

A decorative graphic on the right side of the page features three blue circles of varying sizes. The largest circle is at the bottom right, a medium-sized one is in the upper center, and a smaller one is below it. Thin blue lines extend from the top left and top right towards the circles, and a larger line extends from the top left towards the bottom right.

# **STRATEGIC PLAN UPDATE**

**FLORIDA ASSOCIATION OF CODE  
ENFORCEMENT  
AUGUST 9, 2013**

**Facilitated by  
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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 its strategic plan on August 9, 2013. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

All eight members of the Board of Directors were in attendance. The group reviewed the vision statement that had been crafted previously and changed the language, but not the intent. They also modified two of the existing organizational values statements, and made a minor addition to 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 what is working well in the organization and what still needs improvement.

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 2013-14 year. The objectives receiving the most support are identified as priority objectives. The rest of the objectives are designated as Other. This report is a summary of the discussions and conclusions of the workshop.

## VISION

*The participants made a few changes to the vision statement that has been in existence since 2008:*

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

## ORGANIZATIONAL VALUES

*The Board confirmed the existing values with the change of a few words to the statements on professionalism, communities, and accountability:*

**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 our 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 with 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 qualities, we instill confidence and trust in the organization.

**We value diversity.** We believe in sharing ideas, thoughts, and cultures as we face our challenges by working together in harmony.

## MISSION

*The existing mission statement was modified as shown below:*

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, fellowship, and understanding 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:*

Distrust in government is increasing  
Legalization of marijuana – regulated now; medical use  
Immigration laws in flux; limiting workers in the state  
Congressional deadlock in Washington  
Gaming issues – regulations on and off  
Changing technology  
    Use of drones limited in Florida  
Privacy issues  
Media – sensationalism  
    Changes in the way news is delivered  
Enforcement on bankruptcies/foreclosures – problem for local governments  
    Foreclosure filings down  
Registration enforcement  
Budgets – some still cutting; other's beginning to stabilize or grow  
Pension plans – changing from defined benefits to defined contributions  
Unrealistic expectations from elected officials and citizens; resources don't match expectations  
Housing market beginning to turn around  
Property insurance rates increasing  
More demolitions  
State limits on Business Tax Receipts creates problems  
Elected officials responsive to vocal minority  
Violence towards law enforcement  
Continued shift in teaching methodologies to on-line  
Population in Florida growing  
Global warming – sea levels rising  
People delaying retirement

## **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 numbers are down  
Conference attendance is up  
Trouble getting members on some committees (education/certification)  
A little more interest in serving on the Board, but many jurisdictions will not support the time commitment  
Fiscally sound, but fund balance down a little  
Membership not actively engaged – particularly new members  
No succession plan for legal counsel

Lobbying program quite effective this year  
Greater recognition of F.A.C.E. as an organization  
Good progress in upgrading software; this will be a continuing effort  
Some increase in certification classes and numbers

### **WHAT'S WORKING**

*The Board members discussed things that are going well in the organization:*

On-line registrations  
Annual fees  
Lobbying program  
Communication with IOG  
Board functioning well – good to have “new blood”  
InterFace – distribution, look  
Fiscally conservative

### **WHAT NEEDS WORK**

*At this time, the board discussed areas for improvement within the organization:*

Understanding of the annual fee by the membership  
Communication with membership  
Train – the-Trainer – mentoring program; recruiting of new trainers  
Retaining and recruiting members  
Implement/work the strategic plan  
Address future legal counsel – succession planning  
InterFace – content  
Board and committee recruitment

## **GOALS AND OBJECTIVES**

*It was agreed that the existing seven areas are still appropriate goals for the Florida Association of Code Enforcement. The goal statements did not change. Board members then identified objectives under each goal. The final activity of the workshop was the selection of priorities. Any objective that received five 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) Increase membership – target non-participating jurisdictions *Leslie*
- (5) Define value of membership and increase if needed *Leslie & Board*

#### **Other**

- (2) Improved and continuous communication with members
- (1) Improve membership tracking/reporting system

### **GOAL – EDUCATION AND TRAINING**

**To provide a quality education and certification program for code enforcement officers in Florida**

#### **Priority Objectives**

- (6) Recruit new trainers by improving mentorship program *Joanne*

#### **Other**

- (2) Evaluate certification courses for quality and adjust as needed  
Practical, current, accurate, comprehensive
- (1) Continue to develop alternative methods for delivering training

## **GOAL - TECHNOLOGY**

**To embrace and implement new technologies to advance the effectiveness and efficiency of the Florida Association of Code Enforcement**

### **Priority Objective**

- (6) Explore new technological mechanisms to expand communication with members  
*Mark Caskie*

### **Other**

- (2) Develop a F.A.C.E. app
- (1) Keep software current
- (1) Make changes to website to increase use and friendliness

## **GOAL – FISCAL**

**To ensure the Florida Association of Code Enforcement’s fiscal integrity now and in the future**

### **Other Objectives**

- (2) Identify additional revenue sources
- (1) Continue prudent spending

## **GOAL – IMAGE AND RELATIONSHIPS**

**To portray a positive image and maintain open, professional relationships with all our stakeholders**

### **Priority Objective**

- (6) Continue networking with other professional organizations *Michael & Board*

### **Other**

- (1) Enrich content of the InterFace and expand circulation

Increase recognition of F.A.C.E.

**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**

**Other Objectives**

- (2) Compile and review existing policies
- (1) Plan for board and committee recruitment
- (1) Implement/work the strategic plan

**GOAL – ADVOCACY**

**To continue to take a leadership role in pursuing legislation and other actions that promotes the organization and the profession of code enforcement**

**Priority Objectives**

- (8) Obtain state required minimum standards for code officers *Danny*

**Other**

Engage membership in lobbying efforts

## **PRIORITY OBJECTIVES**

- (8) Obtain state required minimum standards for code officers *Danny*
- (6) Continue networking with other professional organizations *Michael & Board*
- (6) Explore new technological mechanisms to expand communication with members  
*Mark Caskie*
- (6) Recruit new trainers by improving mentorship program *Joanne*
- (5) Increase membership – target non-participating jurisdictions *Leslie*
- (5) Define value of membership and increase if needed *Leslie & Board*