




EVALUATING PROGRAMS & SERVICES

**UNITE, GROW,
PLAY**
Denton Parks and Recreation





COMPETITIVE ADVANTAGE

- ✓ **Customer – Centric**
 - ✓ **Know their customer**
 - ✓ **Create & Sustain Unique Experiences**
 - ✓ **Measure Business Outcomes**
 - ✓ **Adjust to meet customer needs**
- 



01 - PROGRAM EVALUATION

02 - FACILITY READINESS

03 - CUSTOMER JOURNEY MAPPING

04 - IMPLEMENTATION ACTION PLAN



PLAN WITH EVALUATION IN MIND



Strategic Program Plan Submission Form

To maintain requirements for CAPRA standard 6.1.1; please complete and submit a Strategic Program Plan for all new programs using this form.

To revise an already submitted program or enter end of season evaluation data go directly to the [Strategic Program Plan and Evaluation Form](#) in the Smartsheets application.

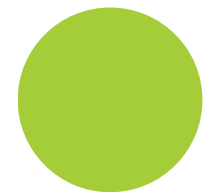
All submissions will be tracked through this smartsheet.

Submission Date

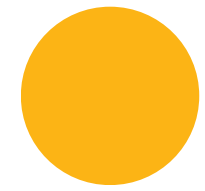
Program/Activity Name

Division

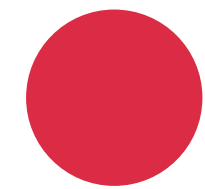
KNOW YOUR CUSTOMER



Primary Customer



Secondary Customer



Demographics & Psychographics





PROGRAM VALUE - UNIQUE BENEFITS

- ✓ **Differentiated**
- ✓ **Sustainable**
- ✓ **Defensible**
- ✓ **Relevance**



CUSTOMER SATISFACTION MEASUREMENT METHODS

- ✓ **Customer Satisfaction Surveys**
- ✓ **Net Promoter Score (NPS)**
- ✓ **Management by Walking Around**
- ✓ **Personal Interviews**





FACILITY READINESS

Customers enter the facility because they want something – a product, service or experience. Your job is to deliver that experience.

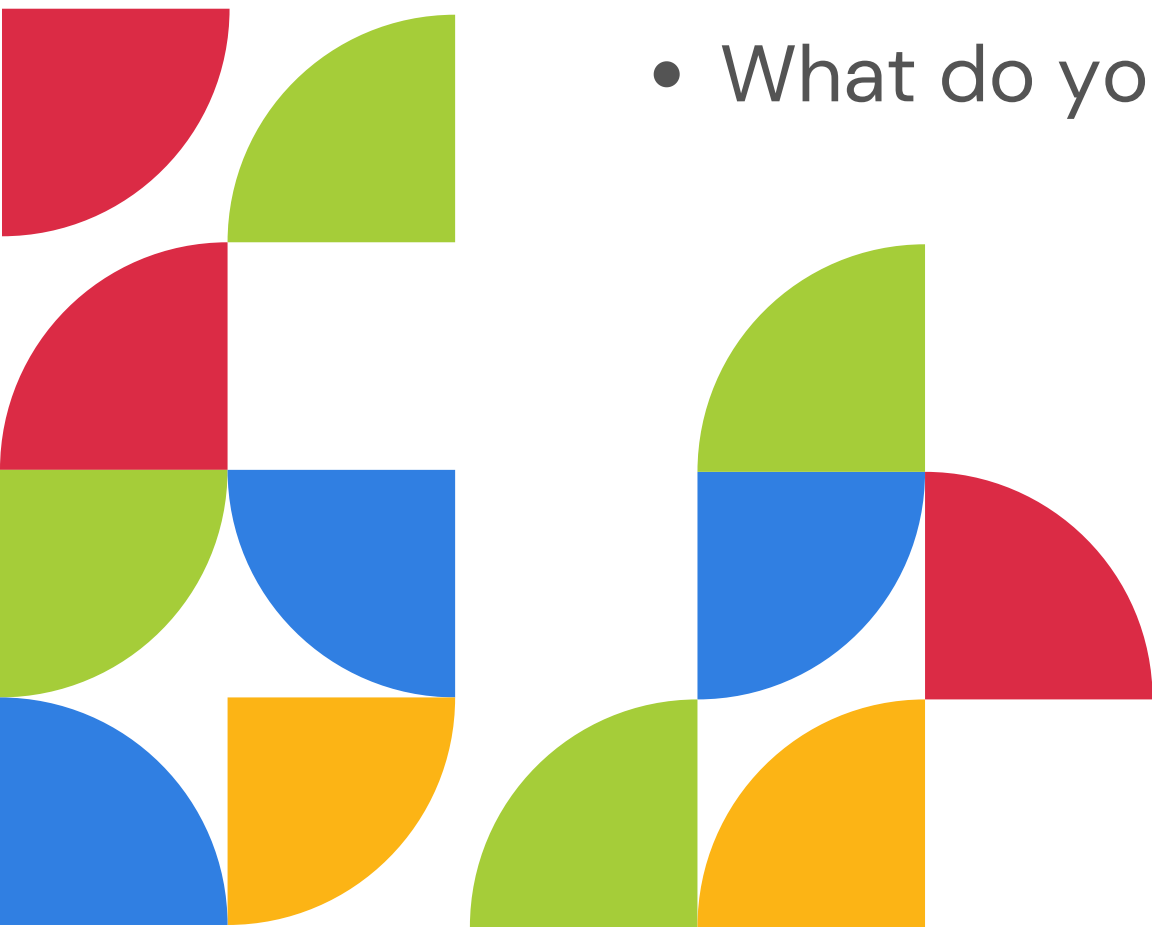
What does it mean to be ready for business?
What time do employees need to arrive to prepare your facility or space for the “business” each day?



Consider the facility you are responsible for overseeing.

- What is the condition of the parking lot, sidewalk, building entrance?
- How is the lighting and atmosphere in the building?
- Does the word “professional” come to mind?
- Did you want to go inside? Was it inviting?
- What words describe your first impression?
- Cleanliness of Bathrooms?
- What do you think is good or excellent, and what needs improvement?

How would a customer respond to these same questions?



PARD TOOLS

✓ Weekly Checklists

✓ Daily Checklists

✓ End of season punch lists

✓ Facility & Grounds Audits

Daily Checklist

To be checked throughout day and completed as needed to ensure continued dealiness of facility.

Date

Daily Cleaning Duties	Shift A	Shift B	Shift C	Shift D	Facility Count
Restrooms					5 a.m.
Flush toilets					6 a.m.
Clean showers (remove hair and trash)					7 a.m.
Clean out and shut lockers					8 a.m.
Pick up trash/take out trash if needed					9 a.m.
Fill toilet paper dispensers					10 a.m.
Fill paper towel dispensers					11 a.m.
Sweep floor if needed					12 p.m.
Wipe sinks, counters, walls under dryers as needed					1 p.m.
Classrooms/Game Room					2 p.m.
Pick up trash					3 p.m.

2021 Aquatics Walkthrough	Facility	Location	Priority	Item	Assigned To	Funding	Currently Functional?	Justification	Cost	2022 On Schedule/Completed	Notes	
CIP	Concessions	Low	Repair floor	Facilities	Facilities	yes				Completed		
	Concessions	High	A/C inspection	Facilities	Facilities	yes	Yearly inspection prior to start of season in May			Completed		
	Concessions	Medium	Ice Machine	Facilities	Facilities	yes	Get on maintenance schedule for ice machine			Completed		
	Concessions	Medium	Wall Mount Cooler shelf	Aquatics	Facilities	No	Create a mounting system on wall for bag-in-box cooler product				Talk to Cole to see if they have a solution	
	Concessions	Low	Cracks in walls	Facilities	Facilities	CP	Address wall separation in future CIP					
	Concessions	Low	Crown Moulding	Facilities	Facilities	yes	Fix crown moulding where pulling away from wall				Put work order in	
	Concessions	Low	Build Shelving	Facilities	Possible Project	No	Options for updating the wall				Put in work order, may turn into a project	
	Concessions	High	Add safety gate to cover wash/hole	Facilities	Facilities	No	Large open wash/hole in back corner that is huge safety concern				Send picture with work order	
	Concessions	High	Fix Door Closure (metal piece at top of door)	Facilities	Facilities	No	Door opens and slams with no stop or slow close feature (broken)				Work Order	
	Concessions	High	Inspect storage wall for code compliance	Facilities	Facilities	No	One wall used for storage has breaker panel and water lines along it.				Work Order	
	Concessions	High	Investigate water leak between Men's restroom and Concessions	Facilities	Facilities	yes	Continued leak through 2021 summer season				Monitor during 2022	
	Concessions	Medium	New Roll Top Door	Facilities	Facilities	yes	Door doesn't close all the way leaving gap for bugs/rodents/A/C leak				Work Order	
	Concessions	High	Seal Concessions room to prohibit mice/rats	Facilities	Facilities	yes	Seal rooms to keep rodents out				Work Order to get on schedule for rat control (confirm we are on contract for pest control every quarter)	
	Bath House	Medium	Broken tile in Men's Restroom	Facilities	Facilities	yes	some tiles are broken and need replacement before 2022 season				Work order to use their contractor	
	Bath House	High	Reveal tiles in Restrooms	Facilities	Facilities	yes	revel around toilets are worn/rotting/pulling away				Work Order	
	Bath House	High	Reveal Hot Water Line in Women's Restroom	Facilities	Facilities	yes	insulation is missing around exposed hot water line				Work Order	
	Bath House	Medium	Fix floor under baby changing station in Women's	Facilities	Facilities	Yes	Sunken floor under baby changing station				Send picture with work order	
	Bath House	Medium	Investigate women's stall ADA compliance	Facilities	Aquatics							
	Bath House	High	Add more family changing stalls	Facilities	Facilities			Hang curtains to convert entry benches into changing areas				Work order
	Bath House	High	Remove mold on bricks facing pool	Facilities	Facilities	No	Get power washer with heater on it from Facilities or contract it out					Work Order
Admissions	Medium	Replace Roll Top Doors	Facilities	Facilities	No	Rolling doors do not completely close/lock or get stuck					Work Order	
Admissions	High	Add Security Windows	Facilities	Facilities	No	Replace main admissions window with upgraded security window that doesn't open					Work Order	
Pool Deck	Medium	Buy diving block covers	Aquatics	Facilities		Buy new						
Pool Deck	Medium	Resurface diving block platforms	Aquatics	Facilities		Replace the platforms - Tom will check						
Pool Deck	High	Add concrete curb by pump room	Facilities	Facilities		Keep mud from washing towards pool						
Pool Deck	Low	Add digital motion clock	Aquatics	Facilities		Purchase						
Curb Appeal	Low	Add shrubs/plants that grows in shade along Admissions wall	Parks	Facilities								
Curb Appeal	High	Replace Parking Lot Signs	Parks	Facilities		Replace						
Curb Appeal	High	Put a name on exterior of building	Facilities	Facilities							Work Order	
Curb Appeal	Low	New fence contract?	Parks	Facilities							Contract to going to Council, then get price for future funding	
WWP	Pool Deck	High	Mark and repair concrete grading leading to Net by indoor orange slide Door	Aquatics	Aquatics						Carlin is getting a bid on this.	
	Pool Deck	High	Mark and repair concrete chipping/cracks	Aquatics	Aquatics						Carlin is getting a bid on this.	
	Pool Deck	Medium	Mark and repair concrete grading by kiddie	Aquatics	Aquatics						Carlin is getting a bid on this.	
	Pool Deck	High	Mark and re-do aging/misuing/tracked mastic	Aquatics	Aquatics						Carlin is getting a bid on this.	
	Pool Deck	High	Repair yellow line around wave pool	Aquatics	Aquatics							
	Pool Deck	High	Fix/Repair/Replace outdoor speakers	Facilities	Aquatics							
	Pool Deck	High	Signs-repair or get new ones	Facilities	Aquatics							
	Pool Deck	Medium	Power wash or paint wind fence posts around wave pool	Aquatics	Aquatics						Pool Managers' Use	
	Pool Deck	Medium	Power wash seating around wave pool	Aquatics	Aquatics						Pool Managers' Use/Put on PM list for 2-3 years	
	Admissions	Medium	Repair hand rails leading to Admissions window	Aquatics	Aquatics						Waiting on quote from Rockstar Welding	
	Admissions	Low	Strip/Wax Admissions floor	Facilities	Facilities						Check to see if completed by Contractor	
	Admissions	Medium	Add shade structure at Admissions	Aquatics/Facilities	Facilities						Project charter together when adding to existing building/contact Jared Green	
	Admissions	High	Replace Admissions sign with Digital Display	Facilities	Facilities						Included in Quote/Work Order/follow up with Marissa	
	Admissions	Medium	Add interior window screens to Admissions	Facilities	Facilities							
	Admissions	Medium	Add exterior window clings to Admissions door/Window at WWP exit	Facilities/Aquatics	Facilities							
	Admissions	Medium	Replace Admissions cabineer/dryers (currently have to be taped to close)	Facilities/Aquatics	Facilities						Replace dryer slides for 2022 and add to Facilities Project list for future replacement. Replace Cabineer ADA work order	
	General	High	Add A/C units to Facilities seasonal check list	Facilities	Facilities							
	General	High	Digital Displays- Get electrical run for Concessions, Party Pavilion and Admissions	Aquatics	Aquatics							
	General	High	Get digital display boards mounted and functioning	Facilities	Facilities							
	General	High	Get digital display board templates created	Facilities	Facilities							
General	Medium	Repair locker area	Facilities	Facilities						Get picture and submit work order		
General	High	Upgrade water fountains outside of Total Wave Cafe and Net by Corporate pavilion	Facilities	Facilities								
General	High	Replace shade canopies	Aquatics	Facilities								
General	Medium	concrete at women's bath house entrance	Facilities	Facilities								
Mechanical	Medium	Engineering drawings of River Booster Pump solution	Aquatics	Aquatics								
Mechanical	High	Repair/Replace wave pool compressor	Aquatics	Aquatics								
Mechanical	High	Replace vertical pump on slides	Aquatics	Aquatics								
Pools	High	Repair children's pool	Aquatics	Aquatics								
Pools	High	Repair Catch Pool	Aquatics	Aquatics								
Pools	High	Reiki/Repair River	Aquatics	Aquatics								
Pools	High	Slide Repair	Parks	Aquatics								
Bath House	High	clean bags out of lights	Facilities	Facilities							Work Order	
Bath House	Medium	Apex Flooring - Put in CMP list for replacement (S&B)	Facilities	Aquatics							Use Facilities contractor but fund through Aquatics CMP	
Bath House	High	replace mats (currently a tripping hazard)	Facilities	Aquatics								
Bath House	High	turn some stalls into more changing areas	Facilities	Facilities							Future CIP	
Bath House	High	replace paper towel and soap dispensers	Facilities	Facilities							Work order for hands-free systems	
Bath House	High	Upgrade LED lighting	Facilities	Facilities							Contract with CNO? Convert to LED's. Turn in work order to repair broken lights and convert to LED	
Bath House	High	replace exit light in men's bath house	Facilities	Facilities							Work Order	
Natalinum	Natalinum	Medium	Repair walls	Facilities	Facilities						Get quote from Facility's contractor/project account/CIP/Add to new contract	
	Pool Deck	High	Replace sound system and speakers	Aquatics	Facilities							
	Storage	High	Clear out uniform storage closet/shed	Aquatics	Facilities							
	Lobby Building	Medium	Add Bunkboards	Facilities	Facilities						Get idea/quote from contractor?	
	Lobby Building	High	Replace all lights that are out/flickering	Facilities	Facilities							
	W. Locker Room	High	Remove feminine product machine and replace with full length mirror	Facilities	Facilities							
	W. Locker Room	High	Repair walls	Facilities	Facilities							
	W. Locker Room	High	Address broken tiles near showers	Facilities	Facilities							Floor contractor possibly found matching tiles
	W. Lobby Restroom	High	Remove feminine product machine and replace with full length mirror	Facilities	Facilities							
	W. Lobby Restroom	High	change flush button to something more user friendly for seniors	Facilities	Facilities							Future Project/CIP/look for ADA compliance to raise priority
	Classrooms	Medium	Repair walls	Facilities	Facilities							Work Order
	Classrooms	Medium	Create new storage solution for all equipment/supplies	Aquatics	Aquatics							
Classrooms	Medium	Redesign	Facilities	Facilities							Ask Jared to look at room and get ideas for space/color/better use of space	
Family Changing Room	High	Repair bench feet (rusting)	Facilities	Facilities							Send Picture with Work Order	
Family Changing Room	High	Reiki/replace broken tile	Facilities	Facilities							Send Picture with Work Order	



CUSTOMER JOURNEY MAPPING

“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better.”

–Jeff Bezos

BENEFITS OF CUSTOMER JOURNEY MAPS

- ✓ Improve the customer experience
- ✓ Uncover areas of friction – pain points
- ✓ Identify opportunities to delight
- ✓ Align business processes
- ✓ Eliminate duplication of efforts
- ✓ Plan for long-term changes to customer experience



CUSTOMER JOURNEY



AWARENESS

CONSIDERATION

PURCHASE

RETENTION

ADVOCACY

CUSTOMER EXPERIENCES

- Over half of customers would try a new company/business to get a better experience.
- Eight in 10 customers have not completed a transaction due to a poor experience.
- Customers tell an average of nine people about a positive experience with a brand, but they tell 16 people about a negative experience.
- Customer-centric companies are 60% more profitable than companies that don't focus on customers.



MAPPING THE CUSTOMER JOURNEY

1. Identify customer touch points.
2. Analyze existing customer experience feedback.
3. Collect just-in-time customer feedback.
4. Highlight Moments of Truth.
5. Brainstorm and develop improvement plan for pain points.
6. Execute improvements and monitor performance.



IMPLEMENTATION ACTION PLAN



- Overall Goal
- Action Steps
- Who's Responsible?

- Start/End Dates
- Resources
- Challenges





QUESTIONS?

Meeting title Annual Program Plan Review & Evaluation Training
 Attended participants 25
 Start time 5/13/24, 1:22:11 PM
 End time 5/13/24, 3:30:23 PM
 Meeting duration 2h 8m 12s
 Average attendance time 1h 14m 59s

Name	First Join	Last Leave	In-Meeting Duration	Email	Role
Thomas, Megan L.	5/13/24, 1:22:26 PM	5/13/24, 3:17:49 PM	1h 55m 22s	Megan.Thomas@cityofdenton.com	Organizer
Brasher, Nicole T.	5/13/24, 1:56:26 PM	5/13/24, 3:17:47 PM	1h 21m 21s	Nicole.Brasher@cityofdenton.com	Organizer
Johnson, Robbie M.	5/13/24, 1:54:42 PM	5/13/24, 3:17:49 PM	1h 23m 6s	Robbie.Johnson@cityofdenton.com	Attendee
Ari Muller (Unverified)	5/13/24, 1:56:00 PM	5/13/24, 3:17:50 PM	1h 21m 50s		Attendee
Brown, Cheylon	5/13/24, 1:56:21 PM	5/13/24, 3:18:05 PM	1h 21m 44s	Cheylon.Brown@cityofdenton.com	Attendee
Stuart, Kelsey	5/13/24, 1:56:24 PM	5/13/24, 3:16:42 PM	1h 20m 18s	Kelsey.Stuart@cityofdenton.com	Attendee
Riddle, Jane D.	5/13/24, 1:57:11 PM	5/13/24, 3:17:43 PM	1h 14m 51s	Jane.Riddle@cityofdenton.com	Attendee
Roberts, Ann E.	5/13/24, 1:57:53 PM	5/13/24, 3:30:15 PM	1h 32m 22s	Ann.Roberts@cityofdenton.com	Attendee
Doughty, Megan	5/13/24, 1:58:58 PM	5/13/24, 3:17:47 PM	1h 15m 43s	Megan.Doughty@cityofdenton.com	Attendee
Burks, Rachael	5/13/24, 1:59:08 PM	5/13/24, 3:17:48 PM	1h 11m 18s	Rachael.Burks@cityofdenton.com	Attendee
Hill, Tori	5/13/24, 1:59:50 PM	5/13/24, 3:17:48 PM	1h 11m 2s	Tori.Hill@cityofdenton.com	Attendee
Christensen, Ellen	5/13/24, 2:00:15 PM	5/13/24, 2:32:21 PM	32m 5s	Ellen.Christensen@cityofdenton.com	Attendee
Meyercord-Westerman, Kari	5/13/24, 2:00:25 PM	5/13/24, 3:17:50 PM	1h 12m 33s	Kari.Meyercord-Westerman@cityofdenton.com	Attendee
Barrow, Jason	5/13/24, 2:00:30 PM	5/13/24, 3:17:47 PM	1h 17m 16s	Jason.Barrow@cityofdenton.com	Attendee
Such, Arianna	5/13/24, 2:01:00 PM	5/13/24, 3:17:50 PM	1h 16m 50s	Arianna.Such@cityofdenton.com	Attendee
Smith, Tyler	5/13/24, 2:01:08 PM	5/13/24, 3:17:50 PM	1h 16m 42s	Tyler.Smith@cityofdenton.com	Attendee
Natalie, Autumn F.	5/13/24, 2:03:23 PM	5/13/24, 3:16:44 PM	1h 4m 48s	Autumn.Natalie@cityofdenton.com	Attendee
Bell, Jonathan M.	5/13/24, 2:04:02 PM	5/13/24, 3:17:50 PM	1h 13m 47s	Jonathan.Bell@cityofdenton.com	Attendee
Nuspel, Shannon B.	5/13/24, 2:04:49 PM	5/13/24, 3:17:52 PM	1h 13m 3s	Shannon.Nuspel@cityofdenton.com	Attendee
Groves, Brad	5/13/24, 2:05:47 PM	5/13/24, 3:21:33 PM	1h 15m 45s	Brad.Groves@cityofdenton.com	Attendee
Zeman, Carin	5/13/24, 2:06:07 PM	5/13/24, 3:17:49 PM	1h 11m 42s	Carin.Zeman@cityofdenton.com	Attendee
Muller, Yosselin	5/13/24, 2:06:44 PM	5/13/24, 3:17:44 PM	1h 8m 46s	Yosselin.Muller@cityofdenton.com	Attendee
McClaren, Jodi	5/13/24, 2:10:12 PM	5/13/24, 3:17:46 PM	1h 7m 33s	Jodi.McClaren@cityofdenton.com	Attendee
DeSoto, Adam	5/13/24, 2:15:19 PM	5/13/24, 3:17:49 PM	1h 2m 29s	Adam.DeSoto@cityofdenton.com	Attendee
Brueland, Pypr	5/13/24, 2:18:04 PM	5/13/24, 3:30:23 PM	1h 12m 18s	Pypr.Brueland@cityofdenton.com	Attendee