The Joe Abrahams Academy is designed to prepare motivated professionals who seek a leadership role in the field of parks and recreation. You do not need to aspire to be an agency director but you MUST want to take on an important leadership role within the profession at a high level.

If your goal is to be a leader in parks and recreation, the Abrahams Academy should be part of your professional development plan!

**Session I**
Jan 28-30, 2020
Florida Leadership Training Center
Haines City, FL

**Session II**
Aug 30-Sep 1, 2020
Omni Orlando Resort
Championsgate, FL

*participants must complete both sessions to graduate

Erin Paige, Class of 2019
West Palm Beach Department of Parks and Recreation

The Abrahams Academy gave me the opportunity to network with professionals around the state and unlock access on unmeasurable knowledge in leadership, trends in the profession, individual growth, and so much more!
The Academy consists of two sessions. Session I of the Academy will be offered in Haines City at the FFA Leadership Training Center. The FFA Leadership Training Center is in a remote, natural setting. Access to outside food and beverage is limited and requires a drive to the nearest town. Meals will be provided according to the schedule. Spouses and significant others are not permitted to stay onsite unless special accommodations are needed and arrangements are made with the FRPA Office. Three days of intensive lecture, group discussion, exercises and self reflection will be followed by six months of coaching, assignments and conference calls.

Session II of the Academy will be held in conjunction with the FRPA State Conference. Session II will offer sessions that expand the leadership skills of participants, and participants will also have special “private” sessions at the conference with some of the key speakers. Participants will have the opportunity to spend time with Alumni of the Academy to share thoughts, ideas and experiences.

All Applicants Must Have
- Been working full-time in the field of parks and/or recreation for a period of not less than 7 years, or supply a letter from your Agency Director attesting to previous experience that may qualify you to attend;
- Shown progressive ascension from entry level into higher level positions;
- Responsibilities that include administration and overseeing or coordinating the work of other full-time employees; and,
- A willingness to dedicate the time to complete Pre-Requisites and Follow Up Assignments.

Successful Applicants Must
- Submit a personal data form with the registration application.
- Complete a 360 leadership self-evaluation and submit by the stated deadline.
- Provide the email address of immediate supervisor, and one direct report who will be asked to complete a similar leadership evaluation for the candidate to be returned by the stated deadline.

Pre-Reading Assignment:
Books/Articles are included in your registration fee, and must be read prior to attending as they serve as preparation for the courses. These will be sent to you when you have completed your registration.

Participation Once Accepted as an Academy Participant:
Attendance is mandatory and participants are required to attend all sessions. Absence may result in participant’s withdrawal from the Academy. The program has been planned to provide a balance of formal education/instruction as well as networking opportunities and participants are expected to attend all activities. There will be assignments made between Session I and Session II and all must be completed in order to return to Session II in August 2020. NO EXCEPTIONS.
Participants will be asked to turn cell phones, pagers, personal data devices, etc., off during course instruction. There will be ample breaks provided to allow for contact with the office or family.

Application:
The Application must be submitted in its entirety, including payment, no later than December 20, 2019. Successful candidates will be notified as quickly as possible of their acceptance into the academy. Tuition payment options are available for those paying for the Academy from their personal finances. Please call the FRPA Executive Office to arrange. Applications are to be submitted electronically.

Return Application, Registration and all supporting materials in one document by December 20, 2019, to charla@frpa.org. Please note: Final acceptance into the program is contingent upon receipt of the above materials. If not received by the deadline, the applicant will not be permitted to attend the Academy.
### Tentative Session I Schedule

**Tuesday, January 28, 2020**

- 11:00am  Check in and Registration
- 12:00pm  Lunch with Group (provided)
- 1:00pm  The Work of Leadership: Building a High Performance Organization  
  Joan Byrne
  
  HPO—stands for high performance organization and it is the latest buzz word in organizational leadership. This session will provide an overview of what it takes to build a high performance organization—whether that organization is your immediate team or work group or an entire department. It will provide strategies and structures that you can incorporate into your daily work to help you hone your personal leadership skills and help to move your organization towards a more responsive, efficient and satisfying work culture.

- 1:45pm  Welcome, Intro, Overview
- 2:45pm  History of Parks and Recreation  
  Eleanor Warmack
- 3:45pm  Creating a Vision  
  Michelle Bono
- 6:15pm  Dinner with group (provided)
- 7:15pm  Individual Review of 360 Feedback with Coaches

**Wednesday, January 29, 2020**

- 7:00am  Breakfast with Group (provided)
- 8:00am  Effective Communication  
  Michelle Bono
  
  Leadership is about relationships and relationships thrive on communication. This session will examine how to communicate, when to communicate, the methods of communication and developing the art of really listening.

- 10:15am  Shared Leadership Goals Discussion  
  Joan Byrne and Coaches
- 10:45am  Character Counts  
  T. Michael Stavres
  
  People follow leaders because they trust them. That means great leaders know themselves, hold themselves accountable, model the values and principles they preach and make decisions based on those values. Leaders know their abilities and their weaknesses. Leaders hold themselves to a higher standard. This session will be about looking in the mirror and making sure that you are worth following!

- 12:15pm  Lunch with Group (provided)
- 1:15pm  Collaboration and Teamwork  
  T Michael Stavres
  
  As a leader you are at the center of a web of relationships, not at the top of a pyramid. Learn the importance of networking, understanding team dynamics, assembling the right team, identifying the individual strengths of team members and connecting with the teams you oversee.

- 3:30pm  Presentation of Vision Statements
- 4:30pm  Required Reading Review and Discussion
- 6:00pm  Dinner with Group (provided)
- 7:00pm  Evening Activity

**Thursday, January 30, 2020**

- 7:00am  Breakfast with Group (provided)
- 8:00am  Strategic Leadership  
  Felicia Donnelly
  
  Great visions and great teams mean nothing without a plan to move the organization forward. That requires leaders to be strategic thinkers. What is strategic thinking? How do you develop it in yourself and in your team? How is that thinking codifies into an actionable plan? Explore planning from a broad perspective to the nuts of bolts of creating a strategic plan document.

- 10:30am  Developing Leadership Capacity in Your Staff  
  Juan Armas
  
  Leaders care about their people and that means ensuring they continue to grow. Leaders are mentors and coaches because they understand that all success is accomplished through and with motivated, challenged supported and recognized teams of people working toward a shared vision.

- 12:30pm  Lunch with Group (provided)
- 1:30pm  Discussion of Assignments for Session II
- 3:15pm  Depart

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### Tentative Session II Program Times

**Sunday, August 30, 2020 at 10:00am through Tuesday, September 1, 2020 at 5:00pm**
ABRAHAM'S FACULTY

MICHÈLLE BÔNÔ

M. Michelle Bono is the President/CEO of Bono Communications & Marketing, LLC, and is a respected pre-
senter, teacher and facilitator. With more than 25 years of experience in local government, she now works
with numerous cities, counties, businesses and not-for-profits to enhance communication, build employee mo-
rale and output, strengthen leadership and enhance marketing and customer service. Bono has worked for local
governments in Virginia, Colorado and Florida. She received her bachelor’s degree in journalism from Wichi-
ta State University and her master’s degree in public administration from Florida State University.

JOAN BÝRÝ, CPRÈ

Joan Byrne holds a master's degree in education administration and has taught at all levels from elementary
through university both in the US and overseas. She has been the Director of Largo Recreation, Parks and Arts
for the last 17 years and is the Past President of the Florida Recreation and Park Association. Joan serves on the
Board of the Suncoast Performing Arts Association and the Friends of Nature Parks. She has been active with
Rotary, the Juvenile Welfare Board of Pinellas County and oversees the Youth Leadership Council for the
City. Joan has worked with the Abrahams Leadership Academy since its inception and developed the curricu-
num for the Emerging Leaders program.

FELICIA DÔNNELLY, AICP

Felicia Donnelly has a master’s degree in urban and regional planning and has spent the last 18 years helping
communities achieve their vision in Parks and Recreation, planning & transportation in both the public and
private sectors. Since 2002, she served as the Administrative Support Manager for the City of Clearwater and
oversaw the financial functions (accounting & budgeting) cultural affairs division, volunteer programs, plan-
ning, technology, and public relations. Felicia is currently the Assistant City Manager for the City of Oldsmar
and the Past President of the Florida Recreation and Park Association.

JUAN ÂRΜΑS

Juan Armas has been a trainer and human resources professional in Miami-Dade County for 26 years. For the
last 10 years, he has been the Manager of Training and Strategic Planning for the Miami-Dade Parks, Recrea-
tion and Open Spaces Department. He is responsible for training, succession planning, internships, safety, per-
formance audits and the business planning process. Juan has a Bachelor of Arts degree from the University of
Miami and a Master of Science in Adult Education from Florida International University.

T. MICHÈLÂH SŢAVŔÈS, CPRÈ

T. Michael Stavres presently serves as the Assistant City Manager for the City of Winter Haven. Previously he
served as the Director of Community Services for the City of Winter Haven, Florida. In this capacity, he was
responsible for the leadership and administration of Leisure Services, Public Services, Natural Resources and
Library Services. He has been with the City since 2001. He received a Bachelor of Science Degree in Leisure
Services & Studies and a Master of Science Degree in Recreation & Leisure Services Administration, both
from Florida State University. He is a graduate of Leadership Winter Haven and Leadership Polk.

ELEÄNÔR WARMÂCK, CPRÈ, CAE

Eleanor Warmack is the Executive Director of the Florida Recreation and Park Association, a position she has
held since 1990. Charged with the responsibility of managing the Association, creating an inviting membership
package, representing the Association in legislative and advocacy activities, and fostering the development of
creative and cutting edge education, she has made it her mission to assure the future stability of the Associa-
tion's resources. This includes recruiting new leaders and assuring members understand the value of their mem-
b bership.
# Joe Abrahams Academy for Leadership Excellence

## Application (Required)—return by December 20, 2019

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<th>YEARS IN CURRENT POSITION</th>
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**Professional Certifications/Designation** (complete name, not just acronyms)

**Employing Agency**

**Mailing Address** (materials will be mailed to this address)

**City, State, Zip**

**Telephone** (with area code) | **Fax**
|-----------------------------|----------------|

**Email Address**

**Emergency Contact** (Name and Phone)

### 360 Evaluation

We will be sending an evaluation to one of your supervisors and to someone who reports to you. Please provide their contact information below.

**Supervisor** | **Email Address**
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**Someone Who Reports to You** | **Email Address**
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### Attach the Following

- **Current Resume**
  - Include education history (high school or college, university, continuing education highlights, etc.), professional organizations to which you belong and leadership positions held, special honors received, community organizations to which you belong and leadership positions held, etc.

- **Response to Questions**
  - (please respond to each question with no more than 400 words—attach separately)
  - What expectations do you have from your attendance at this Academy?
  - What do you consider the most pressing issues facing our profession?

### Commitment

I understand the purpose of The Joe Abrahams Academy for Leadership Excellence, and if I am selected, I will devote the time and resources necessary to complete the program.

I understand that any pre-reading assignments and attendance at all sessions is mandatory.

I understand that even though emergencies may arise, any participant missing courses, for whatever reason may be asked to withdraw from the program and no partial credit or refund will be given.

I have the full support of my employer for the time required to participate.

I commit to participating in the mentoring portion of the program which will follow the initial training program, for a period of no less than one year.

**Signature of Applicant** | **Date**
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Both packages include coursework and training materials for both sessions. Session I includes housing and meals beginning with lunch on January 28 and ending with lunch on January 30. Session II: two breakfasts, two lunches and two dinners, as well as registration for the 2020 Annual Conference (hotel accommodations are not included for Session II/Annual Conference).

Package 1 - $1500 for FRPA members
$1600 for non members
- coursework and materials for both sessions
- single room accommodations for Session I
- is a room with bunk beds ok? Yes No
- 2020 Annual FRPA Conference registration (does not include accommodations)

Package 2 - $1400 for FRPA members
$1500 for non members
- coursework and materials for both sessions
- double occupancy room accommodations for Session I
- please name your requested roommate:
- (if left blank you will be assigned a roommate of the same gender)
- is a room with bunk beds ok? Yes No
- 2020 Annual FRPA Conference registration (does not include accommodations)

Payment Information

Total Amount Paid

- Check
  - Check #
- Credit Card
  - Visa
  - MasterCard
  - Discover
  - American Express

Card Number

Expiration Date

Security Code

Name on Card

Signature on Card

Return completed registration and application to charla@frpa.org by December 20, 2019

Registration Policy
Should a candidate not be able to attend Session II of the 2020 class, a fee of $200 will be charged to continue their registration to Session II 2021 (this will not include attending Session I 2021).

Cancellation Policy
All refund requests must be made in writing. Full refunds will be made for Requests received prior to the early rate cutoff date. Requests received between the regular rate date and one week prior to the workshop date will be eligible for a 50% refund. No refunds will be available for requests made within one week of the workshop or after the workshop occurs. Refunds will not be available for weather related cancellation.

Other Policies
The Florida Recreation and Park Association recognizes the diversity that exists within our profession, our membership, and those attending FRPA events. As a participant, we want you to enjoy your time at this event. We ask that you join us in encouraging and maintaining the highest professional standards possible at all functions within this event. Attendees, presenters, vendors, and staff at FRPA events are expected to conduct themselves at all times in a courteous, professional, and respectful manner. Attendees are required to abstain from behavior that reflects poorly on their agency, the Florida Recreation and Park Association, and the membership. Such conduct includes, but is not limited to, actions disrupting the businesslike atmosphere, harassment, discrimination, inappropriate language, failing to comply with all local, state, and federal laws, and activities that endanger self and others. While we do not anticipate these challenges, we do want to be transparent regarding our commitment to assuring a safe and enjoyable environment for all event participants and let you know that misconduct will be addressed with you individually and/or with your employer. Attendees, presenters, vendors, and staff who do not comply with this code of conduct at any event may be removed from said event and barred from attending all future FRPA sponsored or co-sponsored events.
By registering for this event/activity/workshop, I give permission and consent to allow photographs and video to be taken during activities sponsored by the Florida Recreation and Park Association (FRPA). I further give permission and consent that any such media may be published and used by FRPA and its agents, to illustrate and promote the association and its programs. I understand that it is my responsibility to communicate with FRPA if I do not wish to be photographed or videoed.