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## BREC 30/60/90-Day Plan

### A. Plan Focus Area & Purpose



This summary will outline my 90-day plan to “Hit the Ground Running” as the next Superintendent of the Recreation and Park Commission for the Parish of East Baton Rouge, should I be honored as the successful candidate. This plan will include my goals to enhance internal & external communications, promote new initiatives, focus on budgeting issues, support BREC’s programming and mission-based community engagement strategies, improve sustainable funding and revenue generation, and foster BREC staff development.

With approval of the Commission, I will undertake strategic planning, stakeholder engagement, community brand awareness, stable funding strategies, and institutional development with the goal of positioning BREC as a model institution throughout the Baton Rouge metro region.

My goal with this plan is to detail the execution of a seamless transition to the role and responsibilities of Superintendent and ensure continuity of leadership to key stakeholders, in addition to identifying new opportunities for improved growth, financial strength, measurable performance, compliance, and organizational culture.



### B. Plan Objectives

The primary objective would be to build upon current BREC successes, processes, performance, and initiatives, providing the BREC family of commission members, management, staff, volunteers, corporate partners, community organizations, vendors, and other stakeholders with deliverable solutions to current issues, introduction of new processes that will make operations smoother, and action items addressing the needs of the entire Baton Rouge metro region.



Additionally, the goal would consist of aligning BREC’s branding with available earned media opportunities, promoting BREC through closer partnerships, supporting the vision and mission of BREC’s unique structure as an independent park district, and maximizing BREC’s reach throughout and beyond the Baton Rouge footprint.

- *Align with BREC’s vision to ensure system-focused approach to daily operations & strategic planning.*
- *Oversee all budgeting, finance, purchasing, technology, facilities, staffing, and compliance issues.*
- *Identify standing commitments and newly introduce innovative internal and external marketing processes.*
- *Compare forecast vs. actual performance, prioritizing opportunities based on parks & recreation best practices.*
- *Meet with staff to develop new strategies, workplace dynamics, and improvement opportunities.*
- *Prioritize stakeholder meetings to leverage relationships & identify strategies to improve collaboration.*
- *Identify existing successes & effectiveness to ensure that continuity is retained where advisable.*
- *Work closely and collaboratively with the Board, Senior Executive Team, and other stakeholders.*
- *Collaborate across departments and staff to build a strong organizational infrastructure.*



### C. Previous Leadership Experiences

*The following leadership experiences, as well as my track record of staff relations, financial stewardship, community outreach, and corporate partnerships in a variety of environments, has positioned me as a strong candidate prepared to succeed as the next Superintendent of BREC.*



*As BREC Chief of Management & Business Services (2012-Present),* play a key management role in overseeing 180+ parks, observatory, swamp nature center, performing arts theatre, equestrian park, art gallery, arboretum, zoo, golf courses, dog parks, extreme sports park, BMX track, velodrome, aquatics center, trails system, fishing ponds, playgrounds, food & beverage outlets, maintenance shops, recreation centers, special use facilities, plantation, museum, stadiums, sports complex, ballfield, and tennis centers.

*As Managing Member & Principal of The Moreward Group, LLC (2002-2014),* assigned by FEMA as one of 6 consultants to administer the \$1 billion Community Disaster Loan program approved by Congress in 2005. Coordinated with Superintendents, Mayors, Directors of Finance & CFOs of governmental entities, parishes, school boards, and cities. Houston Public Assistance Coordinator in the aftermath of Hurricane Ike, developing 350+ project worksheets & \$120 million for the 4th largest city in the nation.



*As Corporate Attorney for Akin Gump Strauss Hauer & Feld, LLP (2001-2002),* recruited as Corporate Associate for a Top 20 law firm with 900+ attorneys and specialties in Bankruptcy, Restructuring, Capital Markets, Debt, Government Relations, Healthcare, and Native American Law. Advised clients with respect to general corporate governance matters and compliance with applicable securities regulations, high-profile corporate transactional matters, and corporate governance.

*As Staff Accountant for Ernst & Young, LLP (1996-1998),* competitively selected as staff accountant following college graduation and assigned to perform audits for a variety of entities for a leading multinational professional services firm with HQ in London and offices in 150 countries. Reviewed systems to correct or improve financial and system operations, prepared comprehensive reports, and attended conferences with senior management to review audit findings and recommendations.



*As Baton Rouge Area Civic Activist (2014-Present),* serve on the Board of Directors of Baton Rouge College Preparatory School (2015-Present), 100 Black Men of Metro Baton Rouge (2017-Present), Capital Area CASA - Court Appointed Special Advocate (2015-2018), and Graduate of Baton Rouge Area Chamber's Leadership B.R. Program (2014).



**D. Plan Days 1 - 30**



**BREC Community Engagement:** Reach out to each member of the board, and every elected official in the parish including the four mayors, Metro Councilpersons, school board members and Superintendent, sheriffs, and police chiefs and personally introduce myself to as many stakeholders as possible, describing the incredible honor of leading our organization into a positive and successful direction. I also will ask for detailed feedback, announce my “Open Door” and “Transparency” policies, and assure the entire regional community that the future of BREC is bright.

**Catalog Existing Systems & Procedures:** Get up to speed immediately by conducting in-depth Due Diligence-Best Practices Analysis of existing BREC processes that have not previously been within my direct areas of responsibility, carefully reviewing procedures, systems, accounting, reporting, compliance, programs, contracts, relationships, partners, and resources. I will attend meetings with key stakeholders to identify existing project commitments and timelines.

**Zoo Accreditation Process:** Review the progress of the Master Plan for the Zoo due for completion in the fall of 2019. Ensure that the work necessary for the Zoo to achieve accreditation is prioritized and that any construction will be part of the overall Master Plan. Obtain clarification on available construction funds within and outside of BREC required to bring the Zoo back in compliance with Association of Zoos & Aquariums standards.



**E. Plan Days 31-60**



**Board Projects:** Obtain a list of key recommended contacts from each board member that I can personally reach out to and introduce myself in order to reinforce and enhance BREC’s important mission within the metro community. Generate weekly reports of progress in outreach campaigns, develop forecasts of measurable results, and work closely with the Board on priority alignment for 2019-2020 targets and beyond.

**BREC Internal Teambuilding:** Meet with each of the existing leaders of BREC’s units (Golf, Zoo, Recreation, Aquatics, Equestrian Center, Tennis, Athletics, Theatre, Bluebonnet, Magnolia Mound, Gallery, Extreme Sports, Observatory, Outdoor Adventure, Conservation, Dog Parks, Special Events, Volunteers). Thank each one for their valuable and continued dedication, gain detailed feedback, and seek suggestions on improvements going forward.

**SWOT Analysis Process:** Communicate with stakeholders to identify specific strengths, weaknesses, opportunities, and threats, as well as strategies to improve collaboration, community engagement, and operational performance. Engage with leadership and staff, strategic partners, vendors, and IT/web management, with an emphasis on positive improvement.



**F. Plan Days 61 - 90**

**BREC New C.A.R. (Challenge-Action-Result) Recognition Process:** Introduce a new “BREC Excellence” online portal where our staff or managers can log in to briefly describe a *Challenge* they have encountered in their duties, the *Action* they took to overcome the challenge, and the positive *Result* that has improved BREC or solved a problem. A story and photo of the staffer or manager will be posted online internally for all to view.



**Review Organization Structure and Hire Key Personnel:** Interview and hire for key positions including Chief of Management Business Services, Assistant Superintendent of Recreation, and Director of Finance.



**Corporate Outreach Opportunities:** Conduct community research to identify and generate a detailed list of additional engagement opportunities that would optimize organizational strategy, increase brand awareness, and positively position BREC with the opportunity to access increased resources and partnerships. Execute the Strategic Plan to ensure that BREC continues its success as a National Recreation & Parks Association Gold Medal Award recipient.

**G. Plan Conclusions**

*As a Louisiana native who personally benefitted from the recreation and programs that my community put in place, I was able to emerge from a childhood in urban housing projects to a successful corporate career and graduation from Harvard Law School. I will leverage my background in the areas of organizational administration, project management, infrastructure planning, and staff development as Superintendent.*



*My ability to build sustainable processes that encourage growth, fiscal responsibility, creativity, and legal compliance should also prove beneficial. As a member of BREC’s Senior Executive Team, I have the proven background to “hit the ground running” and maintain a focus on Accounting, Budgeting, Financial Forecasting, Legal, Marketing, PR, IT, HR, Risk Management, and Internal Controls.*

*I intend to establish new processes and workflows to unify our efforts and increase the impact of BREC on the larger community. I will prioritize the central role of the BREC in making a positive contribution on the community through ethical, inclusive, and creative leadership. I will collaborate with local, federal & state government, universities, schools, corporate sponsors, business leaders, church groups, community advocates, and the BREC Foundation.*



*My 2019-2020 goals are to ensure that BREC will faithfully execute its critical mission and build upon and maintain its national reputation for excellence, as well as BREC’s unique structure as an independent park district. With the collaboration of the Commission, I will ensure that we improve our measurable results and metrics for all 20 BREC programs. Our current scores of 82.5 & 89.2 on the 100-Point Satisfaction Scale indicates room for improvement.*

