

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 corners towards the circles, and a larger line extends from the top left towards the bottom right, passing behind the circles.

# **STRATEGIC PLAN UPDATE**

**FLORIDA ASSOCIATION OF CODE  
ENFORCEMENT  
AUGUST 8, 2014**

**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 its strategic plan on August 8, 2014. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

Seven members of the Board of Directors were in attendance. The group reviewed the vision statement that had been crafted previously and agreed it was appropriate as is. They modified two of the existing organizational values statements and made no changes 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 2014-15 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 agreed that the existing vision statement that has been in existence since 2008 (with minor changes) should remain the same.*

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 ethical and diversity statements:*

**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 practices, we instill confidence and trust in the organization.

**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:*

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:*

Budgets – austerity continues for some, but other jurisdictions are recovering  
There is an increase in development  
Frustration with government is increasing, particularly at the federal level  
Potential for legalization of medical marijuana  
Election year and some congressional districts must be redrawn  
Immigration – increase in children coming in illegally  
Drones – becoming more common, possible regulation  
Privacy issues  
Residential registration for rental programs increasing – vacation rental regulation limitations  
Use of technology (GIS) for reporting code violations, service requests  
Demolitions increasing – not enough funding to handle the need  
Foreclosures still an issue – some are “hidden”  
Population in the state is growing  
Unemployment still an issue

## **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 growing  
Conference attendance is down  
Upgrading technology  
Participation on committees is improving  
Willingness to serve on Board limited  
No Legal Counsel succession plan  
Relationship of chapters to state organization – need for membership at both levels  
Financially sound  
Certification classes – increase in size and number of classes  
Lobbying program moving forward

## **WHAT'S WORKING**

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

On-line registration  
Annual fee  
Fiscal responsibility  
Membership outreach - communication  
Trainer/mentorship program  
Administrative Aspects course updated  
Committee recruitment  
Website visits increasing (?)  
Communication with IOG  
Implementation and communication of strategic plan

## **WHAT NEEDS WORK**

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

On-line registration  
Board recruitment  
Substantive InterFace articles  
Legal Counsel succession plan  
Promoting value/benefit of being F.A.C.E. member  
Update Legal Issues in Code Enforcement (III) and Legal Aspects of Code Enforcement (I) curriculum  
Alternative delivery methodologies for continuing education hours

## **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 Objective**

(7) Define existing values and benefits of membership and identify potential new opportunities *Leslie & Board*

#### **Other**

(2) Improve board/chapter relations

(1) Increase membership

### **GOAL – EDUCATION AND TRAINING**

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

#### **Priority Objectives**

(5) Consider developing additional certification courses (customer service, Business Tax Receipts, one-day technical courses, agency accreditation “flagship”, etc.) *Joanne*

#### **Other**

(2) Continue to develop alternative methods for delivering training

(0) Continue to recruit new trainers through the mentorship program

(0) Evaluate certification courses for quality and adjust as needed – practical, current, accurate, and comprehensive (legal courses)

## **GOAL - TECHNOLOGY**

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

### **Priority Objectives**

(5) Implement, educate, and promote use of new membership/website tools

*Mark Caskie*

(5) Explore mechanisms for the use of social media (FaceBook, Twitter, LinkedIn, conference app, etc.)

*Lori*

### **Other**

(0) Increase content of webpage

## **GOAL – FISCAL**

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

### **Priority Objective**

(5) Explore investment strategies for the following:

- a. Growth of excess funds
- b. Programmatic improvement
- c. Membership benefits

*James*

### **Other Objectives**

(2) Develop standardized reports for Board information (comprehensive, long-term)

(0) Review all contracts to possibly increase revenues, decrease expenditures, identify new revenue sources

(1) Review and update, if necessary all fees

## **GOAL – IMAGE AND RELATIONSHIPS**

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

### **Priority Objective**

(4) Increase recognition of the F.A.C.E. brand *Sam & Board*

### **Other**

(2) Enrich content of the InterFace and expand circulation

(0) Explore affiliations with other professional organizations

(0) Continue networking with other professional organizations

## **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**

(5) Continue and increase Board and committee recruitment *Michael & Board*

### **Other Objective**

(2) Continue to implement and 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**

(5) Continue efforts to obtain state recognition of F.A.C.E. certification for code officers  
*Danny*

(4) Engage membership for legislative ideas and involvement at the local level  
*Danny & Board*



## PRIORITY OBJECTIVES

- (7) Define existing values and benefits of membership and identify potential new opportunities *Leslie & Board*
- (5) Consider developing additional certification courses (customer service, Business Tax, one-day technical, agency accreditation “flagship”, etc.) *Joanne*
- (5) Implement, educate, and promote use of new membership/website tools  
*Mark Caskie*
- (5) Explore mechanisms for the use of social media (FaceBook, Twitter, LinkedIn, conference app, etc.)  
*Lori*
- (5) Explore investment strategies for the following:  
a. Growth of excess funds  
b. Programmatic improvement  
c. Membership benefits *James*
- (5) Continue and increase Board and committee recruitment *Michael & Board*
- (5) Continue efforts to obtain state recognition of F.A.C.E. certification for code officers  
*Danny*
- (4) Engage membership for legislative ideas and involvement at the local level  
*Danny & Board*
- (4) Increase recognition of the F.A.C.E. brand *Sam & Board*