



2018-2019
STRATEGIC PLAN UPDATE
FLORIDA ASSOCIATION OF CODE ENFORCEMENT
July 23, 2018

Facilitated by:
Mari Rains
Institute of Government
University of Central Florida

INTRODUCTION

The Board of Directors of the Florida Association of Code Enforcement (F.A.C.E.) held a workshop to update their strategic plan on July 23, 2018. Ms. Mari Rains, Interim Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

Seven of the eight members of the Board of Directors were in attendance for the session. The group reviewed the vision statement and mission statement that had been crafted previously and made no changes to either. They sequenced the values statements to create a memorable acronym, PACED, and made minor edits to the Accountability and Diversity value statements.

The discussion then focused on the external and internal factors that may impact F.A.C.E. in the future. The participants identified the strengths, weaknesses, opportunities, and threats facing the organization.

The Board agreed that the seven existing goals are still relevant. The rest of the workshop consisted of identification of objectives for each goal and the establishment of priorities for the 2018-2019 year. The objectives receiving the most support are identified as priority objectives. This report is a summary of the discussions and conclusions of the workshop.

VISION

The Board made no changes to the existing vision statement.

The Florida Association of Code Enforcement is the premier organization devoted to providing exceptional, cutting-edge training for the advancement of code enforcement. We are dedicated to promoting the safety, personal awareness, education, and recognition of code enforcement personnel throughout the state.

ORGANIZATIONAL VALUES

The Board confirmed the existing values. They changed the sequence to create a memorable acronym, and modified one word in the Diversity statement:

P**rofessionalism:** We believe in maintaining professionalism at all times. We perform our duties without bias, and with a commitment to our organization, communities, and profession.

A**ccountability:** We believe in the careful stewardship of our educational, fiscal, and human resources. We conduct business with full transparency and responsiveness to the membership and the public.

C**ommunity:** We believe in providing the highest level of public service ensuring the health, safety, and welfare of communities throughout the state.

E**thical Practices:** We believe ethical practices include honesty, integrity and respect. By adhering to these practices, we instill confidence and trust in the organization, and in our members.

D**iversity:** We believe in welcoming all ideas, thoughts, and cultures by working together in harmony to achieve our common goals and objectives.

MISSION

The Board made no changes to the existing mission statement.

The mission of the Florida Association of Code Enforcement is to promote and advance the practice of code enforcement through education and certification; to further the interests of the profession through advocacy; and to promote networking, understanding, and fellowship among our members.

F.A.C.E. BRANDING

What do you think of when you think of F.A.C.E.?

- Community
- Education
- Solutions
- Customer Service
- Networking
- Code Enforcement
- Professionalism
- Information

EXTERNAL TRENDS AND ISSUES

The Board discussed issues and trends that are occurring in the international, national, and state environment that may have an impact on F.A.C.E. in the near future. The following external forces were identified as significant for the organization:

- State Elections (Amendment 1) (3)
- Immigration
- Government unrest
- Property taxes, Homestead exp.
- Foreign threats
- Beach property rights
- Additional homestead exemptions
- Anti-home rule sentiments (legislature)
- Law changes (Air BNB, etc.)
- Taxation on citizens
- 2018 Elections
- Gun violence
- Cyber security
- Crime
- Violence
- Racism
- Elderly citizens living alone (Squatter)
- Privatization
- Increased work load
- Economy
- Weather
- Jurisdiction budget
- Conference hotel cost/ shortage

INTERNAL TRENDS AND ISSUES

The group analyzed internal issues and trends that may have an impact on the organization. The following items were identified:

- Budget Reduction- Budget cuts from recession may hurt the organization
- Membership growth (3)
- Expensive hotels
- City/ County not paying for membership training
- Rising conference costs
- Higher attendance at conference (2)
- Music too loud at dinner?
- New members feeling lonely
- Updating curriculum
- Turnover people leaving new faces
- Membership apathy (1)
- Membership numbers
- Many new officers and admins
- Unable to reach all of Floridians with training (1)
- Updated technology
- Tech/ Software changes (2)
- The need for more involvement in FACE
- Lack of communication
- Partnerships-ICC, etc.
- Need to update training- changes to laws (1)
- New technology like online testing (1)
- Lack of training which could lead to possible lawsuits
- Short staffed
- New legislation that can be good or bad
- Unfair practice of internal policies
- Legal issues

The Board of Directors then identified what they perceive as strengths and weaknesses of the Florida Association of Code Enforcement. They also identified opportunities and threats that the organization faces. The following list is a compilation of these ideas. The number in parentheses () next to some comment indicates how many participants made this comment.

Strengths:

- Professionalism
- Certification updates (1)
- Training and conferences (1)
- Education (1)
- Diversity
- Numbers
- Open to new ideas and suggestions
- New ideas
- Membership numbers (1)
- Long term membership experience (1)
- Fiscal strength of organization
- Scholarship opportunities
- Financial stewardship
- Partnerships
- ICC and IOG partnership
- Sense of humor
- Financial stability
- Create F.A.C.E. BOD

Weaknesses:

- Lack of certification recognition by the State of Florida (1)
- Attacks on home rule
- Member participation
- Number of classes available and their locations
- Ability to provide educational opportunities for underserved areas like the Keys (2)
- Shorter certification classes
- Lack of additional classes in addition to levels
- Lack of mentorship (3)
- Member apathy (1)
- Not every jurisdiction has F.A.C.E. membership (1)
- More focus on new member orientation (3)
- Lack of awareness of numbers
- Attendance at BOD meetings
- Technology
- Broad intersection with some chapters
- Tied to economy

- Publish menu items
- Vegetarian option at conference dinner, add to registration

Opportunities

- Mentorship for new members (1)
- Chapter engagement
- Online training/ testing (1)
- Chapter engagement
- New technology
- Incentives to keep current members and to attract new ones
- Increased membership outreach (3)
- Online testing and training using webinars (3)
- Increased chapter involvement (3)
- High rise retirement designation for membership (2)
- Private code officers
- Legislative issues
- Forced closures are almost a thing of the past

Threats

- Economy
- Jurisdiction (code enforcement department budget)
- Cyber security
- Increased crime
- ICC partnership
- Frivolous trespassing (lawsuits by citizens)
- Criminals hiding out in vacant homes
- Deregulation
- Private code officers
- Political divide
- Privatization
- Political schemes
- Political unrest
- Heat wave (impact on jobs and residents)
- Retiring members
- Legislative issues

Potential Positive or Negative Factors

- Election results
- Housing market
- Amendments, law changes, or ordinance changes
- New governor
- Legislative issues

GOALS AND OBJECTIVES

*It was agreed that the existing seven areas are still appropriate goals for the Florida Association of Code Enforcement. Board members then identified objectives under each goal. There is no significance to the order in which the goals are listed. The name of the person responsible for implementation of the priority objectives is included. **Priority objectives were identified and are noted with a ★***

GOAL – MEMBERSHIP

To increase the value of membership in F.A.C.E. and attract, retain, and involve members

Objectives:

★ Increase membership outreach	(Lily)
★ Develop mentoring program for new members	(Bill/Lily/Michael)
★ Create new member orientation packet	(Lily/Susan)
★ Increase chapter involvement	(Lily/Board)
Engage new members	(Lily)
Increase attendance at conference	(Lily/Cindy)
Increase Board involvement with chapters	(April/Board)
Recruit members from every jurisdiction	(Lily)

GOAL – EDUCATION AND TRAINING

To continue to provide an exemplary education and certification program for code enforcement officers in Florida

Objectives:

★ Continue to review and update certification curriculum and exams on a rotating basis	(Michael)
★ Explore alternative methodologies for delivery of certification classes and exams, particularly in underserved regions	(Michael/Mari)
★ Develop mentoring program for new members	(Bill/Michael/Lily)

Priorities are noted with a ★

GOAL – TECHNOLOGY

To continue to embrace technologies to advance the effectiveness and efficiency of the Florida Association of Code Enforcement

Objectives

★Continue to improve functionality of website and membership database	(Liana/Susan)
Explore technology enhancements for improving communication	(Liana)

GOAL – FISCAL

To continue to ensure the Florida Association of Code Enforcement’s fiscal integrity and sustainability with transparency to the membership

Objectives

★Examine current fee structure and potential changes	(Michelle)
★Assemble finance and budget committee	(Michelle)
Ensure smooth transition with new Bookkeeper/Treasurer roles	(Michelle)

GOAL – IMAGE AND RELATIONSHIPS

To maintain a positive image and professional relationships with all our stakeholders

Objectives

Build relationships with other organizations – ICC, BOAF, FLC, FAC, FACA, etc.	(April/Board)
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Priorities are noted with a ★

GOAL – WELL FUNCTIONING BOARD

To maintain a well functioning Board with effective policies, open dialogue of diverse ideas, and active participation by all the members

Objectives

★Employ effective internal Board communication	(April/Board)
Facilitate Board interaction with members and chapters	(April/Board)

GOAL – ADVOCACY

To continue to take an active role in legislative matters and other actions that promote the organization and the profession of code enforcement

Objectives

★Educate & inform the membership about the legislative process and effective advocacy techniques	(Mitch)
Foster relationship with F.A.C.E. lobbyist	(Mitch)

Priorities are noted with a ★

PRIORITY OBJECTIVES

★ Increase membership outreach	<i>(Lily)</i>
★ Develop mentoring program for new members	<i>(Bill/Lily/Michael)</i>
★ Create new member orientation packet	<i>(Lily/Susan)</i>
★ Increase chapter involvement	<i>(Lily/Board)</i>
★ Continue to review and update certification curriculum and exams on a rotating basis	<i>(Michael)</i>
★ Explore alternative methodologies for delivery of certification classes and exams, particularly in underserved regions	<i>(Michael/Mari)</i>
★ Continue to improve functionality of website and membership database	<i>(Liana/Susan)</i>
★ Examine current fee structure and potential changes	<i>(Michelle)</i>
★ Assemble finance and budget committee	<i>(Michelle)</i>
★ Employ effective internal Board communication	<i>(April/Board)</i>
★ Educate & inform the membership about the legislative process and effective advocacy techniques	<i>(Mitch)</i>