

UNITE, GROW,



City of Denton  
Parks and Recreation



# Strategic Plan

Mission, Vision, Values, Analysis  
City and PARD Key Focus Areas

# MISSION

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**To unite and grow lives by preserving parks and encouraging play.**

**UNITE** internally and within the community.

**GROW** lives physically, mentally, and emotionally.

**PRESERVE** parks by being good stewards.

**ENCOURAGE PLAY.**

# VISION

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Develop a Five-Year Revitalization Plan

Score Big in CIP Bond Program

Grow Denton Trails by 15 Miles

Impact Denton's Economic Flywheel

Develop Southwest Park

Earn Another NRPA Gold Award

# VALUES

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## **Transparency**

We strive to be transparent and serve with candor.

## **Integrity**

We strive to be sincere and show we genuinely care.

## **Fiscal Responsibility**

We seek to provide exceptional service that is of great value.

## **Outstanding Customer Service**

We seek to inspire and encourage play.



**UNITE, GROW,  
PLAY**

Denton Parks and Rec

**28 Playgrounds  
34 Trail Miles  
36 Parks**

[www.dentonparks.com](http://www.dentonparks.com)



**15 Basketball Courts  
14 Baseball Fields  
11 Softball Fields  
4 Football Fields**



**1 Rugby Field  
1 Skate Park  
1 Outdoor Rink**

**17 Tennis Courts  
16 Soccer Fields  
1 Disc Golf  
1 Driving Range**

**4 Aquatic Facilities**

Water Works Park  
Denton Natatorium  
Civic Center Pool  
Sprayground at Carl Young Sr. Park



**2 Senior Centers**

American Legion Hall  
Senior Center

Denton Senior Center



**3 Recreation Centers**

North Lakes Rec Center  
Denia Rec Center  
MLK Jr. Rec Center

**2 Cemeteries**

Oakwood Cemetery  
I.O.O.F Cemetery



**Denton  
Civic  
Center**

# P.E.S.T ANALYSIS

Examines macro-environmental factor that affects business performance and activities.

## **POLITICAL**

- » City Council and leadership priorities
- » New City Manager
- » Bond elections/CIP
- » Ordinances and policies
- » HOT Funds and State legislation

## **SOCIO-CULTURAL**

- » Neighborhood associations influence on centers
- » Community center vs. recreation center
- » Local craft scene - goods, produce, beers
- » Homeless and transitory population increase
- » Population diversity increase
- » Generational differences increase
- » Unequal amenities due to growth
- » Special interest groups and grassroots efforts

## **ECONOMIC**

- » Cost of living increase
- » Demographic shifts in household income
- » E-commerce and private competition
- » Funding levels vs. demands
- » FTE decrease relative to population growth
- » Competition between departments, DISD, Library
- » Percent of population living below the poverty line

## **TECHNOLOGICAL**

- » New software
- » Competition with electronic gaming vs. team sports
- » Public use of social media
- » Technology impact on personal communication
- » Targeted marketing using technology
- » Impact of technology on FTEs
- » Lack of Wifi in parks

# S.W.O.T ANALYSIS

Threats not completed

## **STRENGTHS**

- » Get the job done; i.e. teamwork
- » Passionate employees
- » Many businesses in PARD
- » Diversity of knowledge
- » Experienced staff
- » Ability to manage resources
- » Rec fund and funding flexibility
- » Respond to public requests
- » Programs reasonably priced
- » Provide a sense of community and identity

## **OPPORTUNITIES**

- » Program partnerships with KDB, churches, universities
- » Help Park Foundation, Board, and City Council be advocates
- » Reorganize to eliminate silos
- » Pursue ordinance for dedicated funding
- » New tools from NRPA & leverage existing tools

## **WEAKNESSES**

- » General fund—4th in line
- » Lack of vision, no master plan
- » Operate in reactive mode
- » No progression plan—hurts retention
- » Temp seasonal salaries not competitive
- » Failing internal communications, operate in silos
- » Fast growing community with no growth in PARD
- » Incomplete planning on projects
- » No parks 4B sales tax
- » Lack of customer service/sales training
- » Trusting leadership to make good decisions

## **PROCESS TIMELINE**

January 2017, Strategic Plan Kick-off  
February 2017, Large Group Sessions  
March-April 2017, Small Group Sessions  
May 2017, PARD Division Roll-out  
June 2017, Action Implementation  
December 2017, Meeting Continuation  
January 2018, Meeting Continuation

# Key Focus Areas

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## City of Denton KFAs

## Parks & Recreation Dept.

**Key Focus Area 1**  
Organizational Excellence



Process, Service,  
and Communication  
Improvement

**Key Focus Area 2**  
Public Infrastructure



Construction and  
Park Development

**Key Focus Area 3**  
Economic Development



Fund & Financial  
Resource  
Improvements

**Key Focus Area 4**  
Safe, Livable,  
Family-Friendly Community



Community-Centric  
Improvements

**Key Focus Area 5**  
Sustainable & Environmental  
Stewardship



Asset & Environment  
Resource Management

## Key Focus Area 1 | Organizational Excellence

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### Process, Service, and Communication Improvement

- Strategic Initiative 1.1 Strengthen Culture of Service
- Strategic Initiative 1.2 Improve Program Management
- Strategic Initiative 1.3 Enhance Internal Communication
- Strategic Initiative 1.4 Improve Retention and Career Progressions
- Strategic Initiative 1.5 Develop and Communicate Key Performance Measures
- Strategic Initiative 1.6 Implement NEW of Cost for Service Model ([City KFA 4](#))
- Strategic Initiative 1.7 Build and Promote Branding Initiatives ([City KFA 4](#))
- Strategic Initiative 1.8 Maximize Technology and Pursue New Opportunities
- Strategic Initiative 1.9 Achieve and Maintain Award Inning Excellence
- Strategic Initiative 1.10 Promote New Branding Initiatives ([City KFA 4](#))

## Key Focus Area 2 | Public Infrastructure

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### Construction and Park Development

- Strategic Initiative 2.1 Develop 2020 Capital Improvement Projects
- Strategic Initiative 2.2 Complete Current Capital Improvement Project Efficiencies
- Strategic Initiative 2.3 Develop Operational and Capital Standards ([City KFA 4](#))
- Strategic Initiative 2.4 Revise Park Dedication and Development Ordinance

## Key Focus Area 3 | Economic Development

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### Fund and Financial Resource Improvements

- Strategic Initiative 3.1 Improve Management of Resources
- Strategic Initiative 3.2 Educate City Council, Park Board, & Park Foundation to be Stronger Advocates
- Strategic Initiative 3.3 Promote Economic Impact (Flywheel)
- Strategic Initiative 3.4 Strengthen Existing Destination Partnerships

## Key Focus Area 4

### Safe, Livable, Family-Friendly Community

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### Community-Centric Improvements

- Strategic Initiative 4.1 Develop Master Plan
- Strategic Initiative 4.2 Develop New Partnerships and Offer More Programs
- Strategic Initiative 4.3 Develop Best Practices Across all Divisions
- Strategic Initiative 4.4 Strengthen Department Social Equity
- Strategic Initiative 4.5 Update the Sponsorship, Donation & Naming Rights Policy

## Key Focus Area 5

### Sustainable & Environmental Stewardship

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#### **Asset and Environment Resource Management**

- Strategic Initiative 5.1    Develop Methods and Use Technology to Track Asset Conditions, Reduce Maintenance Costs, and Improve Asset Life (City KFA 4)
- Strategic Initiative 5.2    Strengthen Culture of Conservation and Develop Methods of sustainability (City KFA 4)
- Strategic Initiative 5.3    Adopt a New Integrated Pest Management Program (City KFA 4)