

# Caroline Seward, CPRE

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## HIGHLIGHTS

24 years of day-to-day exceptional customer service while promoting various programs and events for multiple facilities

22 years of supervising, evaluating, developing and empowering staff

16 years researching, analyzing, implementing, and evaluating programs and program delivery

16 years of communicating with multiple departments, staff and citizens to resolve matters in a timely and effective manner

15 years of preparing and managing operation and recreation budgets including revenue forecasts, financial reporting, fee schedules, capital projects and alternative revenue sources

8 years of presentations for budget and/or CIP to Leadership Team and City board members

Recreation Software Administrator

University of North Texas Center for Public Management Budget Management Certificate



## EDUCATION

University of North Texas  
M.S. Recreation and Leisure Studies

University of Oklahoma  
B.S. Geology



## FULL-TIME EXPERIENCE

### Business Administration Manager

#### City of Denton Parks and Recreation, 2021 – Present

- Responsible for providing executive level support to the Director of Parks and Recreation
- Develop and monitor operating, capital, and special revenue fund budgets
- Monitor department's project accounts
- Manage administrative staff which provide payroll, procurement and accounts payable services for the department.
- Grant management
- Prepares the Department's Key Focus Areas and Key Action Steps of the Strategic Plan to City administration; supports Management in the development, coordination and reporting of Key Performance Indicators to the Department.

### Program Area Manager of Recreation Centers

#### City of Denton Parks and Recreation, 2016 – 2021

- Provides and directs strategic and operational direction and leadership to senior centers, recreational care and community recreation centers
- Analyzes workload and performance measurement data for senior centers, recreational care and community recreation centers
- Budget management for the department's general fund and recreation fund for senior centers, recreational care and recreation centers
- Evaluates the performance of staff and supervises all facets of personnel actions for recreation centers, recreational care and senior centers
- Increases public awareness of individual recreation centers and programming
- Prepares and submits monthly financial reports for revenues and expenditures
- Manage and administer Leisure Services capital improvement funds
- Recreational software administrator
- Department lead for CAPRA Accreditation
- Coordinates marketing and advertising of all recreation center programs and facilities with PARD Marketing Manager
- Research and analyze current recreation trends and cost of service models

### Aquatic Business and Guest Service Supervisor

#### City of Denton Parks and Recreation, 2011 - 2016

##### Program and Business Management

- Responsible for the compilation and management of budget for four HBU's and continually monitor operational budgets for assigned accounts
- Continually researching and surveying trends in order to implement new strategic plans to increase revenues for rentals, group sales, concessions, merchandise sales, and vending operations for all three aquatic facilities
- Develop goals, strategies, and business management plans to provide effective facility operations to increase revenue



## ACHEIVMENTS & AFFILIATIONS

Leadership Denton  
Class of 2016-2017

2015 PARD Value Award for  
Customer Service

2017 PARD Value Award  
Recreation Software  
Implementation

TRAPS Regional Conference  
Host

City of Denton Innovation  
Program

2016 Best of Denton

2015 Agency of the Year,  
Texas Public Pool Council

2015, 2014 Best Water  
Park in Denton County



## CERTIFICATIONS & TRAINING

Certified Parks and Recreation  
Executive

Four Lenses Facilitator

7-Habits Facilitator

Mid-Level Managers Training

Proficient in MS Office  
and CivicRec software

CPR, AED, First Aid, LGI,  
LGIT and defensive driving



## MEMBERSHIPS

National Recreation  
and Parks Association

Texas Recreation  
and Parks Society

- Submit YTD budget and revenue comparisons during peak season of Water Works Park and monthly for the Natatorium
- Coordinate with the marketing manager to integrate revenue forecasts in the development of the annual strategic plan as it relates to increases in concession and merchandise revenue, ticket sales, and cost recovery
- Develop, evaluate, and maintain annual cost of services and revenue forecasts for numerous recreation programs and services
- Oversee collection of all aquatic revenues, review reconciliation forms, and deposits; prepare GL reports to allocate deposits to specific accounts
- Responsible for cost recovery and competitive pricing for concessions and merchandise; maintain research on current applicable industry trends
- Develop CIP operational budget and revenue projections for the CIP committee and presentations

### Staff Management and Customer Service

- Directly supervise 40+ staff responsible for day-to-day customer service operations of the Natatorium, Water Works Park, and Civic Center Pool
- Coordinate comprehensive facility schedule for multiply facilities
- Work with the marketing manager to increase visibility of aquatic facilities, programs, services and events
- Lead staff in the development of front line customer service responsibilities
- Hire full-time, part-time, seasonal staff, and provide schedule management
- Counsel, coach, and manage staff on job performance evaluations
- Evaluate employee job responsibilities and organize team efficiently
- Crosstrain and empower employees to help customers in timely manner
- Quickly and respectfully respond to customer requests, comments and concerns using policy guidelines
- Manage time for 200+ staff in Time Clock Manager (TCM); provide JDE rollup reports on pay period ending dates

### Aquatic Supervisor

#### Town of Flower Mound Parks and Recreation, 2009-2011

- Managed recreation center and aquatic facility day-to-day customer service and operations
- Hired, trained, and supervised full time coordinators, managers, lifeguards, swim instructors, and swim coaches

### Recreation Supervisor and Coordinator - Aquatics

#### City of Plano Parks and Recreation, 2006-2009

- Hired, trained, and supervised full time coordinator, managers &, lifeguards
- Supervised and evaluated day-to-day lifeguard operations at three aquatic facilities



## PROFESSIONAL REFERENCES

Megan Thomas, (817) 897-5018  
Recreation Supervisor, City of Denton

Kate Meacham (469) 516-7455  
Director of Parks and Recreation, City of Allen

D'Lee Williams, (214) 240-1831  
Director of Recreation, City of Garland