



2020-2021
STRATEGIC PLAN UPDATE
FLORIDA ASSOCIATION OF CODE ENFORCEMENT

September 21, 2020

Workshop Facilitated by & Report Compiled by:
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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 September 21, 2020. The meeting was held virtually, via Zoom, due to COVID-19. Mari Rains, Director of the Florida Institute of Government at the University of Central Florida facilitated the strategic planning session. This report is a summary of the discussions and conclusions of the workshop.

First, the Board reviewed the Board Duties and Orientation for revisions and updates. There were none.

Next, the Board identified the strengths, weaknesses, opportunities, and threats that may impact F.A.C.E. in the future. They also brainstormed internal and external issues facing the organization.

The Board reviewed the seven existing goals and determined they are still relevant for 2020-2021. The remainder of the workshop consisted of identification of objectives for each goal, and the establishment of priorities for the 2020-2021 year. The objectives receiving the most support are identified as priorities, noted with a star ★. Finally, objectives were assigned to a specific Board member(s) for ownership and accountability.

The Board agreed to review and discuss the progress toward the goals, objectives and priorities at each quarterly Board meeting.

VISION

The Board added “advocacy” 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, advocacy, and recognition of code enforcement personnel throughout the state.

ORGANIZATIONAL VALUES

The Board confirmed the existing values.

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 added “advocacy” 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 safety, networking, understanding, and fellowship among our members.

SWOT ANALYSIS

The Board of Directors 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.

Strengths

Committed BOD/Admin and Committee Members
Financial stability
Excellent Trainers
ICC available education (through Preferred Provider Program)
Experience of BOD
Training
Partnerships
Membership (Growth & Involvement)
Networking
Organizational Longevity
Flexibility & Adaptability
Embracing technology

Weaknesses

BOD overwhelmed w/paying jobs & BOD roles
Current website (some stale info, forum not moderated and underused)
Need more member engagement
Member retention
Communication with members
Chapter structure (lack of)
Sponsor engagement year-round (lack)
Technology
Sponsors
Lack of state certification
Inactive chapters
Jurisdiction engagement (engaging employers)
Curriculum updates

Opportunities

Virtual meetings

Increased involvement due to virtual opportunities

YM website

Technology

Membership

Engaging Legislators

Engaging jurisdictions

Innovation

Code Man

Election year

Special Risk Classification

Threats

Apathy/lack of engagement (all around)

Economic challenges in upcoming years/ Economy

Budget shortfalls (jurisdiction/state)

Outdated certification coursework

All manner of project delays (whatever the reason)

Election Year

COVID-19

Attacks to Home Rule

Volatile society/civil unrest

Misunderstanding of profession/potential of job loss

New, less experienced code officers

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:

External Trends & Issues

Unfunded mandates
Short term rentals
Inexperienced workforce
Budgets
Generational differences
Enforcement of Emergency Orders
COVID-19 response ordinances/ Mask ordinances
Civil unrest
Pollution/Air Quality/Environmental
COVID litter
Cyber security
Privatization
Mental Health
ADA accessibility (training)
Sign code
Crime
Blight
Unemployment
Evictions
Language barriers

INTERNAL TRENDS AND ISSUES

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

Internal Trends & Issues

Training

Budgets

Membership turnover

Technology

Communication

Workload of BOD & members

Conference expectations (unknown COVID impact)

Costs (training, administrative, new technology)

Outdated Curriculum

New Curriculum

Membership engagement

Membership Dues/payments

Website needs/uncertainty

Safety & Risk

Uncertainty (COVID)

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 recruitment	Dwayne
Improve member retention	Dwayne
★ Develop mentoring program for new members	Dwayne
Create new member orientation packet	Dwayne/April
Engage new members	Dwayne
Increase attendance at conference	Dwayne/Michael
★ Recruit members from every jurisdiction	Dwayne
Expand member benefits	Dwayne

GOAL – EDUCATION AND TRAINING

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

Objectives:

★ Review and update certification curriculum and exams on a rotating basis	Mitch
★ Explore virtual methodologies for delivery of certification classes and exams	Mitch
Develop mentoring program for new members	Dwayne

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

★ Implement new and improved website (customer relationship management)	April/Board
Explore technology enhancements for improving communication (website)	April/Board
Explore database options (Metisentry, others?)	April/Board

GOAL – FISCAL

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

Objectives

Review fee structures related to virtual programs	Michelle
Schedule budget workshop	Michelle
★ Investigate a contingency plan for Bookkeeper	Michelle/Sam
Investigate revenue development with online merchandising	Michelle/Michael
★ Monitor revenue and expenses more closely due to COVID-19 impacts	Michelle

GOAL – IMAGE AND RELATIONSHIPS

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

Objectives

★ Nurture relationships with members, chapters & jurisdictions	Dwayne/Board
★ Build relationships with other organizations – ICC, BOAF, FLC, FAC, FACA, etc.	Cindy/Board
Maintain and enhance current relationships	Board
Encourage and assist Chapters and jurisdictions to do virtual networking/benchmarking during challenging times	Board

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

★ Facilitate Board interaction with members and chapters (BOD presence at Chapter meetings, Chapter Leadership meetings, Quarterly Virtual New Member meeting, Chapter of the Year/Chapter Awards, etc.)	Cindy/Board
Employ effective internal Board communication	Cindy/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

★ Foster relationships with elected officials to pursue high risk and other legislative objectives	Sam
Educate & inform the jurisdictions and members about the legislative process and effective advocacy techniques	Sam
Collaborate with other associations to pursue joint-legislation	Sam
★ Engage members to actively participate in contacting legislators	Sam
Foster relationship with F.A.C.E. lobbyist	Sam

Priorities are noted with a ★

2020-2021 PRIORITY OBJECTIVES

The Board will work toward all the previously stated objectives, however, these are the top priorities for 2020-2021.

★ Increase membership recruitment	Dwayne
★ Develop mentoring program for new members	Dwayne
★ Recruit members from every jurisdiction	Dwayne
★ Nurture relationships with members, chapters & jurisdictions	Dwayne/Board
★ Explore virtual methodologies for delivery of certification classes and exams	Mitch
★ Review and update certification curriculum and exams on a rotating basis	Mitch
★ Implement new and improved website (customer relationship management)	April/Board
★ Monitor revenue and expenses more closely due to COVID-19 impacts	Michelle/Board
★ Research Bookkeeper contingency plan	Michelle/Sam
★ Foster relationship with elected officials to pursue high risk and other legislative objectives	Sam
★ Engage members to actively participate in contacting legislators	Sam
★ Build relationships with other organizations – ICC, BOAF, FLC, FAC, FACA, etc.	Cindy/Board
★ Facilitate Board interaction with members and chapters (BOD presence at Chapter meetings, Chapter Leadership meetings, Quarterly Virtual New Member meeting, Chapter of the Year/Chapter Awards, etc.)	Cindy/Board