



Introducing the newly restructured
**Abrahams-Jones
Academy for
Leadership
Excellence**

The Abrahams-Jones Academy for Leadership Excellence is designed for Senior Managers who are able to meet the stated prerequisites, and aspire to become a member of an executive level leadership team within a parks and recreation agency.

Session I

January 24 – 26, 2022
Advent Fieldhouse
Winter Haven, FL

Session II

August 2022 (with FRPA Conference)
Caribe Royale Resort
Orlando, FL

In 2021, a dedicated workgroup of parks and recreation industry leaders reviewed the Academy curriculum, and have made content adjustments that insure the program continues to be relevant to the skills required to excel in the field. Applicants are required to assess their comprehension of baseline concepts to assure they meet the minimum level of understanding and mastery of prerequisite learning.

Documentation of this will be through the completion of a Supervisor Attestation verifying the applicant's comprehension of baseline concepts, and the Supervisor's commitment to supporting the applicant's engagement with the Academy.

PRESENTED BY



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APPLICATION CRITERIA AND PROCESS

The Academy consists of two sessions. Session I of the Academy will be offered in Winter Haven, Florida at the beautiful Advent Fieldhouse. Suggested lodging is within close proximity (separate registration required for hotel accommodations). Meals will be provided according to the schedule. 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 by building off of Session I content and expanding into new areas required of today's parks and recreation leaders.

All Applicants Must Have

- Shown progressive ascension from entry level into higher level positions within the agency; and
- Have responsibilities that include administration and overseeing or coordinating the work of other full-time employees; and
- Comprehension of baseline concepts outlined in the application and mastery in applying certain concepts in their current position; and
- Commitment to dedicating the time to complete the prerequisite assignments for Session I, interim project assignments, interim virtual meetings and coaching sessions, and prerequisite assignments for Session II.

Successful Applicants Must

- Submit a personal data form with the registration application; and
- Submit the supplied Supervisor Attestation verifying the applicant's comprehension of baseline concepts, and commitment to supporting the applicant's engagement with the Academy program; and
- Complete all prerequisite assignments.

Pre-Reading Assignment

Books/Articles that are required reading are included in your registration fee, and must be read prior to attending. These materials prepare applicants for the courses and will be sent upon registration/payment for the Academy program. Early registration is encouraged to allow the maximum time for completing these assignments.

Participation Once Accepted as an Academy Participant

Attendance at all courses within each session is mandatory and participants are expected to be fully attentive during these times. Absence or lack of engagement may result in participants' withdrawal from the Academy. The program has been planned to provide a balance of formal education/instruction, as well as coaching and networking opportunities. Participants are expected to engage in all of these activities. There will be mandatory assignments between Sessions I and II. Participants are expected to manage their time so that these can be completed by the established deadlines. Participants should realize some of this will require time spent outside of their normal work hours. Any participant not completing the assignments will not be allowed to return for Session II or complete the Academy.

Participants will be asked to turn cell phones, pagers, personal data devices, etc., off during course instruction. Ample break time will be provided to allow check-ins at offices or with family.

Application:

The Application must be submitted in its entirety, including payment, no later than December 10, 2021.

Applicants will be notified as quickly as possible if they have been accepted into the Academy. Tuition payment options are available for those paying for the Academy from their personal finances. Please call FRPA Executive Director, Eleanor Warmack, to arrange. Applications must be submitted electronically in a pdf format.

Return Fully Completed Application:

Registration and all supporting materials should be combined into one pdf document and returned no later than December 10, 2021 to eleanor@frpa.org. Please note: Final acceptance into the program is contingent upon receipt of the above materials. If not received by the deadline, the application may not be acted upon and the applicant may risk not being accepted into the Academy.

SESSION ONE SCHEDULE

Subject to change

Monday, January 24, 2022

8:30 am **Check-in and Registration**
 9:30 am **Welcome, Introductions and Overview**
Joan Byrne, Lead Faculty
Assessment Review with Coaches
 11:30 am **Lunch with Group (provided)**
 12:30 pm **Strength Based Leadership**
Felicia Donnelly, City Manager
City of Oldsmar
 After your self-assessment and review of Strength Based Leadership reading, let's discover the three keys to being a more effective leader. You will gain insight as a group, and take time to develop strategies to lead with your top strengths in mind.

2:30 pm. **Break (provided)**
 3:00 pm **Creating a Vision**
Joan Byrne
 If a leader is to be successful in selecting where to apply their talents, they must first create a vision to guide their personal aspirations. Knowing and understanding one's personal vision will allow you to align your values with the organization that you select to be employed with.

5:00 pm **Develop vision statements and personal leadership goals**
 6:30-8:30 pm **Dinner with Group (provided)**

Tuesday, January 25, 2022

8:00 am **Check In and Get Settled**
 8:30 am **Day One Review**
Continue with Assessments
 9:30 am **Building Organizational Culture**
Juan Armas, Chief of the Strategic Business Planning Division
Miami Dade County Parks, Recreation and Open Spaces
 A good organizational culture is critical to the success of an organization and its employees. Too often directors, managers and supervisors think that to improve the culture they have to change the employees. Although it is important to have the right people, it is just as important to have the right structures and systems. This workshop is designed to help participants better understand the steps that can be taken to build a great organizational culture.

11:30 a.m. **Lunch with Group (provided)**

12:30 pm **Strategic and Systems Thinking / Strategic and Business Planning / Alignment of Plans with Budget and Vision**
Jim Halios, Director
Clearwater Parks and Recreation
 Putting the pieces together- Systems thinking, strategic thinking and how to align your vision and budget Is there a disconnect between your strategy and your implementation? Are you aware of the internal factors that are prohibiting your strategy from being successful? Learn how to take a holistic approach to designing and implementing your business plans and budgets.

2:30 pm **Break (provided)**
 3:00 pm **Disciplined Execution**
Juan Armas
 Even with all the right plans, systems, structures and resources in the world, organizations and people cannot achieve their full potential without disciplined execution. This session will focus on helping learners understand how the hard work of disciplined execution can be realized within each of their units and their organization.

5:30-7:00 pm **Dinner with Group (provided)**

Wednesday, January 26, 2022

8:30 am **Check In and Get Settled**
 9:00 am **Presentation of Vision Statements**
 10:00 am **Understanding Funding and Budget – Big Picture Finance**
Rebecca Schnirman, Director of Financial and Support Services
Palm Beach County Parks and Recreation
 In local government, the Parks and Recreation agency typically has the largest and are often the first to be considered for budget reductions during difficult times. In order to ensure the preservation of your parks system, it is necessary to understand the different funding sources available to your agency. This session will review several funding sources such as grants, impact fees, bonds, special taxing district, infrastructure sur-tax, non-profit foundations, public/private partnerships, special revenue funds, ad-valorem, user fees, etc. and explain the limitations/challenges of each.

12:00 pm **Lunch with Group (provided)**
 12:45 pm **Discussion of Business Plan Assignment**
 1:45 pm **Discussion of Interim Communications**
Joan Byrne and Coaches
 2:00 pm **Final comments/questions – Depart**

A LOOK AHEAD – SESSION II CONTENT

August 2022

Change Management with T. Michael Stavres, Assistant City Manager, City of Winter Haven
Planning with Jim Barnes, Assistant Village Manager, Village of Wellington
Progress Planning with Jeanine McPherson-Hogle, Assistant Director, Collier County Parks and Recreation
Communication with Michelle Bono, Bono Communications
External Relations - TBA
Advocacy - TBA



NAME TITLE YEARS IN CURRENT POSITION

TOTAL YEARS IN FIELD NUMBER OF YEARS SUPERVISING STAFF

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)

EMAIL ADDRESS

EMERGENCY CONTACT (NAME AND PHONE)

ALLERGIES/DIETARY REQUIREMENTS

→ 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 Abrahams-Jones 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 do 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.

SIGNATURE OF APPLICANT DATE



APPLICANT NAME:

This is to attest that I serve as the Supervisor of the above named Applicant for the Abrahams-Jones Academy for Leadership, and that I acknowledge said Applicant has the prerequisite experience and comprehension of the areas below: *(please initial beside each statement to show you attest to Applicant's prerequisite experience in the areas below)*

In the content area of Organizational Culture – applicant has actively participated in the building of organizational mission/vision/values at some level.

In the content area of Organizational Culture – applicant has experience supervising staff at different levels within the organization.

In the content area of Strategic and Systems Thinking / Strategic and Business Planning / Alignment of Plans with Budget and Vision – applicant has participated in the organization's master/strategic planning process, OR has a division level understanding of setting/implementing goals and objectives.

In the content area of Strategic and Systems Thinking / Strategic and Business Planning / Alignment of Plans with Budget and Vision – applicant has an understanding of systems thinking and has the ability to see the connections between the differing layers of the organization.

In the content area of Funding and Big Picture Finance – applicant has experience developing and implementing at least a division level operation budget.

In the content area of Disciplined Execution – applicant has experience with reporting mechanisms, and has the ability to forecast and plan as well as follow through on specific initiatives.

My signature below also demonstrates my commitment to the Applicant to support their effort to complete the Abrahams-Jones Academy for Leadership Excellence, and to be accessible to them to assist with gathering any information or resources for interim assignments/projects.

Supervisor Name

Supervisor Signature

Supervisor Email

Supervisor Phone



Registration includes coursework and training materials for both sessions; meals noted on the schedule; and registration for the 2022 Annual FRPA Conference in Orlando, Florida. Individuals are responsible for their own accommodations for both sessions. Information about hotels near Session I location and the Conference hotel below.

REGISTRATION FEE: FRPA Member: \$1050 | Non Member: \$1250

HOTEL SESSION I: \$119 per night
Hampton Inn Winter Haven
202 Cypress Gardens Boulevard
Winter Haven, Florida 33880

Hotel Session II: nights start at \$149
Caribe Royale Orlando
8101 World Center Drive
Orlando FL 32821

[Reservation Link](#)

Reservation link TBA

PAYMENT INFORMATION (Silver and Gold Agency Members can register non members at the member rate using this form)

FRPA MEMBER **\$1050** *(does not include lodging)*

NON MEMBER **\$1250** *(does not include lodging)*

TOTAL AMOUNT PAID

CHECK **CHECK #**

CREDIT CARD **VISA** **MASTERCARD** **DISCOVER** **AMEX**
CARD **NUMBER**

SECURITY CODE **EXPIRATION DATE**

NAME ON CARD

SIGNATURE ON CARD

**RETURN COMPLETED REGISTRATION AND APPLICATION
TO ELEANOR@FRPA.ORG BY DECEMBER 10, 2021**

Registration Policy

Should a candidate not be able to attend Session II of the 2022 class, a fee of \$200 will be charged to continue their registration to Session II 2023 (this will not include attending Session I 2023).

Cancellation Policy

All refund requests must be made in writing. Full refunds will be made for requests received prior to the registration cutoff date. Requests received between the cutoff 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 Academy or after the Academy 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.