

FRPA

Park Management Institute

Leadership & Culture

Empowering Marion for Success

Parks & Recreation Department

Jim Couillard, PLA, ASLA

Director – Landscape Architect

Parks & Recreation

Southeastern Livestock Pavilion

Marion County Airport (Dunnellon)



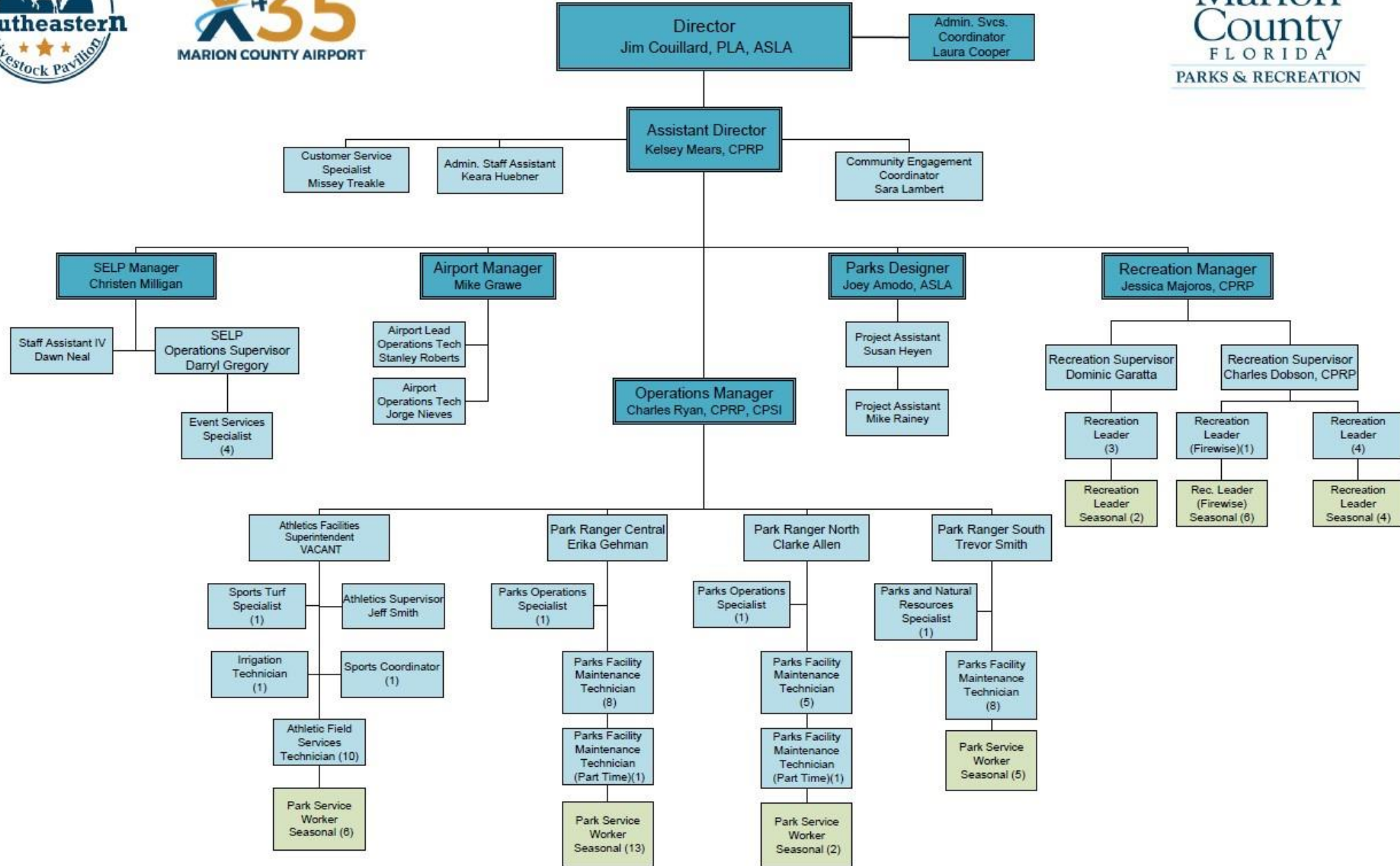
Parks & Recreation Department

Department Quick Facts:

- 74 Full-time staff – 1 Part-time staff
- 57 unique sites (Includes SELP & X35)
 - 52 parks
 - 3 memorials
- 3,380 acres managed
- Over 2.3 million visitors
- Fiscal Year 2024 adopted budget \$24,112,417
- Annual Revenue and Grants: \$3,171,044 (and growing)



2024 Organizational Chart



Leadership & Culture

Google says the best definition of Leadership is:

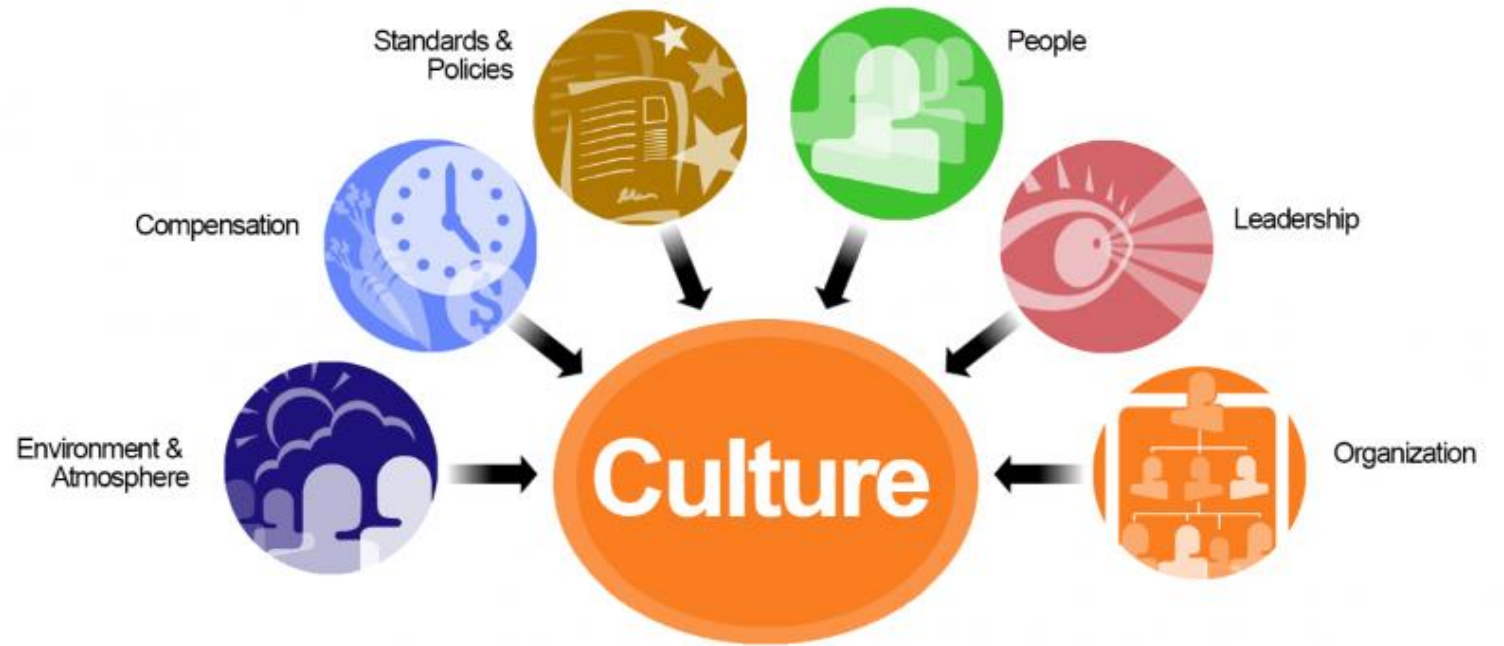
“the ability of an individual or group of people to influence and guide followers or members of an organization, society or team. Leadership often is an attribute of tied to a person’s title, seniority or ranking in hierarchy.”

Leadership & Culture

Google defines Organizational Culture as:

“the set of values, beliefs, attitudes, systems, and rules that outline and influence employee behavior within an organization.”

Leadership & Culture



Source: Patrick Umo-Adiasung



Marion County's Cultural Shift

The change in our organization's culture started at the top!

Culture eats strategy for breakfast!

- Established a new mission statement
- New vision statement
- New organizational values
- Guiding principles

Then put it into practice!



Environment & Atmosphere

Work Environment

- Safety
- Cybersecurity
- Communication
- Positive leadership
- Team building
- Employee recognition



Compensation

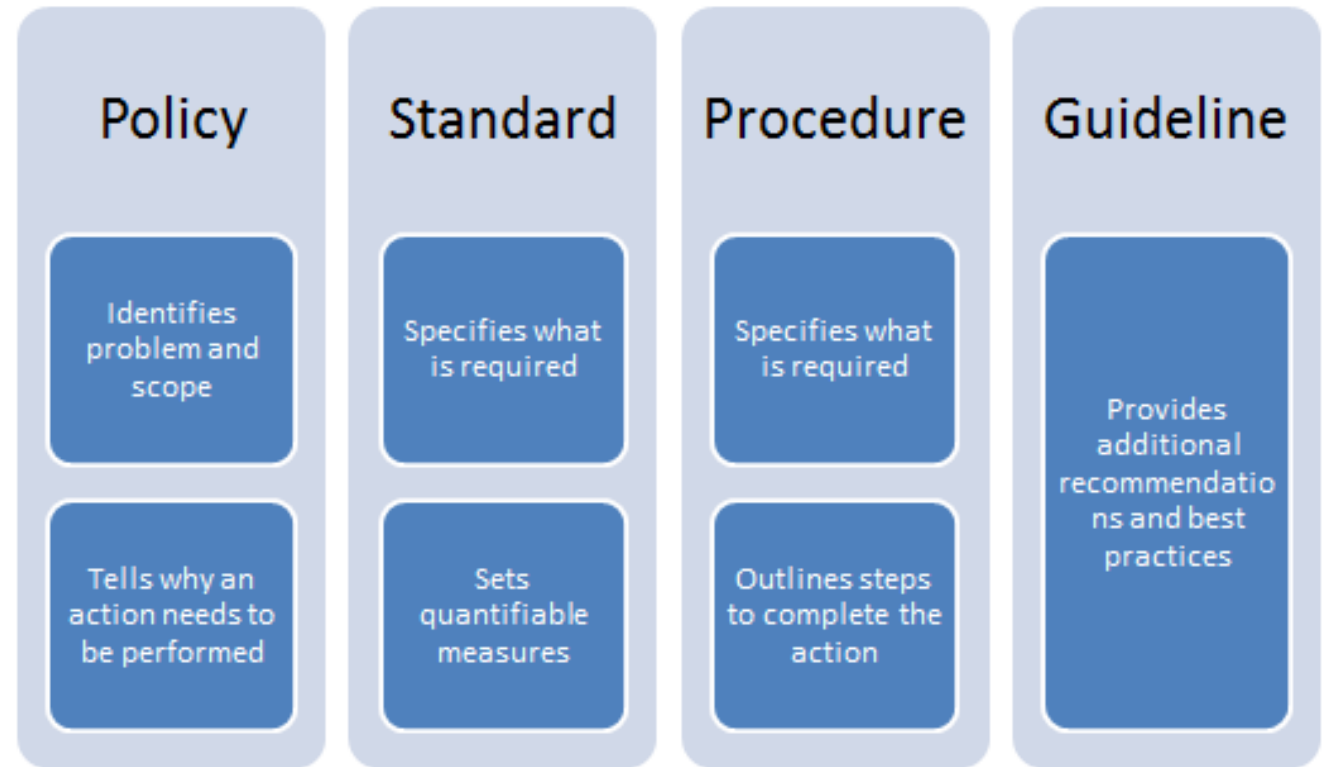


2022 Salary Study

- Stabilized our workforce
- Augmented our existing culture
- Generated more applicants
- Allowed for greater selectivity
- Made accountability better
- Rounded out our compensation package

Standards and Policies

- Complete review and updating of policies
- Removal of redundancies
- Streamlining processes
- Getting out of our own way



People, people, people!

- Improve the new hire and onboarding process
- Recruit and hire people with values that are aligned with ours
- Hire for cultural fit and then train people
- Employee Academy
- Preceptor program
- Training
- Hold the value of your team super high, and
- Do not hire any...



Marion County HICARD

- Given to every new employee.
- Required to have at all times.
- If you make any decision within the HICARD parameters, you'll be fine!

Our Vision

Marion County is a safe and well-planned community with a thriving economy that supports a high quality of life where family matters.



Our Mission

Leading public service in genuine dedication to our citizens through professional operations and resource stewardship.

Empowering Marion for Success



HUMBLENESS

INTEGRITY

COMMITMENT

ACCOUNTABILITY

RESPECT

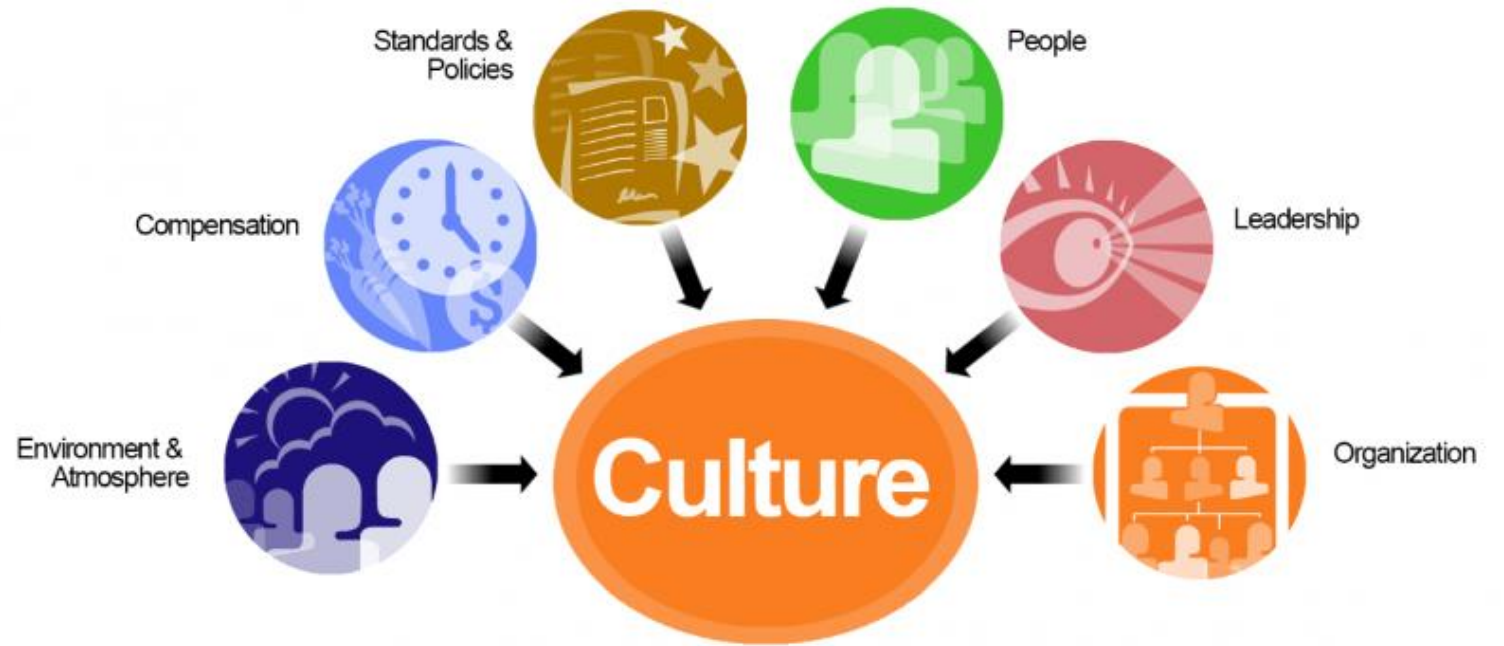
DISCIPLINE

Organization

- Public relations
- Hyper focus on external customer service delivery
- Robust digital presence
- New internal technology
- Re-organization of leadership



Leadership & Culture



Source: Patrick Umo-Adiasung



It's kind of a big deal!

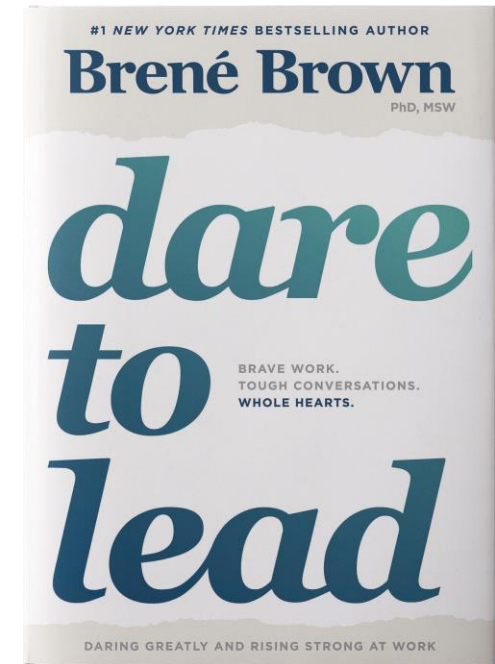
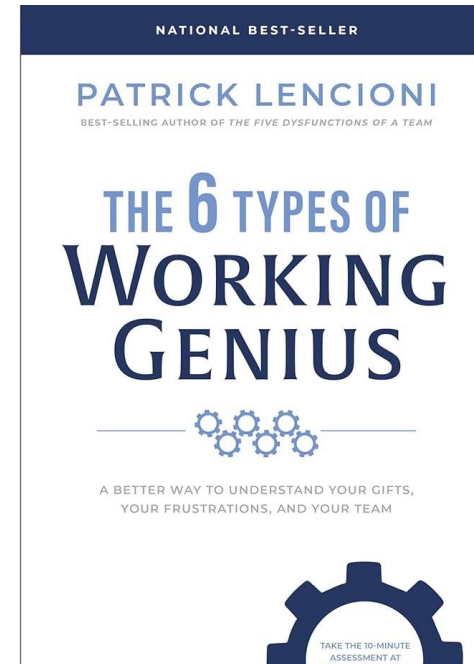
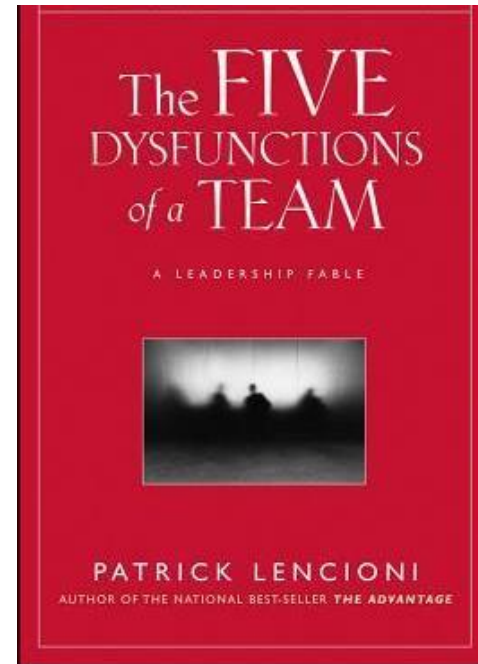
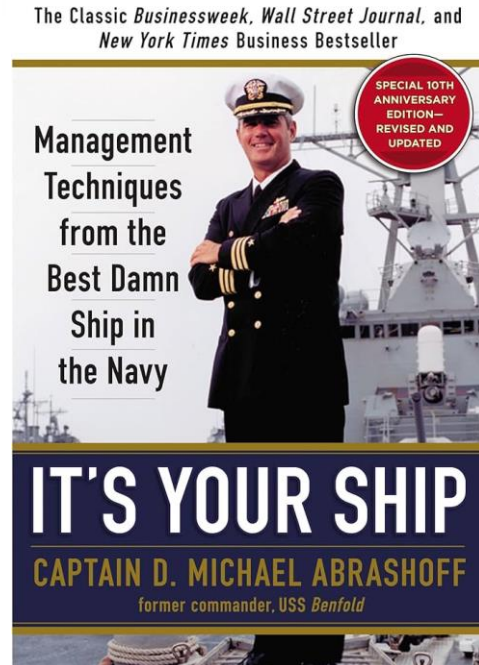
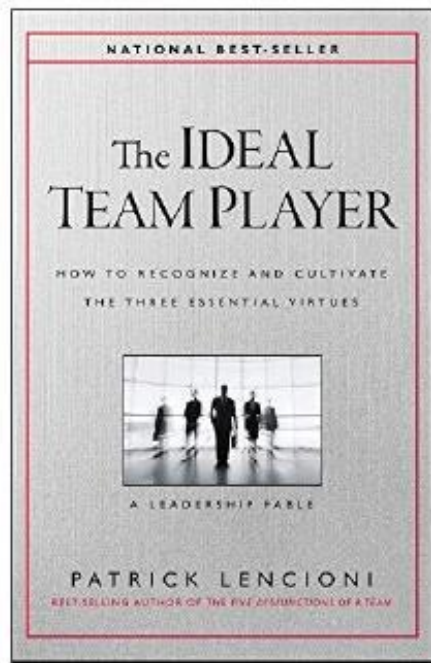
Leadership Teams

In 2018, County Leadership Teams were formed.

- You have to train our “leaders” to be leaders.
- Help increase communication.
- Reduces silos
- Increases internal teamwork
- “Heroic individual efforts are not enough to solve the problems that we face on an everyday basis.”



Readers are Leaders are Readers



Empowerment

- Give goals.
- Give the means to do their job.
- Check in on them.
- Hold them accountable.



Empowerment

- Empowerment thrives through employee engagement.
- Communicate in a way that we can get our desired outcomes.
- To enable empowerment, you have to know your people!

1

Department Mission and Goals

2

Empowerment Framework

HICARD

- A. Operate within your budget.
- B. Be masters of providing excellent client experiences.
- C. Take care of your team (look down).
- D. Anticipate your supervisor's needs (look up).

Department Standards

3

Accountability
{ It Starts with Yourself }

Feedback is a gift!

-
- Create a forum such that people can provide you with feedback.
 - Don't tell me what you think I want to hear.
 - Leaders need to develop managerial courage to provide feedback in real time!



Continual Learning

- It is perpetual.
- Get better today, better tomorrow, better next week, better next month, next quarter, next year.
- In order to do this, you have to become increasingly self-critical, self-reflective and continuously focused on learning, growth and development.
- What got you here, won't get you there.
- You are being looked at for not only your performance, but for your potential as well.
- Growth mindset or fixed mindset.





LEARN

LEAD

Training

Education

Skill

Technology

Ideas

Manager

Leadership

There is no permission slip to be a leader. Anyone can demonstrate empowerment at any time and set positive examples for others.

WHAT IS LEADERSHIP?



A leader is one who inspires and motivates action; having a can-do personality and strong leadership skills is the key to leading the charge.

Positive Organizational Culture

- Be trustworthy – everything starts with trust.
- Be dependable – follow-thru; people who are good at this energize others.
- Be authentic – be up-front with everything.
- Help others grow – be honest in your delivery of feedback; they want it!
- Be engaged – have your ears to the pavement; know what's going on.
- Use abundance language – always push to do beyond the ordinary.



THANK YOU!