FRPA LEADERSHIP SCHOOL

JANUARY 11-14, 2027
FLORIDA ELKS YOUTH CAMP
24175 SE HWY 450, UMATILLA, FL 32784

The FRPA Leadership School is designed to further develop managers that are leading from the middle of their organization. Participants must have been in a leadership role for a minimum of five years and have a desire to move into a higher level in the field of parks and recreation. As much of the content teaches to staff relations, it is required that participants have experience with or currently supervise staff or volunteers. The FRPA Leadership School is about the PEOPLE and the PLANS you are involved with in your work. It will be a little about you, but more about others you will be leading, and how the variety of plans in place help you manage and monitor, helping achieve success as a team. This program is intended to be the next step in gearing you up for management of your assets to build a sense of culture and progress. After completion of the Leadership School and continued employment in the field, participants should explore FRPA Abrahams Jones Leadership Academy as a part of their professional development journey.

ALL ABOARD!



This event brings together professionals at every stage of their mid-career leadership journey. Some are in the **Developmental** stage, growing into greater responsibility, managing tasks or small teams, and beginning to transform their work from just a job into a true career. Others are at the **Single-Focus/Multi-Function Management** level, where they're leading multiple teams within a discipline, driving efficiency, and aligning results with organizational goals as they put their skills into practice across increasingly complex scenarios. And many are advancing into **Area and Division Leadership**, overseeing a variety of disciplines across regions, shaping culture, driving growth, and making decisions that carry wide-reaching impact. Together, these levels reflect growth in our field—**knowledge, exposure, and expansion**—and Leadership School is designed to inspire and equip attendees no matter where they are on their path.

ITINERARY

Mon, Jan 11	Tue, Jan 12	Wed, Jan 13	Thur, Jan 14
11:30 pm Check In	7:30 am Breakfast	7:15 am Breakfast	7:30 am Breakfast
1:00 pm Welcome	8:15 am Sessions	8:15 am Sessions	8:30 am Sessions
2:30 pm Sessions	12:30 pm Lunch	12:30 pm Lunch	1:00 pm Wrap Up
6:15 pm Dinner	1:30 pm Sessions	1:30 pm Sessions	*meals listed in schedule are provided and participants are expected to eat as a group.
7:15 pm Patio Time	6:15 pm Dinner	6:15 pm Dinner	
	7:30 pm Patio Time	7:15 pm Patio Time	

THE DESTINATION



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 accommodation and wonderful meals will ensure you are well nourished in body, mind, and spirit. Housing Options include single or shared accommodation; see Registration Form 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 space.

EXCURSION DESCRIPTIONS

Welcome, Introductions and Networking Activity – 0.15 CEUs

Erin Murphy, Director, West Melbourne Parks and Recreation

Career Map Competencies: Interpersonal; Relationship Building; Leadership

During the Building Your Network sessions, you will have the opportunity to talk with seasoned professionals and your fellow participants. Get to know others from around the State and begin building your statewide network here. The contacts you make and the resources they have to share will be a long-lasting benefit for you and your agency.

Strengths Based Leadership – 0.3 CEUs

Erin Murphy, Director, West Melbourne Parks and Recreation

This interactive session will guide participants through an exploration of the strengths they have to offer and how to put those to work building teams, coaching others, and mentoring new professionals. Using results from personal assessments as a jumping off point, you will learn more about your strengths and how to access them to the fullest potential to build and manage your best team.

Building Organizational Culture – 0.175 CEUs

Jim Couillard, Director, Marion County Parks and Recreation

Career Map Competencies: Supervision and Oversight; Leadership; Relationship Building; Resource Management; Critical Thinking and Decision Making; Organizational Design

A good organizational culture is critical to the success of an organization and its 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. We will navigate expectations and best practices with regards to organization culture. Taking a look at Mission, Vision, and Values, we will look at how to break down the silos between departments/divisions/sections, and learn how organizational culture influences hiring, performance and employee retention.

People Management - Creating and Managing the Team - 0.15 CEUs

Daniel Alberty, Assistant Director, Village of Pinecrest

Career Map Competencies: Supervision and Oversight; Leadership; Relationship Building; Technology; Resource Management; Policy Compliance; Risk Management

How do we create a cohesive team? Beginning with hiring the right people for the right positions or utilizing the coaching up or coaching out' theory, you can create your team from the ground up. We will discuss recruiting, selecting, hiring, and coaching in the first part of this session. Nurturing and developing your team is a must. In the second part of this session, we will discuss effectively using training to develop preferred behaviors to achieve team success. This session will also touch on management tasks such as performance evaluations and making them work for all; progressive discipline and performance improvement plans; employee recognition (peer to peer acknowledgment methods and organized employee appreciation models); delegation; and meeting management.

Communication - 0.25 CEUs

Charla Lucas, Chief Operating Officer, FRPA

Career Map Competencies: Communications, Public Relations and Marketing; Supervision and Oversight; Program and Event Management; Leadership; Relationship Building; Technology; Risk Management; Critical Thinking and Decision Making

As leaders, it is critical to understand the power of connecting to people through effective communication. Connecting is the ability to identify with people and relate to them in such a way that it increases our influence with them. Building your skills in this important leadership area will position you for greater success. During this session you'll practice skills like active listening, clear messaging, and adapting your communication to different audiences—from peers and supervisors to community members and the media.

Decision Making, Critical Thinking and Change Management – 0.2 CEUs

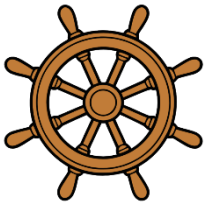
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Career Map Competencies: Communication, Public Relations and Marketing; Supervision and Oversight; Program and Event Management; Leadership; Relationship Building; Technology; Resource Management; Risk Management; Policy Compliance; Data Analysis; Critical Thinking and Decision Making

Thinking critically ensures that you are leaning upon tried and true practices for making well rounded decisions for your organization. Learn about the skills necessary to be a critical thinker. Critical thinkers ask necessary questions, assess possible outcomes, explore alternatives, and communicate effectively. Critical thinking leads to successful decision making. We don't always have time to wait on the results of analytical thought and data gathering, so we must train our brains and be confident in making decisions quickly and defending those decisions. Even with the best critical thinking and most adept decision-making skills, change exists and will factor into our future. Often, we are dealing with changes imposed by others or occurring organically, but there is also a benefit to knowing how to be an effective change agent. Discover the benefits of driving change and the risks involved.

External Relations—Your Partners are Your Best Advocates – 0.1 CEUs

Panel



Career Map Competencies: Communication, Public Relations and Marketing; Leadership; Relationship Building; Resource Management; Natural and Cultural Resource Management; Interpersonal

This panel will present a dialogue about the importance of external relationships. Identify who your partners are (Friends Groups, Boards, Partners, Sponsors, Parents). Learn how to engage your partners as your best advocates and evaluate whether what they're saying aligns with your MVV. Panelists will discuss their thoughts on techniques to build these critical partnerships, share success stories, lessons learned, and the proper use of external support systems.

Politics and Storytelling – 0.15 CEUs

Eleanor Warmack, Chief Executive Officer, FRPA

Career Map Competencies: Leadership; Communications, Public Relations and Marketing; Relationship Building; Resource Management; Data Analysis; Interpersonal

Is it politics, legislative work, advocacy, education or something else? When people hear politics, they often think of something they don't want to be involved in. When people hear advocates, they often think of something that will take a lot of time to develop. When people hear legislative, they often are told that you can't participate in that. Regardless of these statements or perceptions, politics, legislative work, and advocacy are critically important for our industry. In this session we will talk about the similarities and differences, ways you can and should be involved, and the benefits of advocates and advocacy when it comes to storytelling. We will briefly talk about tools such as the 'It Starts in Parks' message and the FRPA Impact Calculator and how each may assist you in telling the story of parks and recreation.

Planning - 0.2 CEUs

Lonne Moore, Projects Manager, Charlotte County Community Services

Career Map Competencies: Planning (Operational); Planning (Strategic, Master, Comprehensive, and Asset Management); Supervision and Oversight; Leadership; Financial Management; Technology; Resource Management; Risk Management; Natural and Cultural Re-source Management

Leaders in every profession must utilize and prioritize planning principles, tools, and techniques in order to achieve desired results, and Parks and Recreation leaders are no different. By taking a look at the different types of plans professionals use- strategic plans, needs assessments, business plans, job duty analyses, process improvement analyses, master plans, etc.- we will explore their role in our profession. We will also take a look at the execution of such plans; how do you actually make vision/strategic plans a reality? We will explore the prioritization of plans

and tasks and understand what it means to predict change (forecasting) and disrupt for positive impact (change management). We will also touch on risk management and emergency preparedness, and brainstorm about the use of technology in engagement and tracking for planning of any kind (programs, budgets, policies, etc.).

Budget 2.0 – 0.2 CEUs

Lara Khoury, Assistant Director, Largo Recreation, Parks & Arts

Career Map Competencies: Financial Management; Leadership; Technology; Resource Management; Data Analysis

Budgeting is prevalent throughout each step of your career. In this mid-level course, we will take a look at gathering and analyzing operating data and how that translates to organizing your budget as well as justifying your budget to others. This session will touch on capital and project planning vs. operational budgets.



Packing it all Up - Crafting a Collective Vision: Building a Strong Team Together - 0.2 CEUs

Erin Murphy, Director, West Melbourne Recreation

Daniel Alberty, Assistant Director, Village of Pinecrest

Aligning personal vision with organizational vision allows you and your organization to achieve goals. In this session we will revisit your personal leadership vision and explore its relationship to your organization vision then discuss how this all relates to your team's culture.

Strengths Based Leadership Link Backs - .25 CEUs

Erin Murphy, Director, West Melbourne Recreation

Daniel Alberty, Assistant Director, Village of Pinecrest

During the Strengths Based Leadership Link Backs, faculty will make connections between the SBL assessments and content delivered during each period. This will reinforce the participants' understanding of how to apply the results of their assessment to their own growth plan and the leadership of their team.



Open Discussion Time – 0.1 CEUs

Leadership School Participants

Throughout your time at the Leadership School, you will have an opportunity to ask your burning question of your fellow professionals or faculty. Whatever your challenge, share it in this discreet environment, and receive ideas that are solution minded. These are the golden nuggets that allow you to bring valuable information back home, showing the benefit of your agency investing in your attendance at the Leadership School.

Thank you for your support of the FRPA Leadership School!

Greenfields Outdoor Fitness

FRPA LEADERSHIP SCHOOL



REGISTRATION

Submit by December 18, 2026

NAME	TITLE	#YEARS IN FIELD	
EMPLOYING AGENCY		#YEARS IN CURRENT POSITION	
MAILING ADDRESS (MATERIALS WILL BE MAILED HERE)		# YEARS SUPERISING STAFF	
CITY, STATE, ZIP		PROFESSIONAL CERTIFICATION/ DESIGNATION	
TELEPHONE	EMAIL		
EMERGENCY CONTACT NAME/PHONE			
ALLERGIES/DIETARY REQUIREMENTS			

All registration options include coursework, training materials, Monday dinner; Tuesday/Wednesday breakfast, lunch and dinner; and Thursday breakfast; as well as breaks. Three nights' housing is included in packages: January 11, 12, and 13 with check out on the 15th. Check your registration option below.

Registration Policy | Should you require dietary needs that incur additional cost to FRPA, you will be responsible for additional charges. **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 three 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 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 always conduct themselves 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.

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REGISTRATION INFORMATION

Submit by December 18, 2026

Registration includes coursework and training materials and meals noted on the schedule. Silver and Gold Agency Members can register non members at the member rate using this form.

REGISTER ONLINE

LODGE ROOM PRICING — LIMITED AVAILABILITY

FRPA MEMBER			
	$1,100 *(single room)*		**$900** *(each-double occupancy room)*
NON MEMBER			
	$1,200 *(single room)*		**$1,000** *(each-double occupancy room)*

STANDALONE CABIN PRICING — LIMITED AVAILABILITY

FRPA MEMBER			
	$1,175 *(single CABIN)*		**$975** *(each-double occupancy CABIN)*
NON MEMBER			
	$1,275 *(single CABIN)*		**$1,075** *(each -double occupancy CABIN)*

PAYMENT INFORMATION

TOTAL AMOUNT PAID: CHECK #:
CREDIT CARD: CREDIT CARD NUMBER MUST BE CALLED INTO FRPA OFFICE AT 850-878-3221 (DO NOT PLACE CREDIT CARD NUMBER ON THE FORM)
NAME ON CARD:
SIGNATURE ON CARD:
BILLING ADDRESS:

RETURN COMPLETED REGISTRATION AND APPLICATION TO ELEANOR@FRPA.ORG BY DECEMBER 18, 2026

