

FLORIDA RECREATION AND PARK ASSOCIATION

2010 AGENCY SUMMIT



REPORT

April 8 – 9, 2010

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The 2010 Agency Summit

*“The art of progress is to preserve order amid change and to preserve change amid order.”
– Alfred North Whitehead*

Leadership of Florida’s Parks, Recreation and Leisure Services convened at the Collaborative Labs of St. Petersburg College, in Clearwater, Florida on April 8 and 9, 2010, for the purpose of discussing what it will take to re-position their agencies for future progress. Participants also included key leaders in the commercial sector which supports parks and recreation agencies.

For several years, those in the field have held the belief that the profession is at a cross-road. It should be noted that these cross-roads have appeared many times throughout the history of the profession. The options appear to be: proceed as usual, or re-create the agency to be better positioned for future success. All in attendance were in agreement that the latter choice was the only path to be taken, and that they rely on the Florida Recreation and Park Association (FRPA) to provide them the resources to assist in achieving that new position.

The impact of the 2008 Constitutional Amendment #1 which rolled back property taxes at the local level (a source of funding local government services), combined with the 2009 downturn in the economy have dealt unprecedented blows to the budgets of parks and recreation agencies throughout the State. While none have been exempt from these budget reductions, some agencies were positioned as leaders in their communities, which to some degree kept budget reductions to a minimum. Regardless of the Agency’s “position”, a retrospective inspection of Agencies has occurred, and it has become clear that there will be a new normal going forward.

The Collaborative Labs facility was selected with the goal of producing a blueprint for the future of parks and recreation, and a work plan for how together, the professionals and the Association, will work together to assure the sustainability of the field of parks and recreation.

The premise of the Summit was based off a plan that must include the following:

- Repositioning* of Agencies– from non-essential to essential in their communities;
- Advocacy* – political engagement and citizen engagement to advocate for the Agency; and,
- Leadership* – critical to the future is preparation of the future leadership of the profession.

These three guiding principles resulted from the 2009 Agency Summit where the subject of re-positioning first began. At that time, it was felt that these three components would be critical to any effort(s) to advance the profession.

FIRST STEPS

Prior to arriving at the Summit, participants were asked to read and review the ICMA *IQ Report* “Community Building: How to Do It, Why It Matters”. The article would provide a provocative view of why building community is critical, and why agencies not actively participating in the “building of their communities”, are not sustainable.

Summit attendees, began their on-site work with the staff of the Collaborative Labs, under the direction of Andrea Henning, lead facilitator. Participants were asked to build off success through the next day and a half, and to begin by recording a “best practice” or “best experience” in the areas of achievement, community, health, nature, conservation, health, economic development, and Florida’s future. These eight areas tie directly into the messages of the *It Starts in Parks* philosophy.

The group shared the best practices/experiences and what became clear is that positive growth occurring daily in communities across the State of Florida is beginning in parks and in recreation programming. So, how do we begin to move Agencies into a position of a critical and essential part of communities?

Since the creation of government, there has been “competition” amongst entities within the local structure for funding preference and position. As governmental budgets come under critical review by citizens, that competition only increases. What usually occurs is that rather than the governmental entity setting values and priorities for what it will provide to its citizens, and appropriately marketing that to its residents so residents *value* those services, elected officials often find it easier to resort back to defending services that are core to public safety and education.

The indication for parks and recreation agencies (if they are to sustain their work), is that the services, programs and spaces provided in a parks and recreation agency can not be positioned in a silo, but rather must be part of a community-wide solution that addresses the priorities of the residents. This will require a repositioning of the agency in order to demonstrate value and to garner advocates who will publicly defend the budget of the Agency. Agencies who will be perceived in the future to be community builders (making their existence essential to the success of their community), will understand their role in being a 1) consciousness raiser, 2) convener, 3) catalyst, and 4) facilitator

Critical to this effort, must be the acceptance and realization that in every community, there are individuals who do not actively participate in the programs/services of the parks and recreation Agency. The Agency must have as a priority, the active recruitment and engagement of these individuals, **along with** program participants, as a corps of advocates and supporters. Therefore, the messaging of any effort must include not only the individual benefits of parks and recreation services to participants, but also, the indirect benefits a parks and recreation Agency brings to its community – usually in economic measures.

In his article “Community Building: How to Do It, Why It Matters”¹, Ed Everett (retired City Manager of Redwood City, California) states that “We are currently stuck in the ‘vending machine’ form of government, with the public viewing themselves as customer. Vending machine government depicts the local government as a machine to which citizens put in their tax dollars and pull a level to get the

exact service they want. If they don't get exactly what they want, they do what we do with vending machines: they give it a hit." He goes on to a hopeful desire that at some point in the future government's focus will be "community as a partner", and the public will begin to once again see themselves as citizens not as customers.

"Never doubt that a small group of committed people can change the world: indeed, it is the only thing that ever has." - Margaret Mead

VALUE STATEMENT

During a quick exercise to look into the future (2013) of parks and recreation, participants identified several areas of quality communities led by or impacted by parks and recreation. Not surprisingly, those areas included a community's physical health, economic health, social health, and public places and spaces. From this exercise, participants worked in groups to capture key components of a Florida Recreation and Parks' Value Proposition that would include:

1. Clearly defining our services/programs and their differentiating features.
2. Clearly defining our participants/non-participants and the benefits they receive.
3. Clearly stating the advantages over our "competitors".

The value proposition concepts of the workgroups were synthesized into one value statement:

Value Proposition

The Parks and Recreation Industry builds and sustains healthy lifestyles, civic identity, cultural heritage and environmental preservation that are essential for community prosperity and Florida's future.

*PARKS BUILD COMMUNITY
PARKS BUILD HEALTH
PARKS BUILD PROSPERITY
PARKS BUILD CIVIC IDENTITY*

¹Ed Everett, *Community Building: How to Do It, Why It Matters*, ICMA Press, IQ Report, Volume 41/Number 4 2009.

THREE YEAR STRATEGIES

Work groups were then asked to identify three year strategies for Repositioning, Advocacy, and Leadership with the value proposition in mind. After each group reported back their strategies, the group as a whole, via electronic voting device, prioritized the top three strategies in each area. A summary of the strategies appears below:

Repositioning

1. Build internal partnerships with the “essential” service providers to meet community needs. 15%
2. Translate quality benefits into tangible quantitative results. 13%
3. Aggressively market our proactive approach to providing services versus the reactive approaches typically associated with public safety. 12%
4. Partnering with the health and medical industry for parks and recreation to be viewed as a wellness provider. 12%
5. Change our operating mentality from the government model to the business model. 10%
6. Define who we are, facilitate community involvement and input, demonstrate value quantitatively, and communicate to stakeholders and selected officials to garner widespread public support. 9%
7. Document and share the economic impact of programs and events. 9%
8. Advocate shamelessly for ourselves and strategically become trouble makers. 7%
9. Identify who views us as non-essential and why? 7%
10. Parks and Recreation officials run for public office. 5%

Advocacy

1. Embrace technology such as viral social networking (Facebook, Twitter, Wiki, and Blogs) to maximize marketing and education for advocacy efforts on a local, state and federal level. 15%
2. Quantify qualitative benefits of the It Starts in Parks message to better advocate parks as an essential service. 12%
3. Parks and recreation agencies should develop a strategic advocacy plan. 12%
4. Advocacy training specific to elected officials and the general citizen. 11%
5. Involve influential private partners and advocacy. 11%
6. Develop a common language for levels of service to assist in advocacy efforts. 10%
7. Develop concise “talking points” and how to deliver the important message. 10%
8. Better involve and train our citizens to advocate on our behalf. 9%
9. Engaging the business community as park and recreation advocates. 7%
10. Providing other groups with tools for advocating for parks and recreation. 5%

Leadership

1. Continue and enhance the Joe Abrahams Academy for Leadership. 28%
2. Provide a STEPS program to gain experience, such as job shadow, mentoring, cross training, advisory board meetings that address the competencies required for an upper level management position. 22%
3. Seek leaders and leadership development opportunities (i.e. fiscal management, strategic modeling, metric analysis) from the business community and other areas outside traditional parks and recreation. 13%
4. Enhance partnerships with higher educational institutions in developing future leaders. 9%
5. Identify competencies for tomorrow's leaders and training opportunities. 7%
6. Build financial foundation through trusts and endowments (dedicated funding source). 6%
7. Motivate employees by providing real life opportunities to lead an activity. 5%
8. Building internal leadership and external leadership. 5%
9. Develop a cross-training program within local governments. 4%
10. Adapt. 3%

Based on the top three priority strategies in the areas of Repositioning, Advocacy, and Leadership, groups then worked to develop tactics to support accomplishing the strategy. Once the work of the break-out groups was completed, the Summit concluded with the knowledge that the Board of Directors and Staff of the Association would be carefully evaluating the strategies/tactics, and would be returning to the Directors with a plan which would include work contributed from both FRPA and individual Agencies who chose to pursue repositioning as their goal.

It should be noted that participants at the Summit agreed that any statewide initiative to reposition parks and recreation agencies could not be the sole effort of the Association or any one Agency. There has to be a concerted effort by many to create a heightened awareness of and appreciation for the benefits of parks and recreation which will result in a repositioning of the field. Also of note is that any effort to reposition must begin within Agencies themselves – a philosophical mind shift of how the agency is perceived from the inside out if you will. Employees within the agency must see their value as professionals and as an organization, before that value can be adequately communicated to the public (which includes other units with the government structure).

*“You must be the change you want to see in the world.”
- Mahatma Gandhi*

POST SUMMIT ORGANIZATION

Following the conclusion of the Summit, the staff of the FRPA Executive Office reviewed, evaluated, and refined the tactics developed by Summit participants. Duplicative areas were removed, and recommendations have been made for which organizational entities would be asked to complete each area (see Appendix A). This information will be reviewed by the Association's incoming leadership, as well as the Directors at the August meeting, and once consensus is reached on these elements, a plan will be crafted to move forward (some elements may be folded into the Association's work plan for 2010-2011 which will be created prior to August).

This will begin the process of a concerted effort to move toward repositioning the field of parks and recreation.

APPENDIX A

Strategies and Tactics

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: Parks and Recreation Agencies develop a strategic advocacy plan. | | | | | |
| ADV | Take inventory of department's credibility and use of best practices. | | | | |
| ADV | Identify partnerships with local influential leaders. | | | | |
| ADV | Create subgroups of specialty areas to promote identified advocacy efforts. | | | | |
| ADV | Reassess partnerships to update and maintain list. | | | | |
| ADV | Create advocacy talking points unique for each core group. | | | | |
| ADV | Provide follow up within 30 days to individuals who have been targeted for support. | | | | |
| ADV | Identify responsibility of subcommittee leaders to mobilize recruited advocates to take message to respective local, state, and federal organizations. | | | | |
| ADV | Explore alignment and identify partnerships with FAC/FCCMA/FLC. | | | | |
| ADV | Include a strategic appeal to local state and federal elected officials. | | | | |
| ADV | Create more aggressive advocacy by stakeholders. | | | | |
| ADV | Develop an advocacy mentoring program. | | | | |

NOTES:

Once complete, the Benchmarking Workgroup may wish to consider setting some measures of success relative to the components within the Agency Implementation Guide. The work of the Best Practices Workgroup may result in the need for creating new benchmarks, and will also result in educational sessions being brought forward for Conference & Region Meetings

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|--|--------------------------|------------------------|---|
| Strategy: Quantify benefits of the <i>It Starts in Parks</i> messages to better position parks and recreation as an essential service. | | | | | |
| ADV | Positive Media Exposure/Create media relationships. | | | | |
| ADV | Appoint a Benchmarking Workgroup to begin to develop information needed for this initiative. | | | | |
| ADV | Develop a list of priority research/data collection needs. | | | | |
| | Identify sources for developing common metrics | | | | |
| | Prioritize areas for benchmark development | | | | |
| | Develop measuring standard for prioritized areas | | | | |
| | Select pilot agencies to use benchmark measurements | | | | |
| | Communicate results of pilot agencies after one year | | | | |
| | Move on to next priority area and begin again until all areas of <i>ISIP</i> have benchmarks available | | | | |
| ADV | Create standardized set of PSA's. | Have, but need to advertise availability | | | |
| ADV | Create standardized print collateral. | | | | |
| ADV | Median/Entryway signage. | | | | |
| ADV | Include results in Social Media Formats. | | | | |
| ADV | Email distribution lists (HOA's, Chamber, ALL advisory boards, Civic groups, Annual Reports, etc.) | | | | |
| ADV | Identify specialty groups/private sector for data or formula creation. | | | | |
| ADV | Email signatures & phone messages. | | | | |
| ADV | Formal Presentation of results to local civic groups / city commission/ elected officials. | | | | |

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|-----------------------------------|--------------------------|------------------------|---|
| Strategy: CONTINUED - Quantify benefits of the <i>It Starts in Parks</i> messages to better position parks and recreation as an essential service. | | | | | |
| ADV | Local Schools | | | | |
| ADV | Identify research and information that exists as a launching point for a revival of the <i>ISIP</i> campaign. | Marketing Committee | | | |
| ADV | Create an Advocacy Award to recognize Agencies who have successfully re-positioned for maximum advocacy efforts. | VP of Advocacy / Awards Committee | | | |

NOTES:
 It is clear that we need to re-advertise the availability of the *It Starts in Parks* messaging materials. This may need to be done through the on-going training that the Marketing Committee is doing in the Regions, but it is evident that most of the participants in the Summit were not aware of the material that is already available.

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: Embrace technology such as viral social networking (Facebook, Twitter, Wiki and Blogs) to maximize marketing and education for advocacy efforts on a local, state and federal level. | | | | | |
| ADV | Appoint a Best Practices Workgroup | | | | |
| | Workgroup to exist of 7-9 individuals (include JAALe graduates and year one students) | | | | |
| | Meet to segment areas of the industry and identify areas of best practices | | | | |
| | Prioritize best practice areas | | | | |
| | Develop and compile best practices | | | | |
| | Develop on-line best practice archive | | | | |
| | Continue to develop best practices based on list of priorities | | | | |
| | Refer any Best Practices with Benchmarking indications to Benchmarking Workgroup | | | | |
| | Technology Area is Priority #1 | | | | |
| | Issue a call to volunteers to serve on the Technology Workgroup | | | | |
| | Announce the Technology Workgroup to the membership | | | | |
| ADV | Inform the membership of what already exists regarding technology. | | | | |
| ADV | Report activities of the Workgroup to the membership. | | | | |
| ADV | Recruit parks and recreation professionals to participate in the social networking software and initiate discussion. | | | | |
| ADV | Focus on policy issues related to best practices of social networking based on relevant case law to Parks and Recreation industry. | | | | |

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| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: Embrace technology such as viral social networking (Facebook, Twitter, Wiki and Blogs) to maximize marketing and education for advocacy efforts on a local, state and federal level. | | | | | |
| ADV | Create a database of users to expand audience and track usage (hits) | | | | |
| ADV | Provide training at regional/state conferences on appropriate use of social networking technology--what is acceptable and what are the best practices. | | | | |

NOTES:
 Once Best Practices are developed, they would be incorporated in the Agency Implementation Guide document.
 This effort could be folded into the Best Practices Workgroup as one of the first priority areas. Because of its timeliness and relevance it would be a good launch point for a success that would potentially create some excitement around the work of the Best Practices Workgroup.

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|--|--|------|--------------------------|------------------------|---|
| Strategy: Build internal partnerships with the "essential" service providers to meet community needs. | | | | | |
| REP | Identify best practices of Parks and Recreation working with "essential" departments to address community issues. Share success stories. | | | | |
| | Structure Advisory (advocacy) board seats to include leadership from Fire, Police, EMS, Chamber of Commerce, Hospitals, Civic Clubs, etc. | | | | |
| | Place staff on youth sports and special events/festival boards | | | | |
| | Establish strong relationships and communication with local merchants | | | | |
| | Create partnership with EMS to provide training to staff and community | | | | |
| | Partner with the Planning Department to maintain involvement in growth management / development processes | | | | |
| | Develop a partnership with the Police Department to create and train volunteer park patrols | | | | |
| | Partner with the Community Development agency to promote the benefits of parks and recreation to new residents and businesses | | | | |
| | Encourage public meetings to be held in parks and recreation facilities | | | | |
| REP | Look for opportunities to highlight partnerships with internal departments. | | | | |
| REP | Find ways to engage other departments in our processes so that they have an idea of what we are doing and why. | | | | |
| REP | Meet at least Quarterly or as needed with internal stakeholders to share issues and successes. Strengthen partnerships, coordinate events. | | | | |
| REP | Parks actively involved in other stakeholders events. | | | | |
| REP | Publicize best practices for advisory board composition. | | | | |

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|---|------|--------------------------|---|---|
| Strategy: Translate quality benefits into tangible quantitative results. | | | | | |
| REP | Develop Benchmarking Workgroup. | | | | |
| | Prioritize benefits to be measured | | | work may result in need for developing Best Practices | |
| | Develop standards for data collection | | | work may result in need for developing Best Practices | |
| | Identify existing data that supports <i>ISIP</i> messaging | | | work may result in need for developing Best Practices | |
| | Gather existing information for investment / cost comparisons | | | work may result in need for developing Best Practices | |
| REP | Identify trainers that specialize in data collection that speak our language. | | | | |
| REP | Conduct Benchmarking Workshops. | | | | |
| REP | Share data with membership. | | | | |
| REP | Inventory current data collection methods being used by agencies. | | | | |
| REP | Developing collaborative relationships with other departments and local universities to develop research methods. | | | | |
| REP | Review ICMA Park and Recreation Benchmarking Data; as well as Florida Benchmarking Consortium. | | | | |
| REP | Develop benchmarking data for Parks and Recreation's Economic Impact and success in combating childhood obesity. | | | | |

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: Aggressively market our proactive approach to providing services versus the reactive approaches typically associated with public safety. | | | | | |
| REP | Develop local or use national data that supports position to be presented to business community: marketing strategy that compares cost of jails, etc. to parks construction and maintenance. | | | | |
| REP | Highlight prevention- Engaging seniors, safe places for youth, etc. to alleviate potential social burden: Develop data or find a national standard which tells the good news story. | | | | |
| REP | Publicize data collected showcasing benefits of programs and facilities (using skills from benchmark training) | | | | |
| REP | Target elected officials as a market for our message. Invite to events, focus on message. Example - Economic impact of sports events | | | | |
| | Engage with public safety departments for coordination meetings | | | | |
| | Document Success of joint partnerships | | | | |
| | Development of prevention programs vs punitive programs | | | | |
| | School resource officers to assist with marketing of park and recreation activities to community youth | | | | |
| | Utilization of community resources for youth education and positive public relations | | | | |
| | Public safety agencies use recreation facilities for training | | | | |
| | Produce a community report card on the benefits of parks and recreation | | | | |
| | Develop scholarship programs for youth participation | | | | |
| | Partner with local churches and community organizations to promote recreational opportunities | | | | |
| | Have P&R representative to attend local community association meetings | | | | |

| Green highlighted areas indicate which “group” will be responsible for accomplishing the task. | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|---------------------------|--------------------------|------------------------|---|
| Strategy: CONTINUED - Aggressively market our proactive approach to providing services versus the reactive approaches typically associated with public safety. | | | | | |
| | Highlight prevention- Engaging seniors, safe places for youth, etc. to alleviate potential social burden | | | | |
| | Quantifying benefits of P&R and how these directly alleviate the burden on social spending, safety, etc. | | | | |
| | Marketing strategy that compares cost of jails, etc. to parks construction and maintenance | | | | |
| | Demonstrate links to parks for crime prevention, vs. traditional connections to Police, etc. | | | | |
| REP | Position Florida agencies to contend for Gold Medal Awards | | | | |
| REP | Position Florida agencies to receive Agency Accreditation | | | | |
| Strategy: Continue to enhance the Joe Abrahams Academy for Leadership Excellence | | | | | |
| LDR | Local municipalities/agencies with state assistance to seek and secure funding for sponsorships and/or scholarships. | JAALE Faculty | | | |
| LDR | Identification and Recruitment of attendees for 2011. | JAALE Faculty | | | |
| LDR | Content assessment and ongoing curriculum development. | JAALE Faculty | | | |
| LDR | Quantify the benefits of graduating from Joe Abrahams Academy for Leadership Excellence. | JAALE Faculty / Graduates | | | |
| LDR | Create payment plan in order to make cost more affordable to participants. | JAALE Faculty | | | |
| LDR | Form Joe Abrahams Academy for Leadership Excellence Alumni Association. | JAALE Faculty / Graduates | | | |
| LDR | Establish communication methods with Joe Abrahams Academy for Leadership Excellence Alumni Association. | JAALE Faculty / Graduates | | | |
| LDR | Create a Joe Abrahams Academy for Leadership Excellence brand for marketing (i.e. incorporate FRPA logo) | JAALE Faculty / Graduates | | | |

NOTES:

Graduates should be recruited to assist in this initiative as well as for participation in other leadership roles within the profession.

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| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: Seek leaders and leadership development opportunities incorporating the business community and other areas outside traditional parks and recreation. | | | | | |
| LDR | Publicize the leadership assessment tool is available to Directors. | | | | |
| | Update leadership assessment tool | | | | |
| | Engage potential partners to deliver skill specific training - may need to look outside field | | | | |
| | Develop training that supports leadership assessment competency areas | | | | |
| | Determine best ways to deliver training | | | | |
| | Select pilot agencies to implement plan to incorporate assessment tool - training, evaluation, objective setting | | | | |
| | Evaluate success of pilot agencies | | | | |
| | Expand agency use of program and continue | | | | |
| | Expand database of available training and speakers | | | | |
| LDR | Educate Agency Directors about assessment tool and program. | | | | |
| LDR | Publicize partnership opportunities to local leaders expressing the potential benefits to the community. | | | | |
| LDR | Identify areas within the organization that could benefit from outside leadership/expertise. | | | | |
| LDR | Identify businesses and organizations that are receptive to partnering. | | | | |
| LDR | Evaluate program and quantify benefits of partnered organizations. | | | | |

NOTES:
 This initiative should include areas of fiscal management, strategic modeling, metric analysis and other business principles that can be incorporated into a new "mindset" of parks and recreation professionals.

FOR REVIEW IN 2012-2013

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|--|--------------------------|------------------------|---|
| Strategy: Provide a STEPS program to gain experience in areas (i.e. job shadow, mentoring, cross training, advisory board meetings) that address the competencies required for an upper level management position. | | | | | |
| LDR | Create STEPS program "master plan". (On hold until the Emerging Professionals Program and Mentoring Program can get underway and be evaluated. It could be that combined with the JAALE, these programs can be the framework for a STEPS program.) | May Call for an additional workgroup, or expand JAALE to encompass this. | | | |
| LDR | Communicate the availability and benefits of the "master plan" to Agency Directors. | | | | |
| LDR | Introduce "master plan" to mentors/job shadowers/cross-trainers/advisory board in order to obtain buy-in. | | | | |
| LDR | Kick off meeting for STEPS program in order to provide introductions. | | | | |
| LDR | Start STEPS program. | | | | |
| LDR | Introduce "master plan" to department staffs. | | | | |
| | Identify Core Competencies specific to agency needs through an assessment tool | | | | |
| | Identify Appropriate Participants | | | | |
| | Identify Individual Staff Strengths via evaluation tool | | | | |
| | Develop human asset mapping of employees strengths | | | | |
| | Identify Individual Competency Gaps | | | | |
| | Utilize staff strengths to develop training opportunities | | | | |
| | Develop specific personalized training techniques | | | | |

Green highlighted areas indicate which “group” will be responsible for accomplishing the task.

| | | FRPA | Best Practices Workgroup | Benchmarking Workgroup | Agency Implementation Guide (components w/in) |
|---|--|------|--------------------------|------------------------|---|
| Strategy: CONTINUED - Provide a STEPS program to gain experience in areas (i.e. job shadow, mentoring, cross training, advisory board meetings) that address the competencies required for an upper level management position. | | | | | |
| | Implement training | | | | |
| | Evaluate training outcomes | | | | |
| | Delegate assignments according to personalized training | | | | |
| | Share successes with FRPA and others | | | | |
| | Create a compendium document comprised of individual training modules of specific agencies | | | | |
| | Provide compendium document as a resource on FRPA website | | | | |
| | Interagency cross training | | | | |
| | Undercover Boss/Job Shadowing | | | | |
| LDR | Rotate participants through all STEPS. | | | | |
| LDR | Evaluating program outcomes. | | | | |
| LDR | Communicate successes in order to continue program. | | | | |

NOTES:

While critically important to get well trained leaders positioned for succession, this initiative will probably be best begun in the 2012-2013 FY with implementation in 2013-2014.