

A decorative graphic on the right side of the page features three blue circles of varying sizes. A large circle is at the top, a medium one is below it, and a very large one is at the bottom right. Thin blue lines connect the top-left and top-right corners to the top circle, and another line connects the top-left corner to the middle circle. The bottom-right corner is partially obscured by the large bottom circle.

STRATEGIC PLAN UPDATE

**FLORIDA ASSOCIATION OF CODE
ENFORCEMENT**

July 20, 2017

**Facilitated by
Marilyn E. Crotty
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 20, 2017. Ms. Marilyn Crotty, 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 that had been crafted previously and made minor changes to it. They modified one of the existing organizational values statements and transposed two words in the mission statement.

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 2017-18 year. The objectives receiving the most support are identified as priority objectives. The rest of the objectives are designated as Other Objectives. This report is a summary of the discussions and conclusions of the workshop.

VISION

The participants made a few changes to the existing vision statement first established in 2008.

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 with the addition of three words in the fourth statement:

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

We value our communities. We believe in providing the highest level of public service ensuring the health, safety, and welfare of communities throughout the state.

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

We value ethical 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.

We value diversity. We believe in sharing all ideas, thoughts, and cultures by working together in harmony to achieve our common goals and objectives.

MISSION

The Board agreed to maintain the existing mission statement, transposing two words in the last phrase:

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.

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:

- Terrorism – events seem to be increasing
- Influence of media – sensationalism feeds unrest
- Increased polarization politically
- Distrust of government at all levels
- Decimation of home rule by legislature
- Aging workforce – baby boomers retiring
- Shortage of building inspectors/officials
- Increased privatization
- Health care issues
 - Cost increasing
 - Benefits decreasing
 - Federal level – no consensus
- Increase in number of vacation rentals
- Epidemic of dependency
 - Drugs – opioids
 - Alcohol
- Body cameras/vehicle cameras – privacy issues
- Use of drones – will increase? decrease?
- Changing retail environment – competition with internet
- Changing culture in state
 - Multi-cultural
 - Majority/minority communities
- “Snow birds” becoming more full time residents
- Cost of housing
 - Multiple families in single homes
- Foreclosures down – many vacant bank owned properties still in communities
- Natural disaster – Year of hurricane
- Racial unrest
- Economy – another recession?
 - Property values increasing
 - Budgets increased
 - Raises

INTERNAL TRENDS AND ISSUES

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

- Membership increasing – retaining more members
- Financial position - excellent
- Automation of membership renewal

Increased attendance at conference
Training classes filling
Perception of Board of Directors improved
 Open
 Better communication
Website improved
 Subscriptions up, but need more
Interest in committee participation increased
Relationship with chapters improved
No progress in state recognition
 Difficult legislative environment
Issues with external advisors
Members networking more – communications improved

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 chart is a compilation of these ideas. The number in parentheses () next to some comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Financial status (3) Fiscally stable	Political arena unrest (2)-Opinions of government	Increase relations with Chapters (2) chapter involvement	Anti-government attitudes
Education (2) – Educational partnerships	Public still has negative perception of code enforcement	New people entering the profession	Increased attacks on public and government
Board of Directors (2) Solid; Respect for each other	Unknowing the values of our association (non- active chapters and jurisdictions)	Required uniform statewide certification for code enforcement officers	Officer safety(2)
Networking (2)	Afraid to try something new	Try something new to see what happens	Distrust
Continuous improvement of technology	Accountability on Board (work accomplished)	On-line testing and training (2) webinars (different CEU opportunities)	Other testing and certification agencies
Website easy to follow and updated regularly	Not enough certification classes in some areas	Outside sponsor relationships	Threat to home rule (2)
Transparency	Forum unattended	ICC Partnership	Political unrest
Improved communication with chapters/members (2)	Lack of support of legislature and government (2)	Growth in membership and partnerships	Camera’s phones, hidden, etc.
Increase in membership involvement	Lack of interpreter-vast foreign language being spoken	Marketing to new CEOs/younger/entry level employees	GPS in our vehicles – can be tracked by public
Membership numbers	Lack of member benefits	Benefits for members (2)	Privatization or reduction in force
Expecting positive change	Lack of on-line F.A.C.E. classes “must attend”		
Well-oiled machine – Been there, done that before	Lack of F.A.C.E. presence at local associations		
Premier association	No movement towards state recognition		
	Hesitation to embrace social media in a social media age		

GOALS AND OBJECTIVES

It was agreed that the existing seven areas are still appropriate goals for the Florida Association of Code Enforcement. Several goal statements were revised. Board members then identified objectives under each goal. The final activity of the workshop was the selection of priorities. Any objective that received four or more “dots” (number of dots identified by number in () in front of each objective) is considered a priority with the rest of the objectives listed as other. 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.

GOAL – MEMBERSHIP

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

Priority Objectives

- (5) Increased Board involvement with chapters (*Michael/Board*)
- (4) Increase membership (*Michael*)

Other Objectives

- (2) Engagement of new members
- (0) Retain members
- (0) Explore additional membership benefits

GOAL – EDUCATION AND TRAINING

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

Priority Objectives

- (5) Continue to review and update certification curriculum and exams on a rotating basis (*Jeff*)
- (4) Uniform formatting of all training materials (*Jeff*)

Other Objectives

- (1) Explore alternative methodologies for delivery of certification classes
- (0) Pursue alternative credentialing opportunities

GOAL - TECHNOLOGY

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

Priority Objective

- (6) Adopt alternative communication methods through the use of technology
(Liana/Marlene)

Other Objective

- (0) Continue to improve functionality of website
- (0) Establish website committee

GOAL – FISCAL

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

Priority Objectives

- (5) Succession planning for Treasurer’s position *(James/Leslie)*
- (5) Examine current fee structure and potential changes *(James)*

Other Objective

- (1) Assemble finance and budget committee

GOAL – IMAGE AND RELATIONSHIPS

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

Priority Objective

(4) Explore developing relationships with additional organizations – FAC, FACA, etc
(*Cindy*)

Other Objective

(1) Enhance image of the Board to the membership

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

Priority Objective

(4) Employ effective internal Board communication (*Bill/Board*)

Other Objective

(0) Facilitate Board interaction with members and chapters

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

Priority Objectives

(5) Educate the membership about the legislative process and effective advocacy techniques (*Joe*)

Other Objectives

(3) Explore opportunities for legislative advocacy support

(1) Inform membership about relevant legislative issues

PRIORITY OBJECTIVES

- 6) Adopt alternative communication methods through the use of technology
(*Liana/Marlene*)
- (5) Increased Board involvement with chapters (*Michael/Board*)
- (5) Continue to review and update certification curriculum and exams on a rotating basis
(*Jeff*)
- (5) Succession planning for Treasurer's position (*James/Leslie*)
- (5) Examine current fee structure and potential changes (*James*)
- (5) Educate the membership about the legislative process and effective advocacy techniques (*Joe*)
- (4) Increase membership (*Michael*)
- (4) Uniform formatting of all training materials (*Jeff*)
- (4) Explore developing relationships with additional organizations – FAC, FACA, etc.
(*Cindy*)
- (4) Employ effective internal Board communication (*Bill/Board*)