

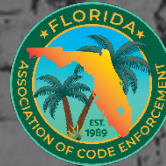


STRATEGIC PLAN

2022 SUMMARY REPORT



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.

The 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

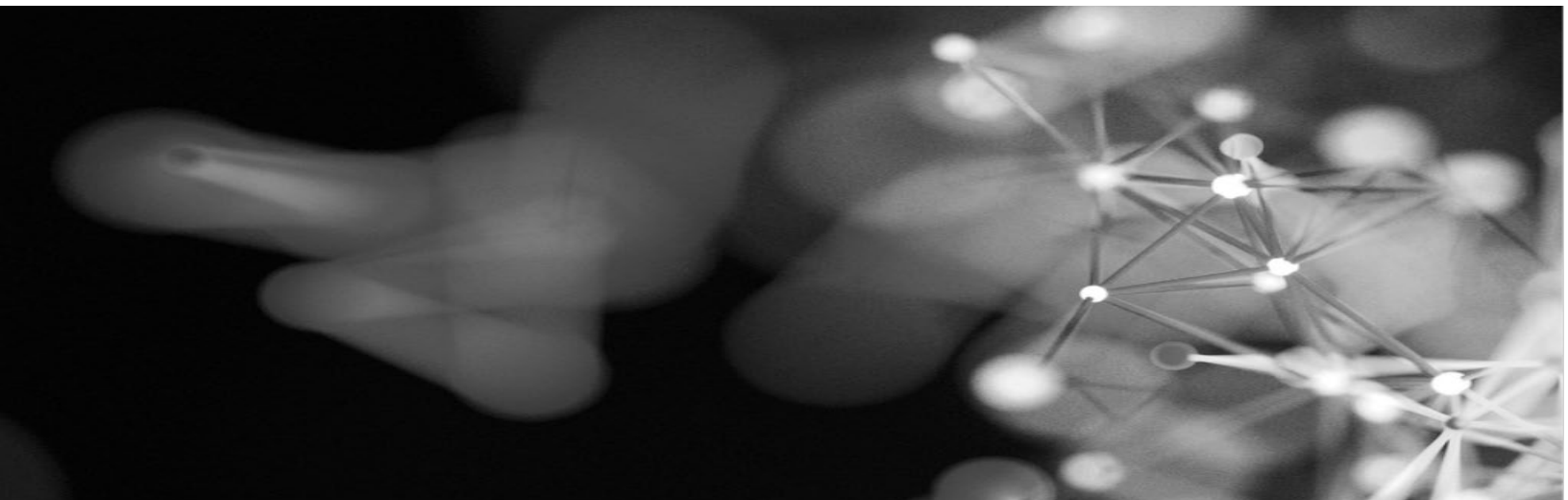
Professionalism: We believe in promoting the highest degree of professionalism while performing our duties without bias, and with a commitment to our organization, communities, and profession.

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 ensuring the health, safety, and welfare of communities throughout the state.

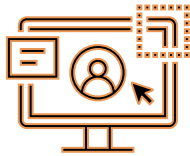
Ethical Practices: We believe in honesty, integrity, and respect to impart confidence and trust in the organization and in our members.

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.
2. Establish a presence on social media platforms by March 1, 2023.
3. Determine our membership's preferred methods of engagement to receive organizational info by June 30, 2023.
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 and update, if necessary, Legal Issues, Administrative Aspects, and Officer Safety and Field Applications by March 1, 2024.
3. Review and finalize revisions to Fundamentals of Code Enforcement before close of 2022 calendar year.
4. Commit to holding at least one train-the-trainer course annually.
5. By July 1, 2023, develop partnership with Florida Public Service Association.



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.
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 December 1, 2023.
4. Finalize FACE lobbyist by December 31, 2022, in preparation for the 2023 Legislative Session.



ENSURE THE SUSTAINABILITY OF THE ORGANIZATION.

Objectives

1. Assess possibilities of creating an advisory group to offer subject matter expertise for new code professionals by May 1, 2023.
2. Explore and identify the Florida educational system to promote internships and our industry to high school and college-level students by June 1, 2023.
3. Review fee structure to ensure financial stability of organization by February 1 of each year.
4. Review the current Board of Director positions, roles, responsibilities and make up 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
- Explore an accreditation program administered by F.A.C.E. for Florida Code Enforcement Agencies
- 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

