

# How Do I Do More with Less?

By  
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City of Winter Springs, Florida

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## MY BACKGROUND

- Over 30 years in the field of Parks and Recreation
- 9 1/2 years at City of Winter Springs, Florida (2007 Money Magazine 31<sup>st</sup> Best City to live in.)
- Very involved in Athletic Turf Grass – 419 Bermuda, Seashore Paspalum (Sea Isle 1, Sea Dwarf, Aloha)

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**MY BACKGROUND**

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- Received the following National Awards:
  - Fields of Excellence (Pioneer)
  - Sports Complex (STMA)
  - Grand Award (PGMS)
- Served 4 years on STMA Awards Committee and currently serving
- Submits articles and photographs to State and National publications (Sports Turf, Sport's Field Manager, Turf, American City and County, FRPA Journal, and Quality Cities.

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**HOW DO I DO MORE WITH LESS?**

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- We must do more with less. If you say, that's the way we always do it, you're probably a liability to your organization and putting your work force at risk.

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**HOW DO I DO MORE WITH LESS?**

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- Past experience is important, but as yesterday's map to the present. The future work force will be marked by insight, speed and the ability to change problems into advances.

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### HOW DO I DO MORE WITH LESS?

- We must be bold leaders; not good followers. As those in charge of our facilities we should take the lead and be the innovator of change, the one with forward looking vision.

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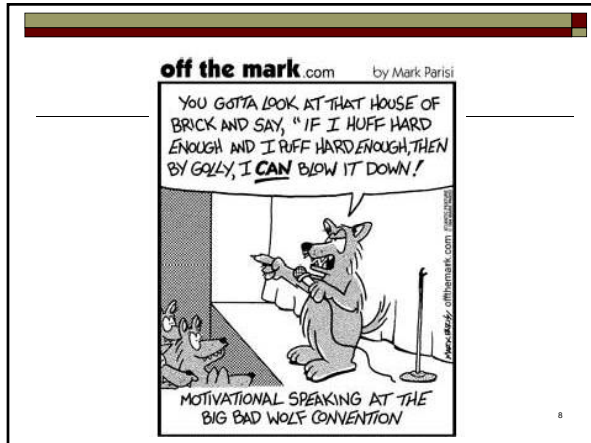
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### HOW DO I DO MORE WITH LESS?

- As Ray Croc said, "The quality of a leader is reflected in the standards they set for themselves." A great organization is one that comes back even stronger when they're faced with setbacks. They figure out ways of working hard together to overcome the challenges.

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### HOW DO I DO MORE WITH LESS?

- As a leader, you must look at your total organization as changes need to be made.

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### HOW DO I DO MORE WITH LESS?

- Looking at it in terms of the change, I have to win. I must have a game plan. That game plan is made up of what I want to accomplish and when I want it done. It's spelled out through written goals, making them real and attainable, making them quantifiable.
- The acronym is SMART: specific, measurable, attainable, relevant and time bound.

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### DEALING WITH CHANGE

- As leaders considering the facts, we may determine that a cooperative agreement with an outside contractor for specific services is the most effective way to save money or enhance those services for our organization. It's a brave and bold step that produces opposition from our staff, yet it can be a vital choice in facing budget challenges. This is a last resort.

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### DEALING WITH CHANGE

- We also made it clear that, during a budget crunch, all positions are vulnerable. If I'm not making good recommendations as the Manager, and I'm not able to document why those recommendations are valid, why do they need me here?

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### DON'T DO IT!

- Things NOT to do:
  - Refuse to be part of the solution.
  - Bad mouth upper management.
  - Sabotage efforts for change

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### GREAT

- A Great crew or department is one that efficiently delivers superior performance, and makes a distinctive impact over a long period of time, beyond a single leader, great idea, or funding source, and comes back even stronger when faced with setbacks.

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### CALIBRATE AND MEASURE SUCCESS

- It's important to calibrate and measure our successes. In evidence based management, the decisions are made by facts. In many cases the facts on what works are there. The managers need to use them.

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## CALIBRATE AND MEASURE SUCCESS

- Not everything that can be counted counts, and not everything that counts can be counted. You may build bulletproof, evidence based cases for action. However, good storytelling often carries the decision.

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## SYNERGISE

- Seek new and better ways to do things.
- Don't accept the roadblocks to needed change.
- Exercise courage and consideration in calling for change.
- To achieve your goals you must be energetic and highly focused.

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**PRESSURE**

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*The only pressure that amounts to a hill of beans is the pressure you put on yourself. So I don't worry about outside pressures. But if I don't put pressure on myself to do a the best job I'm capable of doing, then I'm cheating everybody, including myself.*

-John Wooden

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**GREAT LEADER**

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*A good leader brings results.  
A great leader writes a new story.*

-Carlos Ghosn

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**SYNERGISE**

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*There is always a better way.*  
-Thomas Edison

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**GOOD SUPERVISION**

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*Good supervision is the art of getting average people to do superior work.*  
-Anonymous

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**EXECUTE**

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*Being able to execute is a special and distinct skill. It means a person knows how to put decisions into action and push them forward to completion, through resistance, chaos, or unexpected obstacles. People who can execute know that winning is about results.*  
-Jack Welch

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**OPPORTUNITIES**

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*It's through curiosity and looking at opportunities in new ways that we've always mapped our path. There's always an opportunity to make a difference.*

-Michael Dell

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**GOOD LEADERS**

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- Hire Well
- Develop Strengths
- Calibrate Measures and Success
- Expect Good Results
- Encourage

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**LEADERSHIP**

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- Leadership is less about leading and more about helping people identify their role in the big picture. This helps create accountability. At the same time it helps them realize that they're a leader and every one working with them is a leader.

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## LEADERSHIP AT ALL LEVELS

- Shared responsibility for the success of the crew, team, or department regardless of the position of responsibility.

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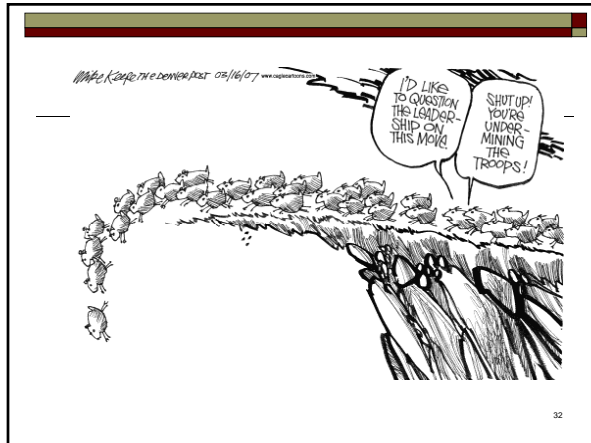
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## WHAT CAN I DO?

1. TRACK WHAT THEY DO AND HOW LONG IT TAKES TO DO IT.
  - A. Have them write it down in 15 minute intervals.
  - B. Have a very detailed work plan.
  - C. Celebrate staff accomplishments.

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**WHAT CAN I DO?**

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**2. SET HIGH STANDARDS.**

- A. Take pictures.
- B. Follow up regularly.
- C. Encourage seeing the little things.
- D. Celebrate and recognize outstanding efforts.

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**WHAT CAN I DO?**

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**3. LOOK FOR REVENUE INCREASING OPPORTUNITIES.**

- A. Rentals (Fields-year round play; Pavilions; Buildings; Clinics; Special Events; Naming Rights)

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**WHAT CAN I DO?**

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**4. LOOK FOR COST CUTTING OPPORTUNITIES (OPERATIONS)**

- A. Utilities (track costs).
- B. Operating hours, lengthening mowing cycle and maintenance cycle, painting grass instead of rye, put projects on hold.  
Think, ask for ideas.

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### WHAT CAN I DO?

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5. SEEK OUT VOLUNTEER HELP AND USE THEM EFFECTIVELY.

- A. Community Service, Trustees.
- B. College, Vo-Tech, High School, Middle School.
- C. Civic Clubs and Organizations.

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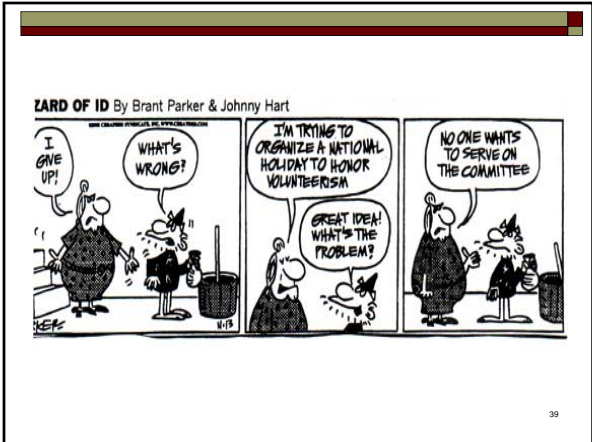
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**WHAT CAN I DO?**

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6. GO GREEN.

A. In spite of budget cuts, Green initiatives are valued by upper management.

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**WHAT CAN I DO?**

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7. PROMOTE, PROMOTE, AND RE-PROMOTE WHAT YOU HAVE DONE.

A. Share your tracking, revenue increases, cost cutting measures, volunteer help, and green initiatives, etc.

B. Share it with City leaders, administrators, supervisors, news media, other in your field, your residents and users.

C. They really want to know that you and your organization/crew are truly doing more with less.

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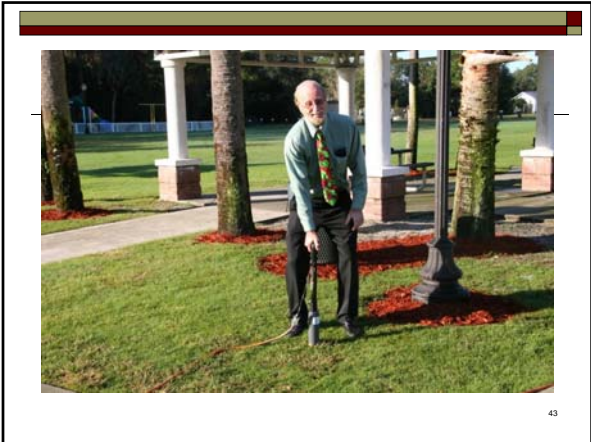
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**10 SECRETS TO SUCCESS**

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Investors Business Daily has spent years analyzing leaders and successful people in all walks of life. Most have traits that, when combined, can turn dreams into reality. These traits apply to all jobs, even yours.

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**10 SECRETS TO SUCCESS**

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1. **HOW YOU THINK IS EVERYTHING:**

Always be positive. Think success, not failure. Beware of a negative environment.

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**10 SECRETS TO SUCCESS**

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2. **DECIDE UPON YOUR TRUE DREAMS AND GOALS:**

Write down your specific goals and develop a plan to reach them.

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**10 SECRETS TO SUCCESS**

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3. **TAKE ACTION:**

Goals are nothing without action. Don't be afraid to get started. Just do it.

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**10 SECRETS TO SUCCESS**

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4. **NEVER STOP LEARNING:**

Go back to school or read books. Get training and acquire skills.

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**10 SECRETS TO SUCCESS**

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5. **BE PERSISTENT AND WORK HARD:**

Success is a marathon, not a sprint.  
Never give up.

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**10 SECRETS TO SUCCESS**

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6. **LEARN TO ANALYZE DETAILS:**

Get all the facts, all the input. Learn from your mistakes.

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**10 SECRETS TO SUCCESS**

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7. **FOCUS YOUR TIME AND MONEY:**

Don't let other people or things distract you.

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**10 SECRETS TO SUCCESS**

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8. **DON'T BE AFRAID TO INNOVATE; BE DIFFERENT:**

Following the herd is a sure way to mediocrity.

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**10 SECRETS TO SUCCESS**

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9. **DEAL AND COMMUNICATE WITH PEOPLE EFFECTIVELY:**

No person is an island. Learn to understand and motivate others.

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**10 SECRETS TO SUCCESS**

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10. **BE HONEST AND DEPENDABLE; TAKE RESPONSIBILITY:**

Otherwise, Numbers 1-9 won't matter.

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## SUCCESS

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Yesterday's successes do not guarantee tomorrow's successes. Be fast on foot and vigilant. Be a little paranoid. If not, your not vigilant enough.

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## QUESTIONS?

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