



FLORIDA ASSOCIATION OF CITY CLERKS

STRATEGIC PLAN 2023 – 2025

(Revised June 2023)

Vision: The FACC is and will remain an organization that prides itself on providing high-quality education and networking opportunities to ensure our members have the proper knowledge and background necessary for them to professionally serve their communities with distinction.

Guiding Principles: To achieve this vision, the FACC has adopted the following strategic focus areas, along with strategies and action steps:

Quality Education

Branding/Marketing

Membership

Financial Stewardship

United Voice for Clerks/Advocacy

Diversity and Inclusiveness

Strategic Focus Area: Quality Education

Strategic Context: FACC acknowledges a quality education is vital to the success and professionalism of the municipal clerk. Goals include education and certification for new and advanced clerks, as well as a life-long learning component.

Strategic results include: a program for life-long learning; continuing educational opportunities; municipal clerks trained to train others; and increased participation of municipal clerks statewide in educational opportunities.

Strategies:

1. The continued development of life-long learning programs and their implementation.

Action steps:

- a) Florida Institute of Government to work with IIMC and/or FACC on life-long learning.
2. Create and implement a Florida certification program.

Action Steps:

- a) The Florida State Certification Task Force will, in cooperation with the Institute of Government (IOG), Board and staff to implement a viable and sustainable continuing education program and Florida Certified Professional Clerk (FCPC). The Task Force and Board should monitor continuing education and certification with IIMC.
3. The Florida Institute of Government (IOG) will develop a practical series of educational sessions.

Action Steps:

- a) Professional Education Committee (PEC) and the Institute of Government (IOG) will identify seasoned clerks to serve as instructors.
 - b) Professional Education Committee (PEC) will continue to develop practical instruction and educational sessions.
 - c) Encourage PEC to include training opportunities relating to compliance-based challenges facing Florida cities.
4. FACC will communicate the importance of clerks, and clerk office staff, attending FACC training and educational offerings to elected municipal officials and city managers.

Action Steps:

- a) A letter from the president will be sent to all cities that outlines the importance of on-going training and education through FACC.

Strategic Focus Area: Branding/Marketing

Strategic Context: FACC acknowledges the role and duties of the city clerk are neither well known nor acknowledged by others in municipal government or the citizenry.

Strategic results include: increased awareness by other municipal officials, the internal organization and the public of the role and duties of the municipal clerk; and, increased perception of the professionalism of the municipal clerk by others.

Strategies:

Communicate the importance of the Office of the City Clerk internally and externally.

Action Steps:

1. Continually promote FACC and the role and duties of city clerks by various means such as: local newspapers; blogs; virtual offerings; FLC annual conference exhibit booth; brochure; magazine articles; IIMC and other municipal associations; encouraging more participation in Florida League of Cities' legislative policy committees by clerks; speaking in local schools (i.e., during Municipal Clerks Week and FLC City Government Week), community colleges and universities as guest lecturers; public job fairs; social media, with safe guards in place; and, other activities to be determined.
2. Develop message that, internally and externally, promotes, clarifies and enhances the role of city clerks and the profession.
3. Work within districts to continue individual recognition of clerks before their respective councils and commissions.
4. Encourage statewide participation in recognition ceremonies, conducted by board members, of clerks for accomplishments within the profession.
5. The association will create a talking points toolkit to help members in explaining each member's unique job roles and responsibilities. District Directors will assist with collection and distribution of information for the toolkit.

Strategic Focus Area: Membership

Strategic Context: We acknowledge that FACC is only as strong as its individual members. Increased and active membership is a benefit to the association financially and through increased resources, sharing of ideas, etc.

Strategic results include: retain members; increase membership; continue membership outreach programs; mentoring opportunities; and improved communication among FACC membership statewide.

Strategies:

1. Continue to retain members and recruit new members.

Action steps:

- a) Send a letter from the FACC President, along with informational/promotional materials, to every city clerk in Florida not currently associated with FACC.
 - b) The Membership Committee, working with the district directors, will contact City Clerks who are not members of FACC.
 - c) Continue to offer student memberships and encourage members to offer student internships within the clerk's office.
2. Continue to reach out to non-renewed/inactive members.

Action steps:

- a) Contact the members who have not renewed their membership.
 - b) Send marketing/promotional materials, along with a letter from the President to inactive members reminding them of FACC membership benefits.
3. Promote FACC's two-way communication.

Action steps:

- a) Encourage the use of the discussion forum.
- b) Promote FACC's use of social media.
- c) Members are encouraged to communicate concerns, changes, and ideas with district directors and FACC staff.

4. Encourage participation in the Mentor Program, which offers members an opportunity to work with a mentor or to serve as a mentor for another member.

Action steps:

- a) Advise/educate membership, especially new members, about the Mentor Program through new member letters, first-time attendee sessions and Friday emails.

Strategic Focus Area: Financial Stewardship

Strategic Context: We acknowledge that FACC is financially stable, and we also acknowledge the organization's determination to stay financially stable. FACC strives to be effective stewards of all resources.

Strategic results include: self-supporting FACC events and sufficient budget to pursue goals.

Strategies:

1. Ensure FACC events are self-supporting and provide financial transparency to the membership and strides to be effective stewards of all resources.

Action steps:

- a) Post proposed annual changes to event registration fees on the web prior to June 1 of each year.
2. Regularly evaluate revenue sources, including membership dues. Seek new, or enhanced, sources of revenue.

Strategic Focus Area: United Voice for Clerks/Advocacy

Strategic Context: FACC acknowledges this association was created to be a unifying entity for Florida's municipal clerk, and as such also exists to be the clerks' united voice. In addition, the association serves as a catalyst for advocacy on behalf of the profession, and specifically for the needs of its members in Florida's governing structure.

Strategic results include: identifying, adopting, and advocating positions that benefit clerks as employees, as members of their city management structure, as custodians of public records, and as directors of various programs.

Strategies:

1. Continue an appropriate advocacy role for FACC.

Action steps:

- a) FACC members will serve as subject matter experts and provide resources for the Florida League of Cities advocacy team. Legislative chair to serve as initial contact for FLC advocacy team.
- b) Work with other governmental associations on important legislative issues.
- c) Encourage FACC members to serve on all Florida League of Cities' legislative policy committees and Advocacy Committee.
- d) Recognize FACC members who advocate and those honored as Home Rule Heroes.

Strategic Focus Area: Diversity and Inclusiveness

Strategic Context: FACC strives to embrace and celebrate the diversity of our membership. We also seek to be inclusive and of one accord to serve the organization so that FACC's goals are achieved.

Strategic results include: building a better association by identifying and utilizing the individual talents of members and continuing to build and strengthen the brand of the association.

Strategies:

- 1) Embrace the differences, strengths and weaknesses of our membership so that these complement each other and the association is enhanced and strengthened.

Action Steps:

- a) Encourage all members to fully participate on FACC committees to ensure the broadest representation of the membership within the work of the association.
- b) Further, encourage members to select committees in which strengths can be used to the association's best advantage, or alternately to build competency in areas of weakness. Both types of committee service will strengthen members as well as the association.
- c) Encourage members to serve on the Board of Directors as a district director and/or in an officer position by educating members of the requirements and developing members to serve in this capacity through mentorship.