

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**

July 22, 2016

**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 July 22, 2016. 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 for the entire 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 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 the strengths, weaknesses, opportunities, and threats of 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 2016-17 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 code enforcement professionals. We are dedicated to promoting the safety, personal awareness, education, advancement, and recognition of code enforcement personnel throughout the state.

ORGANIZATIONAL VALUES

The Board confirmed the existing values with the elimination of one word in the first 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.

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:

Safety issues

- Terrorism – domestic/closer to home

- Assaults on law enforcement

Technology use – GPS

- Widespread use of video cameras, everyone monitoring, posted; could be positive

Media promotes negative aspects

- Use of body cameras

- Drones – used commercially; restrictions; privacy concerns addressed

Racial unrest more prevalent

- Use of medical marijuana – could increase paranoia

- Lack of severe weather incidents - hurricanes

Global warming

- Sea level rise

- Algae blooms – fish kills

Florida growing again

- Population – retirees, young families, immigrants, multi-generational living

- Assisted living facilities in neighborhoods

- Sober homes

World economics in danger

- Could spur immigration; affects tourism

US Economy

- Property values increasing

- Taxes increasing in some areas

- Some raises being given

- Recession ahead?

- Continued sprawl – opposed by residents

- Increased annexation

- Florida becoming more split – North/South, Urban/Rural

- Assault on home rule

- Supreme Court ruling on signs

- There will be a new president

- Potential for a lot of new legislators in Florida

- Shift in Congress?

- Shortage of skilled workers for hiring – outsourcing

- Retirement of baby boomers

- Millennials not interested in government employment

- Continued movement of law enforcement to code enforcement

- More effort around the country to organize professional group for code enforcement

- Distrust in government

- Increase in mobility instead of office-based work – field work

- Increase in requests for public records

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
Good financial position
Increase in partnerships - ICC
Offering new classes - webinars
Number of people taking classes increasing
More CEPs
New F.A.C.A. attorney
Departure of Bob Hamilton
Chapters need help – closer relationship with Board
Efforts to receive state recognition not yet accomplished
Conference attendance down
Merger of E-Polk with another company
Interest in accreditation of departments
More interest in running for office – serving on committees
Fewer complaints from membership
Greater use by members of website – member records
Use of social media – not as good as could be
F.A.C.E. Forum blog not user friendly
Improvement in content of Inter Face
Perception of Board by membership improving

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
Organized – goal oriented	Chapters (2) – lack of involvement; isolation of some jurisdictions/chapters	Education/training (3)	Anti-government sentiment (2)
All heading in the same direction	Training (2) – ease of training and certification; not able to offer course often enough	Partnerships with outside groups/agencies (2)	Unrest/lack of trust in public eye
Diversity of Board of Directors-members from a variety of areas/different aspects of code enforcement	Unknowing the values of our association (non-active chapters and jurisdictions)	Ability to utilize technology discussed previously but not implemented	Officer safety
Financial increases	Legislative support	New classes at conferences	Public safety
Training/education(2); More opportunities for CEH credits (2), online classes; CEP; train-the-trainer	Afraid to pursue change at times	Continued improvement of website content	Negative thoughts or comments
Game plan to follow “End Game”	Lack of partnership with other associations	Positive media coverage	Location of conferences
Networking	Limited benefits for membership	Benefits and discounts	Outsourcing
Teamwork – all board members assisting other committee chairs	Public awareness of the good things accomplished by code enforcement	Excitement of having new board members	Paranoia of unknown
Education (2) - training	Communication (2)- external; what F.A.C.E. is or does with public	Make changes to InterFace articles, content	
Membership	Website – ease of information		
Financial stability (3)	Representativeness – same ole, same ole		

GOALS AND OBJECTIVES

It was agreed that the existing seven areas are still appropriate goals for the Florida Association of Code Enforcement. There was minor rewording of the education/training and technology goal statements this year, but no changes to the others. 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 Objective

(4) Explore additional potential membership benefits (*Ken*)

Other Objectives

(2) Develop retiree benefit (F.A.C.E. membership, certification) program

(1) Increase number of members

(1) Efforts to increase member participation/involvement

GOAL – EDUCATION AND TRAINING

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

Priority Objective

(5) Provide a minimum of three webinars this year (*Jeff*)

Other Objectives

(3) Provide a one-day (on-site) class at least three times this year

- (2) Reorganize certification classes for maximum efficiency
- (2) Explore accreditation program for agencies
- (2) Explore potential for alternative delivery of certification classes

GOAL - TECHNOLOGY

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

Priority Objective

- (7) Improve website to be more user friendly (content and ease of use) (*Liana, Mark*)

Other Objective

- (0) Explore possibilities for alternative vendors for technology provision

GOAL – FISCAL

To ensure the Florida Association of Code Enforcement’s fiscal integrity and sustainability

Other Objectives

- (2) Sell excess merchandise
- (2) Recruit an Assistant Treasurer
- (0) Continue to review and adjust, as needed, fees and charges for F.A.C.E. activities

GOAL – IMAGE AND RELATIONSHIPS

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

Priority Objective

- (6) Establish position of Public Information Officer – PIO (*Jim L.*)

Other Objectives

- (3) Continue networking with other professional organizations
- (1) Explore mechanisms for greater participation and involvement in regional chapters
- (0) Enrich content of InterFace

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

- (6) Improve Board internal communication and interaction among members and chapters
(Leslie, Cindy)

Other Objective

- (0) Continue to implement and work the strategic plan

GOAL – ADVOCACY

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

Priority Objectives

- (6) Inform and educate members about legislative issues affecting code enforcement
(April)

Other Objective

- (1) Continue efforts to obtain state recognition of F.A.C. E. certification for code officers

PRIORITY OBJECTIVES

- (7) Improve website to be more user friendly (content and ease of use) (*Liana, Mark*)
- (6) Establish position of Public Information Officer – PIO (*Jim L.*)
- (6) Improve Board internal communication and interaction among members and chapters (*Leslie, Cindy*)
- (6) Inform and educate members about legislative issues affecting code enforcement (*April*)
- (5) Provide a minimum of three webinars this year (*Jeff*)
- (4) Explore additional potential membership benefits (*Ken*)