

UNITE, GROW,



City of Denton
Parks and Recreation



Strategic Plan

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

MISSION

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

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

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



**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

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

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

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

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

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

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)