



# City of Denton

City Hall  
215 E. McKinney St.  
Denton, Texas 76201  
[www.cityofdenton.com](http://www.cityofdenton.com)

## Meeting Agenda

### Parks, Recreation and Beautification Board

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Monday, December 2, 2019

6:00 PM

Civic Center Community Room

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After determining that a quorum is present, the Parks, Recreation and Beautification Board of the City of Denton, Texas will convene in a Regular Meeting on Monday, December 2, 2019, at 6:00 p.m. in the Civic Center Community Room at 321 E. McKinney Street, Denton, Texas, at which the following items will be considered:

#### 1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

This section of the agenda permits a person to make comments regarding public business on items not listed on the agenda. This is limited to two speakers per meeting with each speaker allowed a maximum of four (4) minutes. Such person(s) shall have filed a "Blue Card" requesting to speak during this period prior to the calling of this agenda item.

#### 2. ITEMS FOR CONSIDERATION

- A. [PRB19-059](#) Consider approval of the minutes of November 4, 2019.

Attachments: [Draft Minutes 11-4-2019](#)

- B. [PRB19-061](#) Receive an informal report regarding the Strategic Plan for the Parks and Recreation Department.

Attachments: [Exhibit 1 Agenda Information Sheet](#)

[Exhibit 2 Presentation](#)

[Exhibit 3 Strategic Plan Summary](#)

- C. [PRB19-064](#) Receive a report, hold a discussion, and give staff direction regarding the future park amenity in Quakertown Park that is to be located on the south side of the Emily Fowler Library.

Attachments: [Exhibit 1 Agenda Information Sheet](#)

[Exhibit 2 Presentation](#)

- D. [PRB19-065](#) Receive a report, hold a discussion, and give staff direction regarding the option to add a tour in the January 2020, Parks, Recreation and Beautification Board meeting.

Attachments: [Exhibit 1 Agenda Information Sheet](#)

#### 3. CONCLUDING ITEMS

A. Under Section 551.042 of the Texas Open Meetings Act, respond to inquiries from the Parks, Recreation and Beautification Board or the public with specific factual information or recitation of policy, or accept a proposal to place the matter on the agenda for an upcoming meeting AND Under Section 551.0415 of the Texas Open Meetings Act, provide reports about items of community interest regarding which no action will be taken, to include: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition of a public official, public employee, or other citizen; a reminder about an upcoming event organized or sponsored by the governing body; information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; or an announcement involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NOTE: The Parks, Recreation and Beautification Board reserves the right to adjourn into a Closed Meeting on any item on its Open Meeting agenda consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law.

C E R T I F I C A T E

I certify that the above notice of meeting was posted on the bulletin board at the City Hall of the City of Denton, Texas, on the \_\_\_\_\_ day of \_\_\_\_\_, 2019 at \_\_\_\_\_

\_\_\_\_\_  
CITY SECRETARY

NOTE: THE CITY OF DENTON'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT. THE CITY WILL PROVIDE ACCOMODATION, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING IMPAIRED, IF REQUESTED AT LEAST 48 HOURS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE CITY SECRETARY'S OFFICE AT 940-349-8309 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD) BY CALLING 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATION CAN BE ARRANGED.

# Strategic Plan

City of Denton

December 2, 2019

**UNITE, GROW,**



**Denton Parks and Rec**

**Step 1: Key Focus Area, aka KFA**

**Step 2: Goal, aka Strategic Initiative**

**Step 3: Work Plan, aka Objectives and Tactics**

**Step 4: Performance Measures**



1.1 Strengthen Culture of Service

1.2 Improve Program Management

1.3 Enhance Internal Communication

1.4 Improve Retention and  
Career Progression

1.5 Develop and Communicate  
Key Performance Measures

1.6 Implement Cost for Service Model

1.7 Build and Promote NEW Brand

1.8 Maximize Technology and Pursue  
New Hi-Tech Opportunities

1.9 Achieve and Maintain Award  
Winning Excellence



## PARD KFA | Process, Service, and Communication Improvement

### 1.1 Strengthen Culture of Service

**QB Melissa Smart;** Trisha Rinck, Sara Farris, Brittany Hatchell, Brooke Gordon, Keanna Stallings, Justin Hammond, Jennifer Eusse.

- » Develop policies and procedures
- » Develop customer service best practices & training
- ✓ Distribute Customer Service Staff Survey
- ✓ Met with the Freeman Group and awaiting CMO directives

### 1.2 Improve Program Management

**QB Autumn Natalie;** Jodi McClaren, Caitlin Essex, Bobby Givens

- » Implement a formal program evaluation process

### 1.3 Enhance Internal Communication

**QB Gary Packan;** Tracy Durmick, Bobby Givens, Robbie Johnson, Teresa Abrams, Russell Koch

- ✓ Implemented Workplace
- ✓ Distribute a digital Quarterly-Report to update staff
- ✓ Implemented the Highlight "REEL" online
- ✓ Installed "Play Book" boards at CHE
- ✓ Leadership to meet every 4-6 weeks to provide updates and highlights

### 1.4 Improve Retention and Career Progression

**QB Cathy Avery;** Christy Sayer, Jane Riddle, Jennifer Tyler

- ✓ Develop a recruitment strategy to attract quality applicants
- ✓ Increased rate of pay for temp seasonals
- » Develop a plan that outlines career training opportunities

### 1.5 Develop and Communicate Key Performance Measures

**QB Alicia McDaniel;** Heather Gray, Carly Weld

### 1.6 Implement NEW of Cost for Service Model

**QB Heather Gray;** Cathy Avery, Jason Barrow, Eddie Valdez, Laura Behrens

- ✓ Contracted GreenPlay

### 1.7 Build and Promote New Branding Initiatives

**QB Kali Flewellen;** Maria Denison, Carly Weld, Autumn Natalie, Tyler Smith

- » Increase social media marketing impressions
- » Added news update to PARD City website
- ✓ Distribute Facebook Best Practices highlighting brand consistency
- ✓ Began development of a new video series to support the new brand

### 1.8 Maximize Technology & Pursue New Opportunities

**QB Chris Escoto;** Monica Martin, Kali Flewellen, Eddie Valdez

- » Develop on-board customer service training using LMS
- ✓ Installed Ipads kiosks at Denton Civic Center
- ✓ Promote and increase online registrations/transactions
- » Acquire software to track and maintain assets

### 1.9 Achieve and Maintain Award Winning Excellence

**QB Caroline Seward;** Monica Martin, Natalie Berrios-Arroyo, Autumn Natalie

- » CAPRA Accreditation
- » Texas Recreation and Park Society Gold Medal Award
- » NRPA National Gold Medal Finalist and Award



2.1 Develop 2020 Capital  
Improvement Projects

2.2 Complete Current Capital  
Improvement Project  
Efficiencies

2.3 Develop Operational  
and Capital Standards

2.4 Park Dedication and  
Park Development Fees  
Ordinance Revision

## PARD KFA | Construction and Park Development

### 2.1 | Develop 2020 Capital Improvement Projects

**QB John Whitmore;** Caroline Seward, Cathy Avery, Tom Klimko, Craig Arrington, Glenn McLain, Jason Donnell

- » Develop a city asset inventory and identify capital needs

### 2.2 | Complete Current Capital Improvement Project Efficiencies

**QB Drew Huffman;** Monica Martin, Marshall McGee

#### » Parks Bond Projects

- ✓ Vela Soccer Complex (May 2019)
- Playground Replacements (December 2019)
- Tennis Center (December 2020)
- Tennis Courts at South Lakes Park (December 2020)
- McKenna Park Improvements (December 2020)

#### » Park Capital Improvement Projects

- Dallas/Teasley Median (October 2019)
- Eagle/Elm Median (September 2019)
- ✓ Industrial Street Park (April 2019)
- North Lakes Dog Park (December 2019)
- ✓ I.O.O.F. Cemetery Improvements (September 2019)
- South Lakes Park Parking Lot (Spring 2020)
- American Legion Hall Senior Center (April 2020)
- ✓ Trail expansion at Sequoia Park (July 2018)
- Restroom at Carl Young Park (December 2019)
- Restrooms at Quakertown Park (December 2019)
- North Lakes Park Maintenance Building (December 2019)

### 2.3 | Develop Operational and Capital Standards

**QB Glenn McLain;** Jennifer Tyler

- » Create park standards to determine levels of expected maintenance and guide budgetary needs
- ✓ Adopted a resolution setting a 10-minute walk to Denton parks (February 2019)

### 2.4 | Park Dedication & Development Fees Ordinance Revision

**QB Laura Behrens;** Heather Gray, Gary Packan, Jason Donnell

- ✓ Hired Dr. John Crompton, Texas A&M University



3.1 Improve Management of Financial Resources

3.2 Educate City Council, Park Board and Park Foundation to be Stronger Advocates

3.3 Promote Economic Impact

3.4 Strengthen Existing Destination Partnerships

## PARD KFA | Fund and Financial Resource Improvements

### 3.1 | Improve Management of Resources

**QB Megan Thomas;** Heather Gray, Gary Green, Justin Hammond, Nick Vincent

- » Update 915/916 Funds Ordinance
- » Expand HOT funds
- ✓ Retain flexibility for Recreation Fund
- » Submit Leisure Services Capital Maintenance Supplemental
- ✓ Collapse the GF and RF accounts for select business units

### 3.2 | Educate City Council, Park Board, & Park Foundation to be stronger advocates

**QB Jennifer Eusse;** Cathy Avery, Cheylon Brown, Keanna Stallings

- ✓ Submit weekly to the Friday Report
- ✓ Increase communication & agenda items with Park Board
- ✓ Re-engage Parks Foundation

### QB Jason Barrow

- » Develop and implement a more accurate reporting process for hosted tournaments
- » Develop and promote success through an annual HOT Fund report

### 3.4 | Strengthen Existing Destination Partnerships

**QB Adam Shorter;** Sara Farris, Chris Escoto, Monica Martin

- » Develop a plan to expand sport tourism



4.1 Develop Master Plan

4.2 Develop New Partnerships and Offer More Programs

4.3 Expand Best Practices Across all Divisions

4.4 Adopt a Resolution Setting a 10-Minute Walk to Parks

4.5 Update the Sponsorship, Donation & Naming Rights Policy



## PARD KFA | Community-Centric Improvements

### 4.1 | Develop Master Plan

**QB Glenn McLain;** Tom Klimko, Justin Hammond

» Hire a firm to guide the department through the process

✓ Conduct a community needs assessment analysis (On-going)

» Adopt of a resolution for new Parks, Recreation & Trails Master Plan

» Develop Southwest Park Master Plan

» Develop mini-master plans for each park to for system Master Plan

» Complete Urban Forest Master Plan

### 4.2 | Develop New Partnerships and Offer More Programs

**QB Sara Farris;** Keanna Stallings, Melissa Jimenez, Maryann Zeledon, Adam Shorter, Chris Escoto, Jennifer Eusse

✓ Expand summer camp opportunities

» Expand program and resource opportunities to support facilities

### 4.3 | Develop Best Practices across all Divisions

**QB Monica Martin;** Marshall McGee

» Develop operational and capital standards

» Develop service-related best standards

### 4.4 | Strengthen the Department Social Equity

**QB Melissa Jimenez;** Carin Schaab, Keanna Stallings

✓ Adopt a resolution setting a 10-minute walk to Denton parks (February 2019)

### 4.5 | Update the Sponsorship, Donation & Naming Rights Policy

**QB Heather Gray;** Autumn Natalie

✓ Present City-wide Sponsorship Policy to City Council

✓ Present Naming Policy to City Council



**Sustainable &  
Environmental Stewardship**

 **Asset & Environment  
Resource  
Management**

5.1 Develop Methods and Use  
Technology to Track Asset  
Condition and Deferred  
Maintenance to Reduce  
Costs and Improve Asset Life

5.2 Strengthen Culture of  
Conservation and  
Preservation Resources

5.3 Adopt a new Integrated  
Pest Management program

# CITY KFA 5 | Sustainable & Environmental Stewardship



## PARD KFA | Asset and Environment Resource Management

### 5.1 | Develop methods/technology to track asset condition deferred maintenance to reduce costs and improve asset life

**QB Craig Arrington;** Drew Huffman, Jason Donnell, Haywood Morgan,  
Eddie Valdez

- ✓ Request funding via a Supplement for CityWorks software
- » Create an excel database to record past, current and future assets
- ✓ Develop and maintain Playground Improvement Plan
- ✓ Develop and maintain Cemetery Improvement Plan

### 5.2 | Strengthen culture of conservation and preservation resources

**QB Haywood Morgan;** Tracy Durmick, Kali Flewellen, Carly Weld,  
Autumn Natalie

### 5.3 | Adopt a new Integrated Pest Management program

**QB Laura Behrens;** Russell Koch, Drew Huffman, Marshall McGee

- ✓ Develop a focus group for program input
- ✓ Implement a test-pilot site at Denia Park
- ✓ Present new IPM Program for City Council approval

# Strategic Plan

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