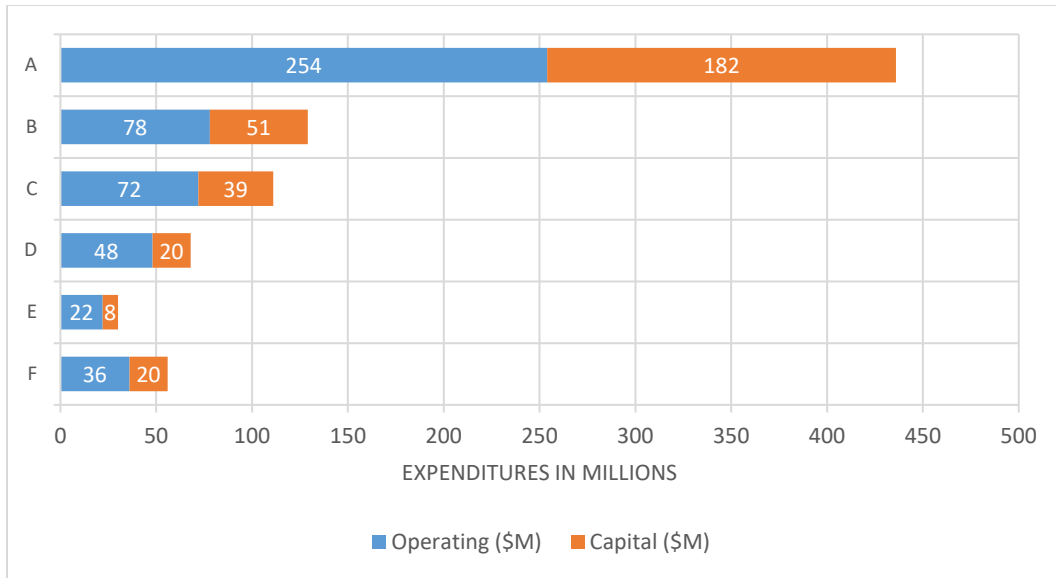
Figure 17. Operating and capital expenditure by population class

Table 18. Total and per capita statewide revenues by population class.

Population Class	Sales & Service ($M)	Revenue Dollars Per Capita
A (n = 37)	35	3.43
B (n = 31)	13	5.79
C (n = 39)	12	8.61
D (n = 56	9	10.22
E (n = 47)	3	9.96
F (n = 315)	5	10.40
Total	**77**	**7.78**

Table 19. Response to AFIR and population representation by prosperity zone.

Prosperity Zone	Departments Statewide (N)	Respondents (n)	Response Rate (%)	Population Represented
North Central	93	69	74	3,798,891
Northeast	88	57	65	707,856
Northwest	58	52	90	803,864
Piedmont-Triad	74	63	85	2,647,238
Sandhills	86	76	88	1,197,218
Southeast	100	78	78	1,472,186
Southwest	95	81	85	4,037,963
West	57	49	86	910,572
Total	**651**	**525**	**81**	**9,999,518[1]**

[1]*Note that the total population represented does not equal the sum of each population class population represented because, when considering total population represented, some individuals are captured within both a county and a municipality. These individuals are not counted twice in the final population calculation. Thus, this value represents unique population represented.*

All of the government units included in this AFIR were matched to their prosperity zone based on county provided with each unit.
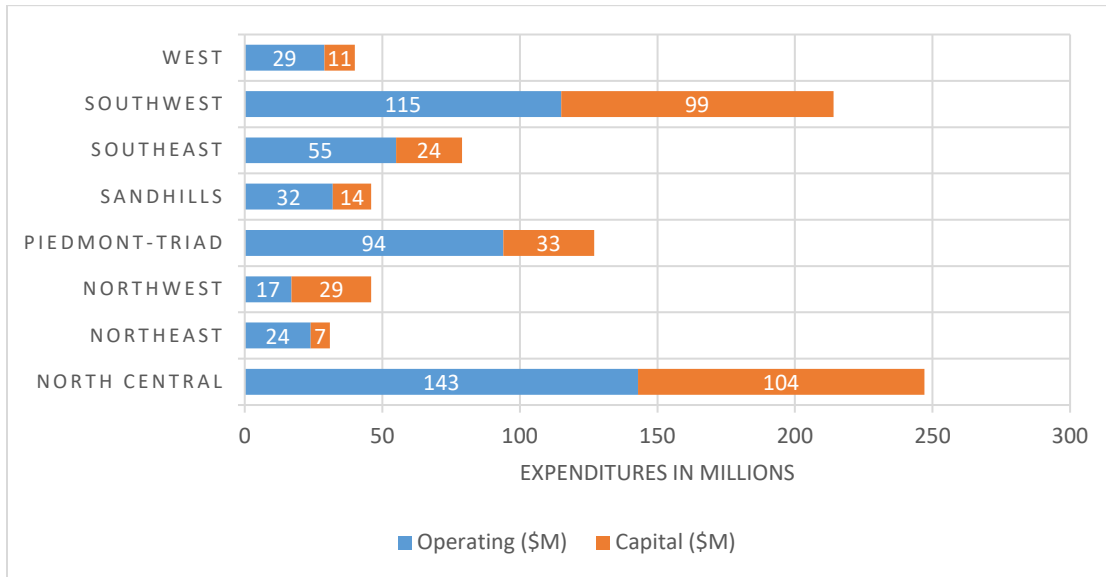
Figure 18. Operating and capital expenditures by prosperity zone

Table 20. Total expenditures and per capita estimates by prosperity zone.

Prosperity Zone	Capital ($M)	Operating ($M)	Total ($M)	Dollars Per Capita
North Central (n = 69)	104	143	247	64.97
Northeast (n = 57)	7	24	31	43.91
Northwest (n = 52)	29	17	45	56.45
Piedmont-Triad (n = 63)	33	94	128	48.27
Sandhills (n = 76)	14	32	46	38.01
Southeast (n = 78)	24	55	79	53.77
Southwest (n = 81)	99	115	215	53.20
West (n = 49)	11	29	40	44.37
Total (n = 525)	**321**	**510**	**831**	**83.10**

Dollar amounts rounded to the nearest million.

Table 21. Total revenue and per capita estimates by prosperity zone.

Prosperity Zone	Sales and Service ($M)	Revenue Dollars Per Capita
North Central (n = 69)	22	5.83
Northeast (n = 57)	2	2.87
Northwest (n = 52)	3	3.41
Piedmont-Triad (n = 63)	15	5.65
Sandhills (n = 76)	2	1.84
Southeast (n = 78)	9	6.39
Southwest (n = 81)	20	4.97
West (n = 49)	4	4.64
Total (n = 525)	**78**	**7.78**

STATEWIDE EXPENDITURES AND REVENUES
total and per capita

PARKS & RECREATION EXPENDITURES

$831 million
$83 per resident

PARKS& RECREATION REVENUES

$83 million
$7 per resident

The MCPRSS historically has compared statewide parks and recreation spending per capita from year to year, and this year's spending has been added for comparison (Figure 19). This is calculated by dividing total reported statewide spending by the populations of the reporting agencies for that category. While the reliability of the data is tied to sample size, the population numbers used to calculate per capita spending are only pulled from agencies that report expenditures to offer comparable metrics from year to year. This year's budget data indicates an increase in local government spending on parks and recreation.
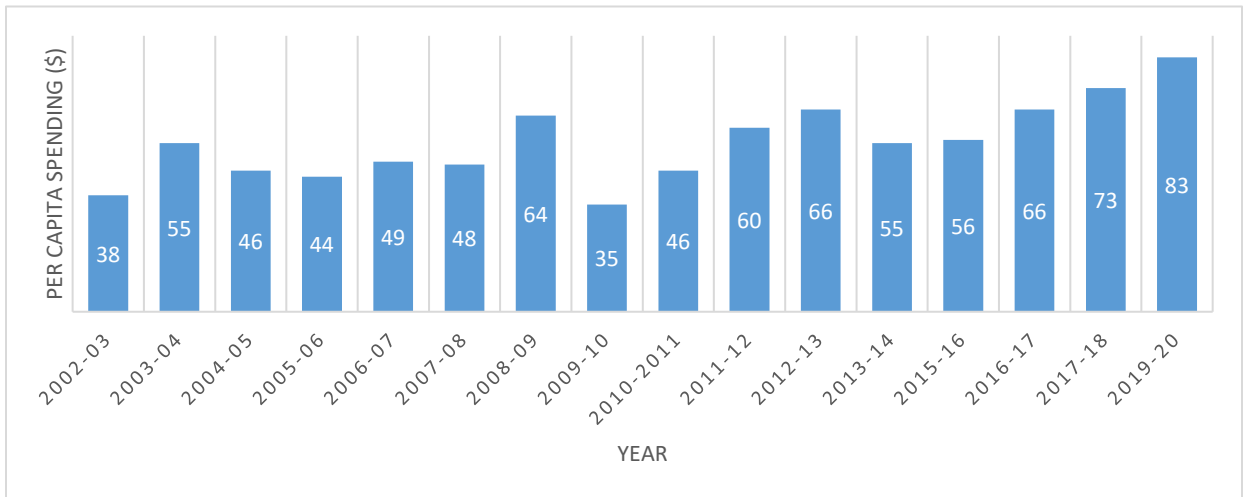
Figure 19. Statewide parks and recreation spending per capita since 2002-03.

LIMITATIONS

Survey data have been reported as disclosed by the departments and state budget data have been reported as received from the state treasurer's office. Bear in mind that response rate impacts the reliability of the analyses. While descriptive statistics have been used to highlight the general picture provided by the data, these should be interpreted with caution as small sample sizes may not generalize accurately to the larger group they are intended to represent, and uneven distribution of resources likely biases which local governments respond to requests for data. The stressors associated with COVID-19 may have also impacted response rates to both the MCPRSS and AFIR.

APPENDICES

Appendix A: Mean and Median Values

The mean or average provides a measure of central tendency for a sample of values or observations with a normal (bell-shape) frequency distribution. For a sample of values with a nonsymmetrical or skewed distribution, the mean is sensitive or influenced by the skewness of the distribution. Another measure of central tendency is the median. While the mean reflects the calculated midpoint of a set of values, the median measures the exact midpoint of a set of values when the values are ordered in magnitude, lowest to highest. The median is robust, therefore, it provides a better description of the midpoint for a sample with a nonsymmetrical distribution.

Mean Example

For a sample of values (5,10,15,20,25,30,10,15,20,25,30,15,20,25,35,20) with a normal frequency distribution, the mean equals 20. The mean and the midpoint of the distribution curve are the same (see Example 1).
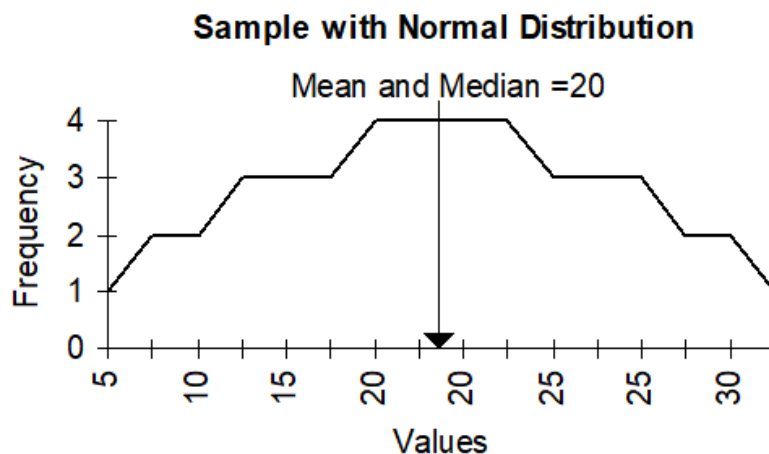
Example 1

Median Example

For the following sample of values (5,8,11,14,20,25,8,11,14,20,25,11,14,45,20,14), the mean equals 16.56. This sample has a nonsymmetrical frequency distribution. The presence of an abnormally large value, 45, skews the sample distribution to the right. Therefore, the mean is influenced by the outlying value. When the sample values are ordered in magnitude, the median for the sample equals 14. The outlier does not influence the median, therefore, it provides a better measure of central tendency for the sample (see Example 2).

Sample with Nonsymmetric Distribution

Median = 14   *Mean = 16.56*
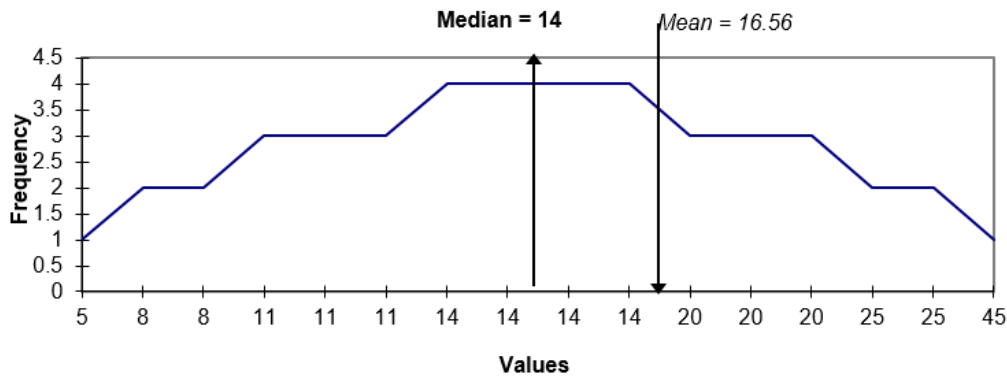
Example 2

Mean and median results from the Municipal and County Services Study, Fiscal Year 2008-09, provide significant information to local government park and recreation agencies if interpreted correctly. If the mean and median values are very close, the sample has a normal frequency distribution and the mean offers a good measure of the midpoint. If significant difference exists between the mean and median, lean towards using the median as the measure of central tendency. This sample possesses a nonsymmetrical distribution and suffers skewness. When the mean is significantly higher than the median, abnormally high values skew the sample

Appendix B: Questionnaire

Default Question Block

NC STATE UNIVERSITY | College of Natural Resources

RRS
RECREATION RESOURCES SERVICE

Dear Parks and Recreation Agency Director,

It is the time of year when the Recreation Resources Service (RRS) conducts the Municipal and County Parks and Recreation Services Study (MCPRSS).

RRS conducts the study annually and publishes an Executive Report of the results. The primary focus of the current study is a look into parks and recreation staff salaries.

Instructions

Please take time to complete this online questionnaire by September 15th, 2021. Click the red forward arrow below to begin the questionnaire. Please use the red forward and back arrows to navigate back and forth through sections.

Please be aware that when you click the "complete" button at the end of the survey, you will NOT be able to return to the survey to update/edit your information.

Section I. - Department Contact Information

Please select your department from the following drop-down menu.

[⌄]

If not listed, please enter the name of your department below.

[   ]

What type of local government do you represent?

○ Municipality
○ County
○ Combination (multi-jurisdiction)

What is the zip code of your main office's physical location?

[   ]

Survey Taker's Name

[   ]

Survey Taker's Phone Number

[   ]

Survey Taker's Email

[   ]

Block 1

Employment Information

Please enter the number of **positions** your department has for each of the categories below.

Full time Employees

Part Time Employees	
Seasonal Full Time	
Seasonal Part Time	
Contracted Service Instructor	

Section IV. - Management Salaries

For each of the following positions, please fill out the requested information for each position. If you do not have a specified position within your department, you may leave the fields blank for that position.

Position - Parks and Recreation Director
Provides executive direction; directly supervises division head(s); full responsibility for developing, integrating and managing recreation and/or parks and maintenance functions. Other titles: Director of Parks and Recreation, Chief Executive Officer, General Manager

What was the annual salary for this position FY 2020-21?

- ⭕ Less than $25,000
- ⭕ $25,000 - $50,000
- ⭕ $50,001 - $75,000
- ⭕ $75,001 - $100,000
- ⭕ $100,001 - $125,000
- ⭕ $125,001 - $150,000
- ⭕ Greater than $150,000

Position - Parks and Recreation Assistant Director
Under executive direction; directly supervises division heads, full responsibility for developing, integrating and managing recreation and/or parks and maintenance functions. Other titles: Deputy Director of Parks and Recreation, Chief of Operations

What was your annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Position - Parks Superintendent

Under executive direction; directs/supervises the maintenance and development of all recreation and leisure division programs and operations. Other titles: Director of Parks, Parks Maintenance Superintendent, Parks Division Director

What was the annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Position - Recreation Superintendent

Under executive direction; directs/supervises the maintenance and development of all recreation and leisure division programs and operations. Other titles: Director of Parks, Parks Maintenance Superintendent, Parks Division Director

What was the annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Position - Athletics Superintendent

Plans, organizes, develops and supervises coordination and development of the athletic program on a communitywide basis. Other titles: Athletic Supervisor, Athletic Coordinator

What was the annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Position Aquatics Superintendent

Plans, organizes, develops and supervises coordination and development of the aquatics program on a communitywide basis. Other Titles: Aquatics Manager

What was the annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Position - Park Maintenance Superintendent

Plans, directs, manages and supervises park division operations, including maintenance and minor construction; irrigation and horticulture; maintenance of recreational fields, courts, buildings, facilities and park properties. Other titles: Parks and Grounds Superintendent, Park Maintenance Manager

What was the annual salary for this position FY 2020-21?

○ Less than $25,000

○ $25,000 - $50,000

○ $50,001 - $75,000

○ $75,001 - $100,000

○ $100,001 - $125,000

○ $125,001 - $150,000

○ Greater than $150,000

Section V. - Salary Information Park Managers / Supervisors

For this question, please fill out the entries for all columns where applicable. If your agency does not have a position specified below, you may leave the entries blank for that position.

Community Center Director: Responsible for managing and supervising recreation/leisure activities or programs at a single recreation location, which may include a multipurpose building or indoor center, swimming pool, play field and picnic area.

General Recreation Supervisor: Responsible for planning, organizing and managing a combination of recreation programs and facilities on a community-wide basis. Programs may include

combinations, such as community centers and/or summer recreation program(s), and/or athletics and/or aquatics

Specialized Recreation Supervisor: Responsible for planning, organizing and managing one specialized recreation program on a community-wide basis. Programs may include cultural arts or outdoor recreation or nature center programs.

Active Adult Programming Supervisor: Responsible for planning, organizing and implementing recreation programs for older adults on a community-wide basis.

Therapeutic Recreation Supervisor: Responsible for planning, organizing and implementing recreation programs for persons with disabilities on a community-wide basis.

Special Events Supervisor: Responsible for planning, organizing and implementing community-wide holiday and other special events.

Maintenance Supervisor: Responsible for overseeing the work of maintenance workers/technicians engaged in specified work projects; responsible for group leaders and/or for those employees assigned to his/her group.

Aquatics Supervisor: Responsible for Planning, organizing, implementing, and evaluating programs, trainings, services, and staff

	Community Center Supervisor	General Recreation Supervisor	Specialized Recreation Supervisor	Active Adult Programming Supervisor	Therapeutic Recreation Supervisor	Speci Even Superv
Annual Salary	☐	☐	☐	☐	☐	☐
Per-Hour Rate (answer only if not paid an annual salary)	☐	☐	☐	☐	☐	☐
How many of these positions does your department have?	☐	☐	☐	☐	☐	☐

Section V. - Salary Information for Other Employees

For this question, please fill out the entries for all columns where applicable. If your agency does not have a position specified below, you may leave the entries blank for that position.

Administrative Specialist: Responsible for completing a wide range of administrative and analytical tasks to support and oversee the administration of day-to-day work within the department.

Marketing / Communication Specialist: Responsible for planning and implementing the marketing, advertising, and promotional efforts of the department.

Customer Service Specialist: Responsible for performing customer service duties in the department.

Therapeutic Recreation Specialist: Responsible for planning, developing, coordinating, implementing, organizing, adapting, supervising and evaluating therapeutic recreation programs.

Recreation Programmer: Responsible for planning, developing, managing and coordinating a wide variety of programs, special events and camps relating to youth and adult activities.

Other (please specify): If you enter an amount for this option, you will be prompted to specify which position you are reporting for.

	Administrative Specialist	Market / Communication Specialist	Customer Service Specialist	Therapeutic Recreation Specialist	Recreation Programmer	O (p sp
Annual Salary						
Per-Hour Rate (answer only if not paid an annual salary)						
How many of these positions does your department have?						

department have?

Please enter the name of the 'other' position you selected

[   ]

Section VI. Seasonal/Part-Time Employees

For this question, please fill out the entries for all columns where applicable. If your agency does not have a position specified below, you may leave the entries blank for that position.

Lifeguard: Red Cross Certified, responsible for patron safety in pool and on deck.
Pool Manager: Certified Pool Operator, supervision of all lifeguards, responsible for operations of a specific swimming pool or aquatic facility.
Assistant Pool Manager: Under direction of Pool Manager, supervises all lifeguards, responsible for operation of a specific swimming pool or aquatic facility.
Cashier: Under direction of a supervisor, collects entrance, use or participation fees; balances fees/receipts.
Concession Worker: Under direction of supervisor, prepares and/or serves hot/cold foods, collects payments.
Summer Program Coordinator: Under direction of supervisor, plans, directs administers summer programs and/or supervises, summer seasonal staff.
Summer Day Camp Director: Under direction of supervisor, responsible for planning delivering summer day camp program; supervises summer seasonal staff.
Summer Day Camp Staff: Under direction of Summer Day Camp Director, provides leadership of summer day camp program.
Playground Program Leader: Under supervision, provides leadership for general program located at a facility.
Scorekeeper: Under direction of a supervisor, records score and statistics for recreation team sport play.
Maintenance Worker: Under direction of supervisor, preforms unskilled maintenance work for recreational facilities and parks.
Recreation Leader: Under direction of supervisor, manages recreation facility and/or provides program leadership.

	Entry Level Hourly Rate	Highest Hourly Rate
Lifeguard		
Pool Manager		
Assistant Pool Manager		
Cashier/Front Desk Attendent		
Concession Worker		
Summer Program Coordinator		
Summer Day Camp Director		
Summer Day Camp Staff		
Scorekeeper		
Maintenance Worker		
Recreation Leader		

Do you have any additional comments about your staffing and salaries?

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Appendix C

List of all recognized departments in the state including department type, population class, and population zone. **Bolded departments** are those that responded to this year's MCPRSS.

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Aberdeen Parks & Recreation	**Municipal**	**E**	**Sandhills**
Ahoskie Parks & Recreation	Municipal	F	Northeast
Alamance County Recreation & Parks	**County**	**A**	**Piedmont-Triad**
Albemarle Parks & Recreation	**Municipal**	**D**	**Southwest**
Alexander County Recreation	County	C	Northwest
Alleghany County Parks & Recreation	County	D	Northwest
Andrews Recreation	Municipal	F	West
Angier Parks & Recreation	Municipal	C	North Central
Anson County Parks & Recreation	County	C	Southwest
Apex Parks Recreation & Cultural Resources	Municipal	C	North Central
Archdale Parks & Recreation	**Municipal**	**D**	**Piedmont-Triad**
Archer Lodge Parks & Recreation	Municipal	E	North Central
Ashe County Parks & Recreation	**County**	**C**	**Northwest**
Asheboro Parks & Recreation	Municipal	C	Piedmont-Triad
Asheville Parks & Recreation	Municipal	B	West
Atlantic Beach Recreation & Special Events	Municipal	F	Southeast
Avery County Parks & Recreation	County	D	Northwest
Ayden Recreation & Parks	**Municipal**	**F**	**Northeast**
Beaufort Parks & Events	Municipal	F	Southeast
Beech Mountain Parks & Recreation	Municipal	F	Northwest
Belmont Parks & Recreation	Municipal	F	Southwest
Benson Parks & Recreation	**Municipal**	**F**	**North Central**
Bertie County Parks & Recreation	**County**	**D**	**Northeast**
Bessemer City Recreation	Municipal	E	Southwest
Black Mountain Recreation & Parks	Municipal	E	West
Bladen County Parks & Recreation	County	C	Sandhills
Blowing Rock Parks & Recreation	**Municipal**	**F**	**Northwest**
Boiling Spring Lakes Parks And Recreation	**Municipal**	**E**	**Southeast**
Brunswick County Parks & Recreation	County	A	Southeast
Buncombe County Recreation Services	**County**	**A**	**West**

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Burgaw Parks & Recreation	**Municipal**	**F**	**Southeast**
Burke County Recreation & Parks	**County**	**B**	**Northwest**
Burlington Recreation & Parks	**Municipal**	**B**	**Piedmont-Triad**
Butner Parks & Recreation	Municipal	E	North Central
Cabarrus County Parks & Recreation	**County**	**A**	**Southwest**
Camden County Parks & Recreation	County	D	Northeast
Canton Recreation & Parks	Municipal	F	West
Carolina Beach Parks & Recreation	**Municipal**	**E**	**Southeast**
Carrboro Recreation & Parks	**Municipal**	**D**	**North Central**
Carteret County Parks & Recreation	**County**	**B**	**Southeast**
Cary Parks, Recreation & Cultural Resources	**Municipal**	**A**	**North Central**
Caswell County Parks & Recreation	**County**	**D**	**Piedmont-Triad**
Catawba County Parks	County	A	Northwest
Chadbourn Parks & Recreation	Municipal	F	Sandhills
Chapel Hill Parks & Recreation	**Municipal**	**B**	**North Central**
Chatham County Recreation	**County**	**B**	**North Central**
Cherokee County Recreation	County	C	West
Claremont Parks & Recreation & Events	Municipal	F	Northwestern
Clay County Recreation	**County**	**D**	**West**
Clayton Parks & Recreation	Municipal	D	North Central
Clinton Recreation & Parks	**Municipal**	**D**	**Sandhills**
Columbus County Parks & Recreation	County	B	Sandhills
Concord Parks & Recreation	Municipal	B	Southwest
Cornelius Parks & Recreation	**Municipal**	**C**	**Southwest**
Cramerton Parks & Recreation	Municipal	E	Southwest
Craven County Recreation & Parks	County	A	Southeast
Creedmoor Parks	Municipal	F	North Central
Currituck Co Parks & Recreation	County	C	Northeast
Dare County Parks & Recreation	**County**	**C**	**Northeast**
Davidson County Recreation	**County**	**A**	**Piedmont-Triad**
Davidson Parks & Recreation	**Municipal**	**D**	**Southwest**
Davie County Recreation & Parks	**County**	**C**	**Piedmont-Triad**
Dunn Parks & Recreation	**Municipal**	**E**	**North Central**

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Durham Parks & Recreation	Municipal	A	North Central
Eden Parks & Recreation	Municipal	D	Piedmont-Triad
Edenton-Chowan Parks & Recreation	Combination	D	Northeast
Elizabeth City-Pasquotank Parks & Recreation	**Combination**	**C**	**Northeast**
Elizabethtown Parks & Recreation	Municipal	F	Sandhills
Elkin Rec & Parks	Municipal	F	Piedmont-Triad
Elon Recreation & Parks	**Municipal**	**D**	**Piedmont-Triad**
Emerald Isle Parks & Recreation	**Municipal**	**F**	**Southeast**
Enfield Recreation & Parks	Municipal	F	Northeast
Erwin Parks & Recreation	Municipal	F	North Central
Faison Recreation Department	Municipal	F	Sandhills
Farmville Parks	**Municipal**	**F**	**Northeast**
Fayetteville-Cumberland Parks & Recreation	Combination	A	Sandhills
Fletcher Parks & Recreation Department	**Municipal**	**E**	**West**
Forest City Parks & Recreation	Municipal	E	West
Forsyth County Parks & Recreation	**County**	**A**	**Piedmont-Triad**
Franklin County Parks & Recreation	County	B	North Central
Fuquay-Varina Parks, Rec. & Cultural Resources	Municipal	C	North Central
Garner Parks, Recreation & Cultural Resources	Municipal	C	North Central
Gaston County Parks & Recreation	**County**	**A**	**Southwest**
Gastonia Parks & Recreation	Municipal	B	Southwest
Gates County Parks & Recreation	County	D	Northeast
Gibsonville Parks & Recreation	Municipal	E	Piedmont-Triad
Goldsboro Parks & Recreation	**Municipal**	**C**	**Southeast**
Graham County Recreation & Parks	County	E	West
Graham Recreation & Parks	**Municipal**	**D**	**Piedmont-Triad**
Granite Falls Recreation	**Municipal**	**F**	**Northwest**
Granville County Parks & Grounds	County	B	North Central
Greene County Parks & Recreation	**County**	**D**	**Southeast**
Greensboro Parks & Recreation	**Municipal**	**A**	**Piedmont-Triad**
Greenville Recreation & Parks	**Municipal**	**B**	**Northeast**

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Guilford County Parks	County	A	Piedmont-Triad
Hamlet Recreation	Municipal	E	Sandhills
Harnett County Parks & Recreation	County	A	North Central
Harrisburg Parks & Recreation	**Municipal**	**D**	**Southwest**
Havelock Recreation	Municipal	D	Southeast
Haw River Recreation	Municipal	F	Piedmont-Triad
Haywood County Recreation	County	B	West
Henderson County Parks & Recreation	County	A	West
Henderson-Vance Recreation & Parks	**Combination**	**C**	**North Central**
Hickory Parks, Recreation & Sports Tourism	**Municipal**	**C**	**Northwest**
High Point Parks & Recreation	Municipal	A	Piedmont-Triad
Highlands Parks & Recreation	Municipal	F	West
Hoke County Parks & Recreation	County	B	Sandhills
Holly Ridge Parks & Recreation	Municipal	F	Southeast
Holly Springs Parks & Recreation	Municipal	C	North Central
Hope Mills Parks & Recreation	Municipal	D	Sandhills
Hudson Parks & Recreation	Municipal	F	Northwest
Huntersville Parks & Recreation	**Municipal**	**B**	**Southwest**
Indian Trail Parks & Recreation	Municipal	C	Southwest
Iredell County Parks & Recreation	**County**	**A**	**Southwest**
Jackson County Recreation & Parks	County	C	West
Jacksonville Recreation & Parks	**Municipal**	**B**	**Southeast**
Jamestown Parks & Recreation	Municipal	F	Piedmont-Triad
Johnston County Parks, Trails & Open Space	County	A	North Central
Jones County Recreation	County	D	Southeast
Kannapolis Parks & Recreation	**Municipal**	**C**	**Southwest**
Kenansville Recreation	Municipal	F	Southeast
Kenly Recreation	**Municipal**	**F**	**North Central**
Kernersville Parks & Recreation	**Municipal**	**C**	**Piedmont-Triad**
King Parks and Recreation	**Municipal**	**E**	**Piedmont-Triad**
Kinston-Lenoir Parks & Recreation	Combination	B	Southeast

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Knightdale Parks & Recreation	Municipal	D	North Central
Kure Beach Recreation Department	**Municipal**	**F**	**Piedmont-Triad**
Landis Parks & Recreation	Municipal	F	Southwest
Lee County Parks & Recreation	County	B	North Central
Leland Parks, Rec., & Environmental Programs	**Municipal**	**D**	**Southeast**
Lenoir Parks & Recreation	**Municipal**	**D**	**Northwest**
Lexington Parks & Recreation	**Municipal**	**D**	**Piedmont-Triad**
Liberty Recreation	**Municipal**	**F**	**Piedmont-Triad**
Lillington Parks & Recreation	Municipal	F	North Central
Lincoln County Parks & Recreation	**County**	**B**	**Southwest**
Lincolnton Parks & Recreation	Municipal	D	Southwest
Locust Parks & Recreation	Municipal	F	Southwest
Louisburg Parks & Recreation	Municipal	F	North Central
Lowell Parks & Recreation	Municipal	F	Southwest
Lumberton Recreation & Parks	**Municipal**	**D**	**Sandhills**
Macon County Recreation	**County**	**C**	**West**
Madison County Parks & Recreation	County	D	West
Madison Mayodan Recreation Department	**Combination**	**F**	**Piedmont-Triad**
Maiden Parks & Recreation	Municipal	F	Northwest
Marshville Parks & Recreation	**Municipal**	**F**	**Southwest**
Matthews Parks, Rec., & Cultural Resources	**Municipal**	**C**	**Southwest**
McDowell County Parks & Recreation	County	C	Northwest
Mebane Recreation & Parks	**Municipal**	**D**	**Piedmont-Triad**
Mecklenburg County Park & Recreation	County	A	Southwest
Mills River Parks & Recreation	**Municipal**	**E**	**West**
Mitchell County Parks & Recreation	County	D	Northwest
Monroe Parks and Recreation	**Municipal**	**C**	**Southwest**
Moore County Parks & Recreation	County	B	Sandhills
Mooresville Parks & Recreation	**Municipal**	**C**	**Southwest**
Morehead City Parks & Recreation	**Municipal**	**E**	**Southeast**
Morganton Recreation & Parks	**Municipal**	**D**	**Northwest**
Morrisville Parks, Rec. & Cultural Resources	Municipal	C	North Central

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Mount Airy Parks & Recreation	Municipal	D	Piedmont-Triad
Mount Holly Parks & Recreation	**Municipal**	**D**	**Southwest**
Mount Olive Parks & Recreation	Municipal	F	Southeast
Nash County Recreation & Parks	County	B	North Central
Nashville Parks, Recreation, Cultural Resources	Municipal	E	North Central
New Bern Parks & Recreation	Municipal	C	Southeast
New Hanover County Parks	County	A	Southeast
Newton Parks & Recreation	**Municipal**	**D**	**Northwest**
North Wilkesboro Parks & Recreation	Municipal	F	Northwest
Northampton County Recreation	**County**	**D**	**Northeast**
Norwood Recreation	Municipal	F	Southwest
Oak Island Parks & Recreation	Municipal	E	Southeast
Oak Ridge Parks & Recreation	**Municipal**	**E**	**Piedmont-Triad**
Oakboro Parks & Recreation	Municipal	F	Southwest
Ocean Isle Beach Recreation	Municipal	F	Southeast
Onslow County Parks & Recreation	County	A	Southeast
Orange County Parks & Recreation	**County**	**A**	**North Central**
Oxford Parks & Recreation	Municipal	E	North Central
Pamlico County Parks & Recreation	**County**	**D**	**Southeast**
Pembroke Parks and Recreation	Municipal	F	Sandhills
Pender County Parks & Recreation	**County**	**B**	**Southeast**
Perquimans County Recreation	County	D	Northeast
Person County Recreation, Arts & Parks	**County**	**C**	**North Central**
Pine Level Parks & Recreation	Municipal	F	North Central
Pinebluff Parks & Recreation	Municipal	F	Sandhills
Pinehurst Parks & Recreation	Municipal	D	Sandhills
Pineville Parks & Recreation	Municipal	E	Southwest
Pitt County Community Schools & Recreation	County	A	Northeast
Pittsboro Parks & Recreation	Municipal	F	North Central
Pleasant Garden Parks & Recreation	**Municipal**	**F**	**Piedmont-Triad**
Polk County Recreation	County	D	West
Raleigh Parks, Recreation & Cultural Resources	**Municipal**	**A**	**North Central**
Randleman Parks & Recreation	**Municipal**	**F**	**Piedmont-Triad**

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Reidsville Recreation	Municipal	D	Piedmont-Triad
Richmond County Parks & Recreation	County	C	Sandhills
Roanoke Rapids Parks, Recreation & Library	Municipal	D	Northeast
Robersonville Recreation	Municipal	F	Northeast
Robeson County Parks & Recreation	County	A	Sandhills
Rockingham Recreation	Municipal	E	Sandhills
Rocky Mount Parks & Recreation	Municipal	B	North Central
Rolesville Parks & Recreation	Municipal	E	North Central
Rowan County Parks & Recreation	**County**	**A**	**Southwest**
Rutherford County Parks & Recreation	County	B	West
Salisbury Parks & Recreation	Municipal	C	Southwest
Sampson County Parks & Recreation	**County**	**B**	**Sandhills**
Scotland County Parks & Recreation	County	C	Sandhills
Scotland Neck Parks & Recreation	Municipal	F	Northeast
Selma Parks & Recreation	**Municipal**	**E**	**North Central**
Shelby Parks & Recreation	**Municipal**	**D**	**Southwest**
Siler City Parks & Recreation	**Municipal**	**E**	**North Central**
Smithfield Parks & Recreation	Municipal	D	North Central
Southern Pines Recreation & Parks	**Municipal**	**D**	**Sandhills**
Southport Recreation	**Municipal**	**F**	**Southeast**
Spindale Recreation	Municipal	F	West
Spring Lake Recreation & Parks	Municipal	D	Sandhills
Spruce Pine Parks & Recreation	Municipal	F	Northwest
Stallings Parks & Recreation	**Municipal**	**D**	**Southwest**
Stanley Parks & Recreation	Municipal	F	Southwest
Statesville Rec & Parks	Municipal	C	Southwest
Stokes County Recreation	County	C	Piedmont-Triad
Summerfield Parks & Recreation	Municipal	D	Piedmont-Triad
Surf City Parks & Recreation	**Municipal**	**F**	**Southeast**
Surry County Parks & Recreation	County	B	Piedmont-Triad
Swain County Parks & Recreation	County	D	West
Swansboro Parks & Recreation	**Municipal**	**F**	**Southeast**
Tarboro Parks & Recreation	**Municipal**	**D**	**North Central**

DEPARTMENT	TYPE	POP. CLASS	PROSPERITY ZONE
Thomasville Parks & Recreation	Municipal	C	Piedmont-Triad
Town of Lake Lure Parks, Recreation and Lake Department	Municipal	F	West
Town of Sawmills Parks and Recreation	Municipal	E	Northwestern
Transylvania County Parks & Recreation	**County**	**C**	**West**
Troutman Parks & Recreation	**Municipal**	**F**	**Southwest**
Tryon Parks & Recreation Department	Municipal	F	West
Union County Parks & Recreation	**County**	**A**	**Southwest**
Valdese Parks & Recreation	**Municipal**	**F**	**Northwest**
Village of Wesley Chapel Parks & Rec	Municipal	E	Southwest
Wake County Parks, Recreation & Open Space	**County**	**A**	**North Central**
Wake Forest Parks & Recreation	**Municipal**	**C**	**North Central**
Wallace Parks & Recreation	Municipal	F	Southeast
Warren County Parks & Recreation	**County**	**D**	**North Central**
Warsaw Parks & Recreation	Municipal	F	Southeast
Washington County Parks & Recreation	County	D	Northeast
Washington Parks & Recreation	**Municipal**	**E**	**Northeast**
Watauga County Parks & Recreation	County	B	Northwest
Waxhaw Parks & Recreation	**Municipal**	**D**	**Southwest**
Waynesville Parks & Recreation	**Municipal**	**D**	**West**
Wendell Parks & Recreation	Municipal	E	North Central
Whiteville Parks & Recreation	Municipal	E	Sandhills
Wilkes County Parks & Recreation	**County**	**B**	**Northwest**
Wilkesboro Parks & Recreation	Municipal	F	Northwest
Williamston Parks & Recreation	**Municipal**	**E**	**Northeast**
Wilmington Parks Recreation & Downtown	**Municipal**	**A**	**Southeast**
Wilson Parks & Recreation	Municipal	C	North Central
Winston Salem Recreation & Parks	**Municipal**	**A**	**Piedmont-Triad**
Winterville Parks & Recreation	Municipal	E	Northeast
Wrightsville Beach Planning & Parks	**Municipal**	**F**	**Southeast**
Yadkin County Parks & Recreation	County	C	Piedmont-Triad
Yancey County Recreation	County	D	Northwest
Youngsville Parks & Recreation	Municipal	F	North Central
Zebulon Parks & Recreation	Municipal	F	North Central

Appendix D

List of all government units included in 2019-2020 Annual Financial Information Report (AFIR) including government unit type, population class, and prosperity zone. **Bolded government units** are those that responded to the 2019-2020 AFIR with expenses and sales related to recreation.

GOVERNMENT UNIT	TYPE	POP. CLASS	PROSPERITY ZONE
Aberdeen	**Municipality**	**E**	**Sandhills**
Ahoskie	Municipality	F	Northeast
Alamance	**Municipality**	**F**	**Piedmont-Triad**
Alamance County	**County**	**A**	**Piedmont-Triad**
Albemarle	**Municipality**	**D**	**Southwest**
Alexander County	**County**	**C**	**Northwest**
Alleghany County	County	D	Northwest
Alliance	Municipality	F	Southeast
Andrews	**Municipality**	**F**	**West**
Angier	**Municipality**	**E**	**North Central**
Anson County	County	D	Southwest
Ansonville	**Municipality**	**F**	**Southwest**
Apex	**Municipality**	**B**	**North Central**
Arapahoe	**Municipality**	**F**	**Southeast**
Archdale	**Municipality**	**D**	**Piedmont-Triad**
Archer Lodge	**Municipality**	**E**	**North Central**
Ashe County	**County**	**C**	**Northwest**
Asheboro	**Municipality**	**C**	**Piedmont-Triad**
Asheville	**Municipality**	**B**	**West**
Askewville	Municipality	F	Northeast
Atkinson	**Municipality**	**F**	**Southeast**
Atlantic Beach	**Municipality**	**F**	**Southeast**
Aulander	Municipality	F	Northeast
Aurora	**Municipality**	**F**	**Northeast**
Autryville	**Municipality**	**F**	**Sandhills**
Avery County	**County**	**D**	**Northwest**
Ayden	Municipality	E	Northeast
Badin	Municipality	F	Southwest
Bailey	Municipality	F	North Central
Bakersville	Municipality	F	Northwest
Bald Head Island	**Municipality**	**F**	**Southeast**

Banner Elk	**Municipality**	**F**	**Northwest**
Bath	**Municipality**	**F**	**Northeast**
Bayboro	Municipality	F	Southeast
Bear Grass	**Municipality**	**F**	**Northeast**
Beaufort	**Municipality**	**F**	**Southeast**
Beaufort County	**County**	**C**	**Northeast**
Beech Mountain	**Municipality**	**F**	**Northwest**
Belhaven	**Municipality**	**F**	**Northeast**
Belmont	Municipality	D	Southwest
Belville	**Municipality**	**F**	**Southeast**
Belwood	**Municipality**	**F**	**Southwest**
Benson	**Municipality**	**F**	**North Central**
Bermuda Run	**Municipality**	**F**	**Piedmont-Triad**
Bertie County	County	D	Northeast
Bessemer City	**Municipality**	**E**	**Southwest**
Bethania	**Municipality**	**F**	**Piedmont-Triad**
Bethel	Municipality	F	Northeast
Beulaville	**Municipality**	**F**	**Southeast**
Biltmore Forest	**Municipality**	**F**	**West**
Biscoe	**Municipality**	**F**	**Sandhills**
Black Creek	Municipality	F	North Central
Black Mountain	Municipality	E	West
Bladen County	**County**	**C**	**Sandhills**
Bladenboro	**Municipality**	**F**	**Sandhills**
Blowing Rock	**Municipality**	**F**	**Northwest**
Boardman	Municipality	F	Sandhills
Bogue	**Municipality**	**F**	**Southeast**
Boiling Spring Lakes	**Municipality**	**E**	**Southeast**
Boiling Springs	**Municipality**	**F**	**Southwest**
Bolivia	**Municipality**	**F**	**Southeast**
Bolton	**Municipality**	**F**	**Sandhills**
Boone	**Municipality**	**D**	**Northwest**
Boonville	Municipality	F	Piedmont-Triad
Bostic	**Municipality**	**F**	**West**
Brevard	**Municipality**	**E**	**West**
Bridgeton	**Municipality**	**F**	**Southeast**
Broadway	**Municipality**	**F**	**North Central**
Brookford	**Municipality**	**F**	**Northwest**

Brunswick	**Municipality**	**F**	**Sandhills**
Brunswick County	**County**	**A**	**Southeast**
Bryson City	**Municipality**	**F**	**West**
Buncombe County	**County**	**A**	**West**
Bunn	**Municipality**	**F**	**North Central**
Burgaw	**Municipality**	**F**	**Southeast**
Burke County	**County**	**B**	**Northwest**
Burlington	**Municipality**	**B**	**Piedmont-Triad**
Burnsville	**Municipality**	**F**	**Northwest**
Butner	**Municipality**	**E**	**North Central**
Cabarrus County	**County**	**A**	**Southwest**
Cajah's Mountain	Municipality	F	Northwest
Calabash	**Municipality**	**F**	**Southeast**
Caldwell County	**County**	**B**	**Northwest**
Calypso	**Municipality**	**F**	**Southeast**
Camden County	**County**	**D**	**Northeast**
Cameron	**Municipality**	**F**	**Sandhills**
Candor	**Municipality**	**F**	**Sandhills**
Canton	**Municipality**	**F**	**West**
Cape Carteret	**Municipality**	**F**	**Southeast**
Carolina Beach	**Municipality**	**E**	**Southeast**
Carolina Shores	**Municipality**	**F**	**Southeast**
Carrboro	**Municipality**	**D**	**North Central**
Carteret County	**County**	**B**	**Southeast**
Carthage	**Municipality**	**F**	**Sandhills**
Cary	**Municipality**	**A**	**North Central**
Casar	**Municipality**	**F**	**Southwest**
Castalia	Municipality	F	North Central
Caswell Beach	**Municipality**	**F**	**Southeast**
Caswell County	County	D	Piedmont-Triad
Catawba	**Municipality**	**F**	**Northwest**
Catawba County	**County**	**A**	**Northwest**
Cedar Point	**Municipality**	**F**	**Southeast**
Cedar Rock	**Municipality**	**F**	**Northwest**
Cerro Gordo	**Municipality**	**F**	**Sandhills**
Chadbourn	**Municipality**	**F**	**Sandhills**
Chapel Hill	**Municipality**	**B**	**North Central**
Charlotte	**Municipality**	**A**	**Southwest**

Chatham County	**County**	**B**	**North Central**
Cherokee County	County	C	West
Cherryville	**Municipality**	**E**	**Southwest**
Chimney Rock	Municipality	F	West
China Grove	**Municipality**	**F**	**Southwest**
Chocowinity	Municipality	F	Northeast
Chowan County	**County**	**D**	**Northeast**
Claremont	**Municipality**	**F**	**Northwest**
Clarkton	**Municipality**	**F**	**Sandhills**
Clay County	**County**	**D**	**West**
Clayton	**Municipality**	**D**	**North Central**
Clemmons	**Municipality**	**D**	**Piedmont-Triad**
Cleveland	**Municipality**	**F**	**Southwest**
Cleveland County	**County**	**A**	**Southwest**
Clinton	**Municipality**	**E**	**Sandhills**
Clyde	Municipality	F	West
Coats	**Municipality**	**F**	**North Central**
Cofield	**Municipality**	**F**	**Northeast**
Colerain	Municipality	F	Northeast
Columbia	**Municipality**	**F**	**Northeast**
Columbus	Municipality	F	West
Columbus County	**County**	**B**	**Sandhills**
Como	**Municipality**	**F**	**Northeast**
Concord	**Municipality**	**B**	**Southwest**
Conetoe	Municipality	F	North Central
Connelly Springs	**Municipality**	**F**	**Northwest**
Conover	**Municipality**	**E**	**Northwest**
Conway	**Municipality**	**F**	**Northeast**
Cooleemee	**Municipality**	**F**	**Piedmont-Triad**
Cornelius	**Municipality**	**C**	**Southwest**
Cove City	Municipality	F	Southeast
Cramerton	**Municipality**	**E**	**Southwest**
Craven County	**County**	**A**	**Southeast**
Creedmoor	**Municipality**	**F**	**North Central**
Creswell	**Municipality**	**F**	**Northeast**
Crossnore	**Municipality**	**F**	**Northwest**
Cumberland County	**County**	**A**	**Sandhills**
Currituck County	**County**	**C**	**Northeast**

Dallas	**Municipality**	**F**	**Southwest**
Danbury	**Municipality**	**F**	**Piedmont-Triad**
Dare County	**County**	**C**	**Northeast**
Davidson	**Municipality**	**D**	**Southwest**
Davidson County	**County**	**A**	**Piedmont-Triad**
Davie County	**County**	**C**	**Piedmont-Triad**
Denton	**Municipality**	**F**	**Piedmont-Triad**
Dillsboro	**Municipality**	**F**	**West**
Dobbins Heights	**Municipality**	**F**	**Sandhills**
Dobson	Municipality	F	Piedmont-Triad
Dortches	**Municipality**	**F**	**North Central**
Dover	**Municipality**	**F**	**Southeast**
Drexel	**Municipality**	**F**	**Northwest**
Dublin	**Municipality**	**F**	**Sandhills**
Duck	**Municipality**	**F**	**Northeast**
Dunn	**Municipality**	**E**	**North Central**
Duplin County	**County**	**B**	**Southeast**
Durham	**Municipality**	**A**	**North Central**
Durham County	**County**	**A**	**North Central**
Earl	Municipality	F	Southwest
East Arcadia	Municipality	F	Sandhills
East Bend	**Municipality**	**F**	**Piedmont-Triad**
East Laurinburg	Municipality	F	Sandhills
East Spencer	**Municipality**	**F**	**Southwest**
Eastover	**Municipality**	**F**	**Sandhills**
Eden	**Municipality**	**D**	**Piedmont-Triad**
Edenton	**Municipality**	**F**	**Northeast**
Edgecombe County	County	B	North Central
Elizabeth City	Municipality	D	Northeast
Elizabethtown	**Municipality**	**F**	**Sandhills**
Elk Park	**Municipality**	**F**	**Northwest**
Elkin	**Municipality**	**F**	**Piedmont-Triad**
Ellenboro	**Municipality**	**F**	**West**
Ellerbe	**Municipality**	**F**	**Sandhills**
Elm City	Municipality	F	North Central
Elon	**Municipality**	**D**	**Piedmont-Triad**
Emerald Isle	**Municipality**	**F**	**Southeast**
Enfield	**Municipality**	**F**	**Northeast**

Erwin	**Municipality**	**F**	**North Central**
Eureka	Municipality	F	Southeast
Everetts	Municipality	F	Northeast
Fair Bluff	**Municipality**	**F**	**Sandhills**
Fairmont	**Municipality**	**F**	**Sandhills**
Fairview	**Municipality**	**F**	**Southwest**
Faison	**Municipality**	**F**	**Southeast**
Faith	**Municipality**	**F**	**Southwest**
Falcon	**Municipality**	**F**	**Sandhills**
Falkland	**Municipality**	**F**	**Northeast**
Fallston	**Municipality**	**F**	**Southwest**
Farmville	**Municipality**	**F**	**Northeast**
Fayetteville	**Municipality**	**A**	**Sandhills**
Flat Rock	**Municipality**	**F**	**West**
Fletcher	**Municipality**	**E**	**West**
Fontana Dam	**Municipality**	**F**	**West**
Forest City	**Municipality**	**E**	**West**
Forest Hills	**Municipality**	**F**	**West**
Forsyth County	**County**	**A**	**Piedmont-Triad**
Fountain	**Municipality**	**F**	**Northeast**
Four Oaks	Municipality	F	North Central
Foxfire Village	**Municipality**	**F**	**Sandhills**
Franklin	**Municipality**	**F**	**West**
Franklin County	**County**	**B**	**North Central**
Franklinton	**Municipality**	**F**	**North Central**
Franklinville	Municipality	F	Piedmont-Triad
Fremont	**Municipality**	**F**	**Southeast**
Fuquay-Varina	**Municipality**	**C**	**North Central**
Gamewell	**Municipality**	**F**	**Northwest**
Garland	**Municipality**	**F**	**Sandhills**
Garner	**Municipality**	**C**	**North Central**
Garysburg	**Municipality**	**F**	**Northeast**
Gaston	Municipality	F	Northeast
Gaston County	**County**	**A**	**Southwest**
Gastonia	**Municipality**	**B**	**Southwest**
Gates County	**County**	**D**	**Northeast**
Gatesville	Municipality	F	Northeast
Gibson	**Municipality**	**F**	**Sandhills**

Gibsonville	**Municipality**	**E**	**Piedmont-Triad**
Glen Alpine	**Municipality**	**F**	**Northwest**
Godwin	**Municipality**	**F**	**Sandhills**
Goldsboro	Municipality	C	Southeast
Goldston	**Municipality**	**F**	**North Central**
Graham	Municipality	D	Piedmont-Triad
Graham County	**County**	**E**	**West**
Grandfather Village	**Municipality**	**F**	**Northwest**
Granite Falls	**Municipality**	**F**	**Northwest**
Granite Quarry	**Municipality**	**F**	**Southwest**
Grantsboro	Municipality	F	Southeast
Granville County	**County**	**B**	**North Central**
Green Level	Municipality	F	Piedmont-Triad
Greene County	**County**	**D**	**Southeast**
Greenevers	Municipality	F	Southeast
Greensboro	**Municipality**	**A**	**Piedmont-Triad**
Greenville	**Municipality**	**B**	**Northeast**
Grifton	**Municipality**	**F**	**Northeast**
Grimesland	Municipality	F	Northeast
Grover	**Municipality**	**F**	**Southwest**
Guilford County	**County**	**A**	**Piedmont-Triad**
Halifax	**Municipality**	**F**	**Northeast**
Halifax County	**County**	**B**	**Northeast**
Hamilton	Municipality	F	Northeast
Hamlet	**Municipality**	**E**	**Sandhills**
Harmony	**Municipality**	**F**	**Southwest**
Harnett County	County	A	North Central
Harrells	**Municipality**	**F**	**Sandhills**
Harrellsville	Municipality	F	Northeast
Harrisburg	**Municipality**	**D**	**Southwest**
Hassell	Municipality	F	Northeast
Havelock	**Municipality**	**D**	**Southeast**
Haw River	**Municipality**	**F**	**Piedmont-Triad**
Hayesville	**Municipality**	**F**	**West**
Haywood County	**County**	**B**	**West**
Hemby Bridge	Municipality	F	Southwest
Henderson	**Municipality**	**D**	**North Central**
Henderson County	**County**	**A**	**West**

Hendersonville	**Municipality**	**D**	**West**
Hertford	**Municipality**	**F**	**Northeast**
Hertford County	**County**	**D**	**Northeast**
Hickory	**Municipality**	**C**	**Northwest**
High Point	**Municipality**	**A**	**Piedmont-Triad**
High Shoals	**Municipality**	**F**	**Southwest**
Highlands	**Municipality**	**F**	**West**
Hildebran	**Municipality**	**F**	**Northwest**
Hillsborough	Municipality	E	North Central
Hobgood	Municipality	F	Northeast
Hoffman	**Municipality**	**F**	**Sandhills**
Hoke County	**County**	**B**	**Sandhills**
Holden Beach	**Municipality**	**F**	**Southeast**
Holly Ridge	**Municipality**	**F**	**Southeast**
Holly Springs	**Municipality**	**C**	**North Central**
Hookerton	Municipality	F	Southeast
Hope Mills	Municipality	D	Sandhills
Hot Springs	Municipality	F	West
Hudson	**Municipality**	**F**	**Northwest**
Huntersville	**Municipality**	**B**	**Southwest**
Hyde County	County	E	Northeast
Indian Beach	**Municipality**	**F**	**Southeast**
Indian Trail	**Municipality**	**C**	**Southwest**
Iredell County	**County**	**A**	**Southwest**
Jackson	Municipality	F	Northeast
Jackson County	**County**	**C**	**West**
Jacksonville	**Municipality**	**B**	**Southeast**
Jamestown	**Municipality**	**F**	**Piedmont-Triad**
Jamesville	**Municipality**	**F**	**Northeast**
Jefferson	**Municipality**	**F**	**Northwest**
Johnston County	**County**	**A**	**North Central**
Jones County	**County**	**D**	**Southeast**
Jonesville	Municipality	F	Piedmont-Triad
Kannapolis	**Municipality**	**C**	**Southwest**
Kelford	**Municipality**	**F**	**Northeast**
Kenansville	**Municipality**	**F**	**Southeast**
Kenly	Municipality	F	North Central
Kernersville	**Municipality**	**C**	**Piedmont-Triad**

Kill Devil Hills	**Municipality**	**E**	**Northeast**
King	**Municipality**	**E**	**Piedmont-Triad**
Kings Mountain	**Municipality**	**D**	**Southwest**
Kingstown	Municipality	F	Southwest
Kinston	**Municipality**	**D**	**Southeast**
Kittrell	**Municipality**	**F**	**North Central**
Kitty Hawk	**Municipality**	**F**	**Northeast**
Knightdale	**Municipality**	**D**	**North Central**
Kure Beach	**Municipality**	**F**	**Southeast**
La Grange	**Municipality**	**F**	**Southeast**
Lake Lure	**Municipality**	**F**	**West**
Lake Park	**Municipality**	**F**	**Southwest**
Lake Santeetlah	**Municipality**	**F**	**West**
Lake Waccamaw	**Municipality**	**F**	**Sandhills**
Landis	**Municipality**	**F**	**Southwest**
Lansing	**Municipality**	**F**	**Northwest**
Lasker	**Municipality**	**F**	**Northeast**
Lattimore	**Municipality**	**F**	**Southwest**
Laurel Park	**Municipality**	**F**	**West**
Laurinburg	**Municipality**	**D**	**Sandhills**
Lawndale	**Municipality**	**F**	**Southwest**
Lee County	**County**	**B**	**North Central**
Leggett	**Municipality**	**F**	**North Central**
Leland	**Municipality**	**D**	**Southeast**
Lenoir	**Municipality**	**D**	**Northwest**
Lenoir County	**County**	**B**	**Southeast**
Lewiston-Woodville	Municipality	F	Northeast
Lewisville	**Municipality**	**D**	**Piedmont-Triad**
Lexington	**Municipality**	**D**	**Piedmont-Triad**
Liberty	Municipality	F	Piedmont-Triad
Lilesville	**Municipality**	**F**	**Southwest**
Lillington	**Municipality**	**F**	**North Central**
Lincoln County	**County**	**B**	**Southwest**
Lincolnton	**Municipality**	**D**	**Southwest**
Linden	**Municipality**	**F**	**Sandhills**
Littleton	**Municipality**	**F**	**Northeast**
Locust	**Municipality**	**F**	**Southwest**
Long View	**Municipality**	**F**	**Northwest**

Louisburg	**Municipality**	**F**	**North Central**
Love Valley	**Municipality**	**F**	**Southwest**
Lowell	Municipality	F	Southwest
Lucama	Municipality	F	North Central
Lumber Bridge	**Municipality**	**F**	**Sandhills**
Lumberton	Municipality	D	Sandhills
Macclesfield	Municipality	F	North Central
Macon	**Municipality**	**F**	**North Central**
Macon County	**County**	**C**	**West**
Madison	**Municipality**	**F**	**Piedmont-Triad**
Madison County	**County**	**D**	**West**
Maggie Valley	**Municipality**	**F**	**West**
Magnolia	**Municipality**	**F**	**Southeast**
Maiden	**Municipality**	**F**	**Northwest**
Manteo	**Municipality**	**F**	**Northeast**
Marietta	**Municipality**	**F**	**Sandhills**
Marion	**Municipality**	**E**	**Northwest**
Mars Hill	**Municipality**	**F**	**West**
Marshall	**Municipality**	**F**	**West**
Marshville	**Municipality**	**F**	**Southwest**
Martin County	**County**	**D**	**Northeast**
Marvin	**Municipality**	**E**	**Southwest**
Matthews	**Municipality**	**C**	**Southwest**
Maxton	**Municipality**	**F**	**Sandhills**
Mayodan	**Municipality**	**F**	**Piedmont-Triad**
Maysville	Municipality	F	Southeast
McAdenville	Municipality	F	Southwest
McDonald	**Municipality**	**F**	**Sandhills**
McDowell County	**County**	**C**	**Northwest**
McFarlan	**Municipality**	**F**	**Southwest**
Mebane	**Municipality**	**D**	**Piedmont-Triad**
Mecklenburg County	**County**	**A**	**Southwest**
Mesic	**Municipality**	**F**	**Southeast**
Micro	Municipality	F	North Central
Middleburg	Municipality	F	North Central
Middlesex	Municipality	F	North Central
Midland	**Municipality**	**F**	**Southwest**
Midway	**Municipality**	**F**	**Piedmont-Triad**

Mills River	**Municipality**	**E**	**West**
Milton	**Municipality**	**F**	**Piedmont-Triad**
Mineral Springs	**Municipality**	**F**	**Southwest**
Minnesott Beach	Municipality	F	Southeast
Mint Hill	**Municipality**	**C**	**Southwest**
Misenheimer	Municipality	F	Southwest
Mitchell County	**County**	**D**	**Northwest**
Mocksville	**Municipality**	**E**	**Piedmont-Triad**
Momeyer	**Municipality**	**F**	**North Central**
Monroe	**Municipality**	**C**	**Southwest**
Montgomery County	**County**	**C**	**Sandhills**
Montreat	Municipality	F	West
Moore County	**County**	**A**	**Sandhills**
Mooresboro	**Municipality**	**F**	**Southwest**
Mooresville	**Municipality**	**C**	**Southwest**
Morehead City	**Municipality**	**E**	**Southeast**
Morganton	**Municipality**	**D**	**Northwest**
Morrisville	**Municipality**	**C**	**North Central**
Morven	Municipality	F	Southwest
Mount Airy	**Municipality**	**D**	**Piedmont-Triad**
Mount Gilead	**Municipality**	**F**	**Sandhills**
Mount Holly	**Municipality**	**D**	**Southwest**
Mount Olive	**Municipality**	**F**	**Southeast**
Mount Pleasant	**Municipality**	**F**	**Southwest**
Murfreesboro	**Municipality**	**F**	**Northeast**
Murphy	**Municipality**	**F**	**West**
Nags Head	**Municipality**	**F**	**Northeast**
Nash County	**County**	**B**	**North Central**
Nashville	**Municipality**	**E**	**North Central**
Navassa	Municipality	F	Southeast
New Bern	**Municipality**	**C**	**Southeast**
New Hanover County	**County**	**A**	**Southeast**
New London	**Municipality**	**F**	**Southwest**
Newland	**Municipality**	**F**	**Northwest**
Newport	Municipality	F	Southeast
Newton	Municipality	D	Northwest
Newton Grove	Municipality	F	Sandhills
Norlina	Municipality	F	North Central

Norman	**Municipality**	**F**	**Sandhills**
North Topsail Beach	**Municipality**	**F**	**Southeast**
North Wilkesboro	**Municipality**	**F**	**Northwest**
Northampton County	**County**	**D**	**Northeast**
Northwest	**Municipality**	**F**	**Southeast**
Norwood	**Municipality**	**F**	**Southwest**
Oak City	Municipality	F	Northeast
Oak Island	**Municipality**	**E**	**Southeast**
Oak Ridge	**Municipality**	**E**	**Piedmont-Triad**
Oakboro	**Municipality**	**F**	**Southwest**
Ocean Isle Beach	**Municipality**	**F**	**Southeast**
Old Fort	**Municipality**	**F**	**Northwest**
Onslow County	**County**	**A**	**Southeast**
Orange County	**County**	**A**	**North Central**
Oriental	Municipality	F	Southeast
Orrum	**Municipality**	**F**	**Sandhills**
Ossipee	**Municipality**	**F**	**Piedmont-Triad**
Oxford	**Municipality**	**E**	**North Central**
Pamlico County	**County**	**D**	**Southeast**
Pantego	Municipality	F	Northeast
Parkton	**Municipality**	**F**	**Sandhills**
Parmele	**Municipality**	**F**	**Northeast**
Pasquotank County	**County**	**C**	**Northeast**
Patterson Springs	**Municipality**	**F**	**Southwest**
Peachland	**Municipality**	**F**	**Southwest**
Peletier	**Municipality**	**F**	**Southeast**
Pembroke	**Municipality**	**F**	**Sandhills**
Pender County	County	B	Southeast
Perquimans County	**County**	**D**	**Northeast**
Person County	County	C	North Central
Pikeville	Municipality	F	Southeast
Pilot Mountain	**Municipality**	**F**	**Piedmont-Triad**
Pine Knoll Shores	**Municipality**	**F**	**Southeast**
Pine Level	**Municipality**	**F**	**North Central**
Pinebluff	**Municipality**	**F**	**Sandhills**
Pinehurst	**Municipality**	**D**	**Sandhills**
Pinetops	**Municipality**	**F**	**North Central**
Pineville	**Municipality**	**E**	**Southwest**

Pink Hill	Municipality	F	Southeast
Pitt County	**County**	**A**	**Northeast**
Pittsboro	**Municipality**	**F**	**North Central**
Pleasant Garden	**Municipality**	**F**	**Piedmont-Triad**
Plymouth	**Municipality**	**F**	**Northeast**
Polk County	**County**	**D**	**West**
Polkton	**Municipality**	**F**	**Southwest**
Polkville	**Municipality**	**F**	**Southwest**
Pollocksville	Municipality	F	Southeast
Powellsville	Municipality	F	Northeast
Princeton	**Municipality**	**F**	**North Central**
Princeville	Municipality	F	North Central
Proctorville	**Municipality**	**F**	**Sandhills**
Raeford	**Municipality**	**F**	**Sandhills**
Raleigh	**Municipality**	**A**	**North Central**
Ramseur	Municipality	F	Piedmont-Triad
Randleman	**Municipality**	**F**	**Piedmont-Triad**
Randolph County	**County**	**A**	**Piedmont-Triad**
Ranlo	**Municipality**	**F**	**Southwest**
Raynham	**Municipality**	**F**	**Sandhills**
Red Cross	Municipality	F	Southwest
Red Oak	**Municipality**	**F**	**North Central**
Red Springs	**Municipality**	**F**	**Sandhills**
Reidsville	**Municipality**	**D**	**Piedmont-Triad**
Rennert	**Municipality**	**F**	**Sandhills**
Rhodhiss	**Municipality**	**F**	**Northwest**
Rich Square	Municipality	F	Northeast
Richfield	**Municipality**	**F**	**Southwest**
Richlands	**Municipality**	**F**	**Southeast**
Richmond County	**County**	**C**	**Sandhills**
River Bend	**Municipality**	**F**	**Southeast**
Roanoke Rapids	**Municipality**	**D**	**Northeast**
Robbins	Municipality	F	Sandhills
Robbinsville	**Municipality**	**F**	**West**
Robersonville	Municipality	F	Northeast
Robeson County	**County**	**A**	**Sandhills**
Rockingham	**Municipality**	**E**	**Sandhills**
Rockingham County	**County**	**B**	**Piedmont-Triad**

Rockwell	**Municipality**	**F**	**Southwest**
Rocky Mount	**Municipality**	**B**	**North Central**
Rolesville	**Municipality**	**E**	**North Central**
Ronda	Municipality	F	Northwest
Roper	Municipality	F	Northeast
Rose Hill	**Municipality**	**F**	**Southeast**
Roseboro	Municipality	F	Sandhills
Rosman	Municipality	F	West
Rowan County	**County**	**A**	**Southwest**
Rowland	**Municipality**	**F**	**Sandhills**
Roxboro	Municipality	E	North Central
Roxobel	Municipality	F	Northeast
Rural Hall	**Municipality**	**F**	**Piedmont-Triad**
Ruth	**Municipality**	**F**	**West**
Rutherford College	**Municipality**	**F**	**Northwest**
Rutherford County	**County**	**B**	**West**
Rutherfordton	**Municipality**	**F**	**West**
Saint Helena	**Municipality**	**F**	**Southeast**
Saint James	**Municipality**	**E**	**Southeast**
Saint Pauls	**Municipality**	**F**	**Sandhills**
Salemburg	**Municipality**	**F**	**Sandhills**
Salisbury	**Municipality**	**C**	**Southwest**
Saluda	**Municipality**	**F**	**West**
Sampson County	County	B	Sandhills
Sandy Creek	**Municipality**	**F**	**Southeast**
Sandyfield	**Municipality**	**F**	**Sandhills**
Sanford	**Municipality**	**C**	**North Central**
Saratoga	**Municipality**	**F**	**North Central**
Sawmills	**Municipality**	**E**	**Northwest**
Scotland County	**County**	**C**	**Sandhills**
Scotland Neck	**Municipality**	**F**	**Northeast**
Seaboard	**Municipality**	**F**	**Northeast**
Seagrove	**Municipality**	**F**	**Piedmont-Triad**
Sedalia	**Municipality**	**F**	**Piedmont-Triad**
Selma	**Municipality**	**E**	**North Central**
Seven Devils	**Municipality**	**F**	**Northwest**
Seven Springs	Municipality	F	Southeast
Severn	**Municipality**	**F**	**Northeast**

Shallotte	**Municipality**	**F**	**Southeast**
Sharpsburg	**Municipality**	**F**	**North Central**
Shelby	**Municipality**	**D**	**Southwest**
Siler City	Municipality	E	North Central
Simpson	**Municipality**	**F**	**Northeast**
Sims	**Municipality**	**F**	**North Central**
Smithfield	**Municipality**	**D**	**North Central**
Snow Hill	**Municipality**	**F**	**Southeast**
Southern Pines	**Municipality**	**D**	**Sandhills**
Southern Shores	**Municipality**	**F**	**Northeast**
Southport	**Municipality**	**F**	**Southeast**
Sparta	**Municipality**	**F**	**Northwest**
Speed	**Municipality**	**F**	**North Central**
Spencer	**Municipality**	**F**	**Southwest**
Spindale	**Municipality**	**F**	**West**
Spring Hope	**Municipality**	**F**	**North Central**
Spring Lake	Municipality	D	Sandhills
Spruce Pine	**Municipality**	**F**	**Northwest**
Staley	**Municipality**	**F**	**Piedmont-Triad**
Stallings	**Municipality**	**D**	**Southwest**
Stanfield	**Municipality**	**F**	**Southwest**
Stanley	Municipality	F	Southwest
Stanly County	**County**	**B**	**Southwest**
Stantonsburg	**Municipality**	**F**	**North Central**
Star	**Municipality**	**F**	**Sandhills**
Statesville	**Municipality**	**C**	**Southwest**
Stedman	**Municipality**	**F**	**Sandhills**
Stem	Municipality	F	North Central
Stokes County	**County**	**C**	**Piedmont-Triad**
Stokesdale	**Municipality**	**E**	**Piedmont-Triad**
Stoneville	**Municipality**	**F**	**Piedmont-Triad**
Stonewall	Municipality	F	Southeast
Stovall	**Municipality**	**F**	**North Central**
Sugar Mountain	**Municipality**	**F**	**Northwest**
Summerfield	**Municipality**	**D**	**Piedmont-Triad**
Sunset Beach	**Municipality**	**F**	**Southeast**
Surf City	**Municipality**	**F**	**Southeast**
Surry County	County	B	Piedmont-Triad

Swain County	**County**	**D**	**West**
Swansboro	**Municipality**	**F**	**Southeast**
Swepsonville	**Municipality**	**F**	**Piedmont-Triad**
Sylva	**Municipality**	**F**	**West**
Tabor City	**Municipality**	**F**	**Sandhills**
Tar Heel	**Municipality**	**F**	**Sandhills**
Tarboro	**Municipality**	**D**	**North Central**
Taylorsville	**Municipality**	**F**	**Northwest**
Taylortown	**Municipality**	**F**	**Sandhills**
Teachey	**Municipality**	**F**	**Southeast**
Thomasville	**Municipality**	**C**	**Piedmont-Triad**
Tobaccoville	**Municipality**	**F**	**Piedmont-Triad**
Topsail Beach	**Municipality**	**F**	**Southeast**
Transylvania County	**County**	**C**	**West**
Trent Woods	**Municipality**	**F**	**Southeast**
Trenton	Municipality	F	Southeast
Trinity	**Municipality**	**E**	**Piedmont-Triad**
Troutman	**Municipality**	**F**	**Southwest**
Troy	**Municipality**	**F**	**Sandhills**
Tryon	Municipality	F	West
Turkey	**Municipality**	**F**	**Sandhills**
Tyrrell County	**County**	**F**	**Northeast**
Union County	**County**	**A**	**Southwest**
Unionville	**Municipality**	**E**	**Southwest**
Valdese	**Municipality**	**F**	**Northwest**
Vance County	**County**	**C**	**North Central**
Vanceboro	Municipality	F	Southeast
Vandemere	**Municipality**	**F**	**Southeast**
Varnamtown	**Municipality**	**F**	**Southeast**
Vass	**Municipality**	**F**	**Sandhills**
Waco	Municipality	F	Southwest
Wade	**Municipality**	**F**	**Sandhills**
Wadesboro	**Municipality**	**E**	**Southwest**
Wagram	**Municipality**	**F**	**Sandhills**
Wake County	**County**	**A**	**North Central**
Wake Forest	**Municipality**	**C**	**North Central**
Walkertown	Municipality	E	Piedmont-Triad
Wallace	**Municipality**	**F**	**Southeast**

Wallburg	**Municipality**	**F**	**Piedmont-Triad**
Walnut Cove	**Municipality**	**F**	**Piedmont-Triad**
Walnut Creek	**Municipality**	**F**	**Southeast**
Walstonburg	Municipality	F	Southeast
Warren County	County	D	North Central
Warrenton	Municipality	F	North Central
Warsaw	**Municipality**	**F**	**Southeast**
Washington	**Municipality**	**E**	**Northeast**
Washington County	**County**	**D**	**Northeast**
Washington Park	**Municipality**	**F**	**Northeast**
Watauga County	**County**	**B**	**Northwest**
Watha	**Municipality**	**F**	**Southeast**
Waxhaw	**Municipality**	**D**	**Southwest**
Wayne County	**County**	**A**	**Southeast**
Waynesville	**Municipality**	**D**	**West**
Weaverville	**Municipality**	**F**	**West**
Webster	**Municipality**	**F**	**West**
Weddington	Municipality	D	Southwest
Weldon	Municipality	F	Northeast
Wendell	**Municipality**	**E**	**North Central**
Wentworth	**Municipality**	**F**	**Piedmont-Triad**
Wesley Chapel	**Municipality**	**E**	**Southwest**
West Jefferson	**Municipality**	**F**	**Northwest**
Whispering Pines	**Municipality**	**F**	**Sandhills**
Whitakers	Municipality	F	North Central
White Lake	Municipality	F	Sandhills
Whiteville	**Municipality**	**E**	**Sandhills**
Whitsett	**Municipality**	**F**	**Piedmont-Triad**
Wilkes County	**County**	**B**	**Northwest**
Wilkesboro	Municipality	F	Northwest
Williamston	**Municipality**	**E**	**Northeast**
Wilmington	**Municipality**	**A**	**Southeast**
Wilson	**Municipality**	**C**	**North Central**
Wilson County	**County**	**B**	**North Central**
Wilson's Mills	**Municipality**	**F**	**North Central**
Windsor	**Municipality**	**F**	**Northeast**
Winfall	Municipality	F	Northeast
Wingate	**Municipality**	**F**	**Southwest**

Winston-Salem	**Municipality**	**A**	**Piedmont-Triad**
Winterville	**Municipality**	**E**	**Northeast**
Winton	Municipality	F	Northeast
Woodfin	**Municipality**	**E**	**West**
Woodland	Municipality	F	Northeast
Wrightsville Beach	**Municipality**	**F**	**Southeast**
Yadkin County	**County**	**C**	**Piedmont-Triad**
Yadkinville	**Municipality**	**F**	**Piedmont-Triad**
Yancey County	**County**	**D**	**Northwest**
Yanceyville	**Municipality**	**F**	**Piedmont-Triad**
Youngsville	**Municipality**	**F**	**North Central**
Zebulon	**Municipality**	**E**	**North Central**

NC STATE UNIVERSITY College of Natural Resources

RRS RECREATION RESOURCES SERVICE

NORTH CAROLINA STATE PARKS
Naturally Wonderful