

# EMERGING LEADERS INSTITUTE

**NOVEMBER 14-16, 2023**

**FLORIDA ELKS YOUTH CAMP**

24175 SE HWY 450, UMATILLA, FL 32784



## THE INSTITUTE

This program is designed for professionals new to supervisory positions who have demonstrated promise as a future leader in the field or seasoned supervisors who want a refresh on skills and techniques to be the best supervisor you can be. The Institute is designed to expose participants to critical leadership skills in preparation for future leadership growth. After completion of the Emerging Leaders Institute and continued employment in the field, participants should explore the FRPA Leadership School, and then the Abrahams Jones Leadership Academy as a professional development journey to further prepare them as an executive level leader in the parks and recreation field.

“FRPA volunteers and staff at the Emerging Leaders Institute are the best of the best. Their knowledge, experience, and passion that they all share for this line of work is unsurpassed. Blending that with excellent student engagement, a dose of healthy competition, and outstanding accommodations results in the FRPA Emerging Leader Institute being an unparalleled professional development experience.”

**Jeromy Mynes, Project Manager II, Seminole County Leisure Services**

## INSTITUTE CANDIDATES

- ◆ Individuals who are ready to assume a managerial role in their agency; and
- ◆ Individuals who are ready for an intensive training experience; and
- ◆ Individuals desiring an opportunity to explore and develop their leadership abilities, and create a development plan for their future.

**Faculty:** Julie Adams, Director, Winter Haven Parks, Recreation and Culture; Matthew Armstrong, Director of Community Standards, The Villages Community Development District; Becky Gunter, Director, City of Seminole Recreation; Marie Knight, Founder, Knight Leadership; Brooke Spruell, Recreation Superintendent, Haines City Parks and Recreation; Michelle Thompson, Director, Greenacres Community and Recreation Services; Eleanor Warmack, FRPA Chief Executive Officer



**FLORIDA RECREATION AND PARK ASSOCIATION**

2528 BARRINGTON CIRCLE, SUITE #1

TALLAHASSEE, FL 32308

850-878-3221 | FRPA.ORG

# THE INSTITUTE SETTING

A project of the Florida State Elks Association, the Florida Elks Youth Camp is a 405 acre complex that provides a unique retreat-style location. Modern hotel-like overnight accommodations paired with beautiful meeting accommodations and wonderful meals will assure you are well nourished in body, mind, and spirit. Housing Options include single or shared accommodations; see Registration Form (pg 3) for more information. Access to outside food and beverage is limited and requires a drive to the nearest town. Spouses and significant others are not permitted to stay onsite unless special accommodations are needed and arrangements are made with the FRPA Office. Dress is casual as the Elks Youth Camp is set in a beautiful and natural setting which affords participants the opportunity to re-energize between classes.

## COURSE DESCRIPTIONS

### History of Parks and Recreation

*Knowing from where we came is integral to planning the future for ourselves and the profession. The very foundations of the parks and recreation field have not changed, but expectations of those we serve have. Information on how you can reposition your agency for success will be discussed so you can develop your personal progression plan.*

### Strengths Based Leadership

*This interactive workshop will guide participants through an exploration of the strengths you have to offer and how to put those to work. Using results from your personal assessment as a jumping off point, you will learn more about your competitive edge, create plans to use and develop their strengths to achieve professional goals, and also see others that you work with in a new light. Not only will this help you better understand yourself individually, but also through group activities, you will discover techniques for your own teams within your agency.*

### Building Your Network

*During the Building Your Network sessions, you will have the opportunity to talk with seasoned professionals and your fellow participants. Ask your burning question, get that nugget of advice, or provide helpful resources for others who are facing the same challenges and opportunities as you.*

### People Management: From Greetings to Goodbyes

*How to find the right people and keep the right people. In today's war for talent, we need to be sure we are RIGHT. Are we recruiting the RIGHT people and ensuring they are doing the RIGHT things at the RIGHT time and for the RIGHT reason. It is also critical that we are prepared to have the difficult conversations needed when the people who are not RIGHT need to be coached or transitioned to a more appropriate role within or outside of your agency.*

### Communication

*Ninety percent of what you are saying isn't coming out of your mouth! As leaders, it is critical that we understand the power of clear, concise, and professional communication, and that the burden lies on us as the communicator to be understood. It is our job as the messenger to eliminate the margins for misunderstanding.*

### External Relationships That Create Advocates

*The expectations of external audiences are often wildly different than the path you have created internally. This session will prepare you to identify potential advocates within your external audiences, understand expectations of those audiences and how to manage those in order to create mutually beneficial goals. Within these audiences may lie your best advocate.*

### Productive Decision Making and Critical Thinking

*Leaders are asked to make many decisions in their daily work. Some allow the luxury of time to prepare and analyze; others must be made quickly. Effective leaders understand the need to think quickly and inclusively of everything necessary to make sound decisions and recommendations. Our own implicit bias will inevitably creep into decision making processes; by understanding those biases, we can incorporate critical thinking about how to solve challenges and take advantage of opportunities.*

### Change Management

*In-san-i-ty /in'sanədē/- Doing the same thing you've always done and expecting different results. The only constant in our world is change, and as the environment around us changes, so must our operations, services, and processes. But leading change can be just as uncomfortable as the change itself. This session will give insight to understanding change, how to strategically plan for it, how to successfully implement it, and the skills needed to be an effective change agent.*

### Government Budgeting 101

*Government budgeting is a bit different than home finance. Participants will learn a general overview of government budgeting. During this session we will dive into learning about direct vs indirect cost, cost analysis, and price strategy. We will also explore why data and the evaluation of programs are important to the budget.*

### Time Management and Delegation

*The largest resource you have available for any program you're planning or project you're managing is time. During this session we will talk about time management for yourself and others and the importance of prioritizing and delegating. Identify techniques for delegating tasks and monitoring progress without micromanaging your team members.*

### Building Organizational Culture

*As an emerging leader, understanding the culture of your agency is critical. Culture is not just about your mission statement, it is about the values that you as a leader instill in your team and how those values are integrated into all facets of what you do, how you do it, and why you do it. Culture not communicated and not visible in an organization's workforce is a recipe for lack of team commitment and often contributes to confusion and lack of performance.*

### Personal Progression Planning

*You have now transitioned from an employee to an identified LEADER. This session will focus on the key components of transitioning into a leadership position including the changing roles and responsibilities along with interpersonal dynamics. Understanding your strengths and identifying areas of needed improvement will allow you to create personal goals for traveling on your career path. Learn to balance your expectations for climbing the career ladder with trends within the industry, and the needs of your own agency. Understand that moving up can sometimes mean moving out.*

### Putting It All Together

*We started with your personal strengths, focused on managing people, discussed communication and how that works with external audiences to create advocates, moving into decision making and critical thinking, understanding basic budgeting, identifying pitfalls of time management and opportunities for delegation, applying all of these to identify our organizations' culture, and are ending with you creating a plan for your own career advancement. We started with you and we are ending with you!*

## SCHEDULE

### Tuesday, November 14, 2023

12:30 pm	Check In
1:45 pm	Welcome/Introduction
2:45 pm	Sessions
6:30 pm	Dinner with Group
7:30 pm	Evening Activity

### Wednesday, November 15, 2023

7:00 am	Breakfast with Group
8:00 am	Sessions
12:30 pm	Lunch/Group work
1:45 pm	Sessions
6:30 pm	Dinner with Group
7:30 pm	Evening Activity

### Thursday, November 16, 2023

7:30 am	Breakfast with Group
9:00 am	Sessions
12:00 pm	Lunch
12:45-2:30 pm	Sessions
2:30-3:00 p.m.	Wrap Up & Depart

# EMERGING LEADERS REGISTRATION

Print clearly and return by October 20, 2023

NAME	AGENCY	
TITLE		
ADDRESS	CITY, STATE, ZIP	
PHONE NUMBER (WITH AREA CODE)	FAX	
EMAIL ADDRESS		
ALLERGIES/DIETARY NEEDS:		
#YEARS IN FIELD:	#YEARS IN CURRENT POSITION:	#YEARS SUPERVISING:

## REGISTRATION OPTIONS

All registration options include coursework, training materials, Tuesday dinner; Wednesday breakfast, lunch and dinner; and Thursday breakfast and lunch; as well as breaks. Two nights housing is included in packages: November 14th and 15th; check out on the 16th. Check your registration option below. [REGISTER ONLINE HERE!](#)

☐

Package 1: \$ 800.00

Single hotel room accommodations  
Limited availability.

☐

Package 2: \$ 630.00

Shared hotel room accommodations (must provide room-mate name below:)

Requested Roommate:

## PAYMENT INFORMATION

Registration not accepted without payment.

PAYMENT AMOUNT

☐

CHECK

CHECK #

☐

CREDIT CARD

☐

VISA

☐

AMEX

☐

MASTERCARD

☐

DISCOVER

CARD NUMBER

SECURITY CODE

EXPIRATION DATE

NAME ON CARD

SIGNATURE ON CARD

Return by October 20, 2023:

Florida Recreation and Park Association

2528 Barrington Circle, Suite 101

Tallahassee, FL 32308

FAX (850) 942-0712

Email: [eleanor@frpa.org](mailto:eleanor@frpa.org)

### Registration Policy

A Registration form must be completed for each individual registrant. A Meeting Receipt will be emailed to each individual registrant. Please print the receipt for your records and return to your finance department if required to do so. You can also log onto [www.frpa.org](http://www.frpa.org) and generate receipts under your profile. We are unable to generate receipts after the meeting has occurred.

### 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 two weeks prior to the workshop date will be eligible for a 50% refund. No refunds will be available for requests made within two weeks of the workshop or after the workshop occurs. Refunds will not be available for weather related cancellation.

### Other Policies [read more at [frpa.org/conduct](http://frpa.org/conduct)]

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.