STRATEGIC PLAN

2022 SUMMARY REPORT

(revisions September 2023)

SUMMARY

On July 8-9, 2022, the Florida Association of Code Enforcement (FACE) Board of Directors held a workshop to update FACE's current strategic plan. The workshop was held at the campus of the University of South Florida in Tampa and was facilitated by staff of the Florida Institute of Government at Florida State University.

An overarching intent for the strategic planning workshop was to focus the Board's conversations and discussions on the critical issues facing the organization, its membership, and by extension the profession they represent. The event was an opportunity for the Board to take a step back, rethink, and reassess FACE's current strategic plan including its vision and mission statements, its core organizational values, and the relevance of its goals and objectives. The conversations and discussions focused on prioritizing key issues in the short- and long-term to advance the mission of FACE and its membership.

The main priority of the strategic planning workshop was to end the day with revised vision and mission statements as well as strategic goals and specific, measurable objectives created by the FACE Board. Board members developed the goals and objectives they believed best would pursue the vision and mission direction for FACE and its membership.

This following provides the results of the workshop and represents a DRAFT of FACE's revised Strategic Plan.

VISION, MISSION, AND VALUES
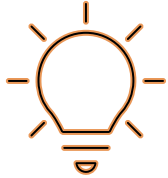
VISION STATEMENT

Making Florida the foremost state to live, work, and play.

MISSION STATEMENT

Developing highly responsive and ethical code officers by promoting and advancing our profession through education, certification, advocacy, and networking.

VALUES

Professionalism: We believe in promoting the highest degree of professionalism while performing our duties without bias, and with a commitment to our organization, communities, and profession.

Accountability: We believe in and conduct business with full transparency and responsiveness to the membership and the public.

Community: We believe in providing the highest level of public service and education – ensuring the health, safety, and welfare of communities throughout the state.
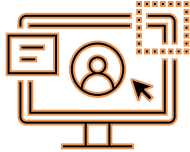
Ethical Practices: We believe in honesty, integrity, and respect to impart confidence and trust in the organization and in our members.

Diversity & Inclusion: We believe in respecting all ideas, thoughts, and cultures through collaboration to achieve our common goals and objectives.
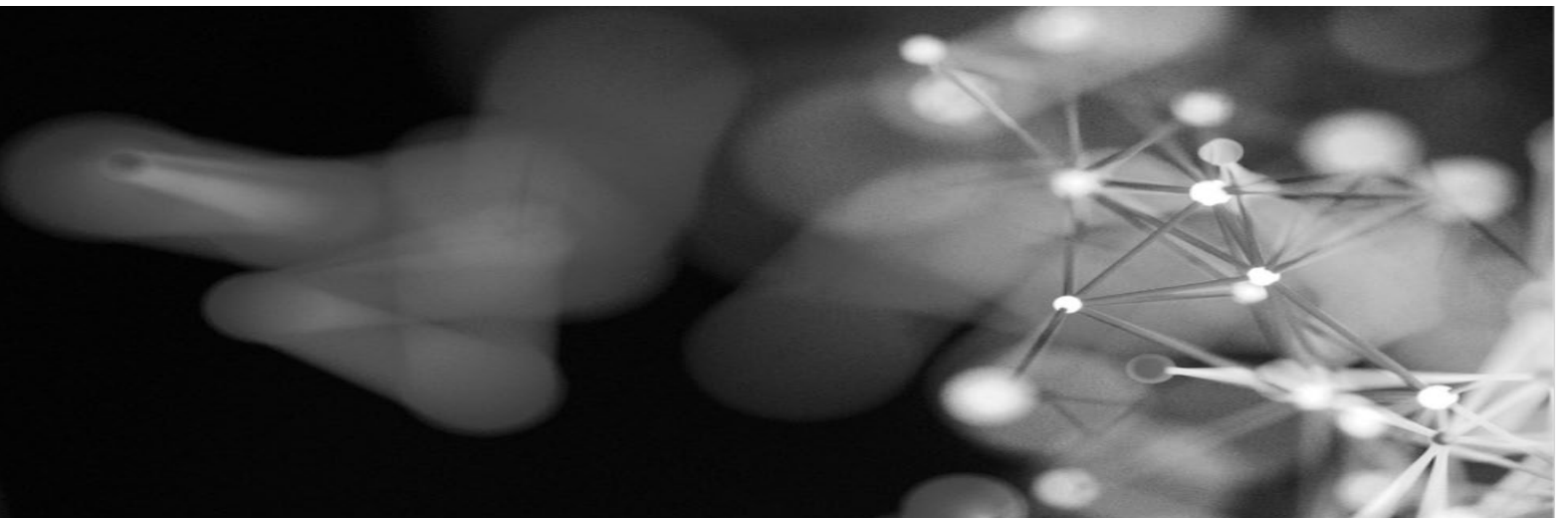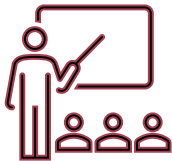
GOALS & OBJECTIVES

ADVANCE OUR USE OF TECHNOLOGY AND INNOVATION TO ENGAGE OUR MEMBERS AND THE PUBLIC.
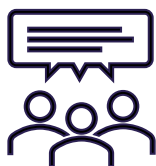
Objectives
1. Finalize the website implementation by June 30, 2023. The website will continuously evolve with changes to technology and member needs.
2. Establish a presence on social media platforms by March 30, 2024; create an ad hoc technology committee to develop content and monitor platforms.
3. Determine our membership's preferred methods of engagement to receive organizational info by March 30, 2024; Membership Committee to work with IOG Staff to develop polling method.
4. Evaluate and select platform for virtual/hybrid learning by July 1, 2024.

PROVIDE EXEMPLARY EDUCATION AND CERTIFICATION PROGRAMS.
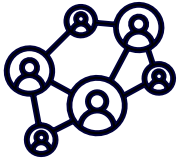
Objectives
1. Select and implement a learning management system to deliver FACE education courses by June 30, 2024; effort led by Education Committee in cooperation with the IOG.
2. Review Legal Issues, Administrative Aspects, and Officer Safety and Field Applications by March 1, 2024. If necessary, update programs and tests by January 1, 2026.
3. Review and finalize revisions to Fundamentals of Code Enforcement before close of 2023 calendar year.
4. Commit to holding at least one train-the-trainer and one trainer refresher course annually.
5. In January 2024, reach out to Florida Public Service Association to continue developing partnership (Education Committee).

PRO-ACTIVELY ADVOCATE FOR AND SUPPORT THE ADVANCEMENT OF THE CODE ENFORCEMENT PROFESSION.

Objectives
1. Establish a working relationship with 3 Florida House and 3 Florida Senate members by June 1, 2023; continue to build on relationships annually.
2. Develop a class to educate elected local government officials and management on the role of code enforcement by June 30, 2024.
3. Expand reach of mailing list to all local government officials to receive targeted information about the code enforcement profession by June 1, 2024; Membership Committee to work with IOG Staff to build lists.
4. Finalize FACE lobbyist by December 31, 2022, in preparation for the 2023 Legislative Session; review contract annually by September 30.

ENSURE THE SUSTAINABILITY OF THE ORGANIZATION.

Objectives

1. Assess possibilities of creating an advisory group (e.g., mentors) to offer subject matter expertise for new code professionals by June 30, 2024.
2. Explore and identify the Florida educational system to promote internships and our industry to high school and college-level students by June 1, 2024 (Education Committee).
3. Review fee structure to include membership dues, class and exam fees, etc. to ensure financial stability of organization by February 1 of each year.
4. Review the current Board of Director positions, roles, responsibilities and composition by June 2024.
5. Board will implement a process by January 2024 to engage local governments to increase membership.

SWOT ANALYSIS

Strengths
Weaknesses
Opportunities
Threats

As a part of the Strategic Planning workshop, the FACE Board participated in a review of the Strengths(S), Weaknesses(W), Opportunities(O), and Threats(S) for both the organization and its membership. The SWOT exercise provided an opportunity to discuss the internal and external issues that need to be considered as FACE moves forward. The results of the SWOT follow:

Strengths
- Committed board/admin and committee members
- ICC available education (through Preferred Provider Program)
- Training – good content and trainers
- Partnerships – corporate sponsors
- Membership Growth & Involvement
- Networking – member-to-member @ conference and chapter meetings
- Organizational longevity
- Flexibility & adaptability
- Accountability
- Recognition as professional certification organization
- Membership is diverse and inclusive
- Membership is very reflective of the communities served
- FSU IOG support, resources, capacity
- PTI testing and credentialing support and credibility

Weaknesses
- Finding BOD and committee members – those willing to serve; overcoming apathy
- Member engagement at BOD meetings
- Limited number of trainers – current trainers are good but there is a small pool to pull from
- Lack of state certification requirement
- Inactive chapters
- Curriculum updates – staying on the leading edge**
- Communication between the board and the membership – explore new options beyond the InterFACE; revamp current format possibly
- Lack of promotion of the good being done in code enforcement – to communities and to legislators
- Inaccuracy of prior recordkeeping in FACE database for certification requirements
- Corporate sponsors – need more
- Innovation
- Diverse trainings – assisted living facilities, migrant homes; management track – leadership training; budgeting; policy and process implementation; performance measures and benchmarking

Opportunities

- Virtual meetings – more statewide participation opportunities
- Increased involvement due to virtual opportunities
- Technology
- Membership – engagement and communication, providing tools and technology for board and committees
- Engaging legislators – greater exposure and visibility
- Engaging jurisdictions – table at annual conferences
- Innovation
- Code Man – weekly eblast roundup of national code enforcement articles and news
- Election year – new members, new engagement opportunities
- Special risk classification – potential advocacy
- Enhanced penalty for assault on code enforcement officers – advocacy need
- Train-the-trainer
- High school academies to promote the profession to students
- Accreditation through AACE; could FACE perform the accreditation process for municipalities for a fee**
- Management training opportunities
- Code Enforcement Appreciation Week – better recognize and celebrate
- Resource library – job descriptions, policies, best practices, SOPs, forms, warrants, templates, etc.
- Internships, mentoring program (mentors and mentees) – meet with college/university internship directors
- Hold board meetings after chapter meetings to promote engagement and participation of chapter members

Threats

- Privatization of code enforcement services
- Under-experienced code managers
- Economic challenges and budget shortfalls
- Outdated certification coursework
- Attacks to home rule – state government mandates
- Volatile society/civil unrest – anti-government sentiment