



Why: In response to the current landscape and future trends, FPA needs to adjust the way it is structured to improve its strategic, operational and cultural effectiveness by leveraging its volunteer leaders, staff and financial resources to form a more powerful, unified, and relevant organization for our members and the profession.

What: By bringing more passionate FPA volunteers into all aspects of the organization’s decision-making while also centralizing key operational functions, FPA will better support its volunteers and communities, realize efficiencies and minimize internal competition, create a clearer and more accessible member experience, and elevate its presence in the profession.

How: The following highlights the differences between current operations and operations under the OneFPA Network draft plan with an explanation of “why” the changes are being recommended.

	Under the Current System	Under OneFPA Network
<p>Governance <i>Reasons for the recommended change:</i></p> <ul style="list-style-type: none"> To create a more engaged, transparent, and collaborative leadership structure that leverages the passion and intelligence of FPA’s diverse volunteer base. To remove the challenges of dealing with different laws in 50 states. 	<ul style="list-style-type: none"> Chapters are separately incorporated legal entities, which exist through an affiliation agreement with national. Through the affiliation agreement, the National Board of Directors has ultimate authority, if it chooses to exercise it, over every aspect of chapter operations, including finances and even whether a chapter can continue to represent FPA. While many chapter leaders naturally populate the FPA Board of Directors and national committees, there is no requirement of chapter representation on a national level. 	<ul style="list-style-type: none"> Chapters continue to exist and have control over the work they currently perform under the policies contained in a governance manual, but not as separately incorporated legal entities, replacing the need for an affiliation agreement. Chapters have equal member representation on key FPA committees, including the nominating committee, which selects the members of the national Board of Directors. While ultimate authority rests with the National Board of Directors, the composition of the Board is recommended by a nominating committee comprised of equal representation from chapter leaders.
<p>Centralized Staffing <i>Reasons for the recommended change:</i></p> <ul style="list-style-type: none"> In volunteer-driven organizations, the staff plays a critical function, but most chapters do not have the bandwidth or association expertise to effectively train, manage and develop their staff. An integrated staff model will result in elevated performance through a culture of collaboration, connectivity and support. When local staff become employees of the association, they are eligible for benefits. 	<ul style="list-style-type: none"> Each chapter determines the level and nature of local staff support, including developing its own compensation package, job description, and performance review process. While some voluntary national training is offered for all chapter executives, a significant portion of staff orientations, association training, and professional development and support is left up to the chapter. 	<ul style="list-style-type: none"> Chapter and national staff are employees and independent contractors of FPA headquarters, with chapters still determining the level and nature of local staff support, job description, compensation package, etc. FPA provides training, professional development, performance evaluation guidance, hiring protocols, and ongoing association management support. Chapter leaders determine the key responsibilities of the chapter executive, manage their day-to-day activities, and provide feedback for performance evaluation and hiring (if needed).

OneFPA Network Vision Summary

	Under the Current System	Under OneFPA Network
<p>Centralized Technology <i>Reasons for the recommended change:</i></p> <ul style="list-style-type: none"> • Elevated FPA presence through unified messaging and branding. • An enhanced member experience and unified value proposition through integration of FPA and chapter programs, services and data. • Cost and time savings by leveraging an integrated solution. 	<ul style="list-style-type: none"> • Chapters and national use different technology platforms, digital strategies, and data management systems. 	<ul style="list-style-type: none"> • Chapters and FPA share an integrated technology solution that includes an FPA-wide digital strategy with one interconnected website and shared digital assets including an enhanced ability to share data.
<p>Centralized Accounting/Finances <i>Reasons for the recommended change:</i></p> <ul style="list-style-type: none"> • Enhanced budget development and financial management, including system-wide benchmarking and reporting, and the implementation of a sound investment philosophy across FPA. • Leverage buying power. • Elimination of local accounting burdens and challenges. 	<ul style="list-style-type: none"> • Chapters and national use their own accounting and finance systems, develop their own budgets and business plans, establish their own investment protocols and develop their own reporting systems. • Chapters and national have control over their finances in separate systems to use their money as they see fit. 	<ul style="list-style-type: none"> • A centralized accounting and finance system will help standardize and elevate business planning, budget management, investment policies and reporting across FPA. • Chapters control their money and reserves that are housed in designated accounts within a centralized accounting system. • Additional financial and budget guidance is provided to chapters through the OneFPA Resource Coordination Committee, which is composed of chapter and national leaders whose role is to support high-quality autonomous decision-making of chapters through sharing of best practices.

Acknowledging potential challenges under the OneFPA Network model:

- **Participatory Governance:** Adding more people to strategic feedback and decision-making processes adds a layer of complexity that could inhibit timely and responsive decision-making and is simply more work to manage.
- **Centralized Functionality:** While relieving back-office burdens and systemization of functions has its advantages, the ability to customize based on national and local needs should not be compromised.
- **Major Change Initiative:** The OneFPA Network draft plan represents shifts on strategic, operational and cultural levels. Together they amount to a transformational change that requires trust, participation, a willingness to explore change and a significant investment of resources.

OneFPA Network Vision Summary

Timeline and Phasing	<ul style="list-style-type: none"> • Until the listening tour is completed and the eventual OneFPA Network vision is adopted, implementation timelines, goals and dates are simply proposals and subject to change. • Once the OneFPA Network vision is adopted, each OneFPA task force and committee will develop goals, timelines and measures to ensure every aspect of the OneFPA Network is appropriately tested and phased in.
Benefit to Chapters	<ul style="list-style-type: none"> • All chapters, regardless of size and maturity, will benefit from more guidance on financial management, strategic functioning, board governance, board training, and program support. • Time constraints faced by chapter leaders will be mitigated by centralizing certain functions. • Staff, which are critical to the success of chapters, will be integrated into a staff-wide culture and association management training that will elevate their ability to serve chapters more effectively. • Chapter leaders will have a greater voice in all aspects of the organization, which lifts all FPA communities and the association. • A more unified message and strategic focus across FPA enhances our presence and brand, which increases the reach of all chapters. • An enhanced member experience, where members can access all chapter and FPA benefits more seamlessly, will support member recruitment and retention efforts by providing a unified value proposition.
Benefit to Members	<ul style="list-style-type: none"> • Members will more easily access national and chapter benefits through integrated technology. • Members will see more streamlined communications about programs and benefits that are less obtrusive with clearer messaging. • Through better national and local coordination, current services and programs will be leveraged and improved. • Greater integration and alignment means an elevated FPA brand and presence, which will enhance FPA's presence on behalf of members and the profession.
Key Points of Clarification	<ul style="list-style-type: none"> • The chapters maintain authority and control over their budgets, reserves, programs and hiring as they do now. • The chapters will control developing and negotiating relationships with sponsors, and the sponsorship money the chapter raises flows into the income account of the chapter. • Chapter leaders and chapter executives can negotiate and execute agreements on behalf of their chapter as they do now as agents of FPA. • The OneFPA Council, comprised of a representative from each chapter, will provide strategic feedback and input to the Board of Directors and staff as part of the annual business planning and budget process. Members of the OneFPA Council, or their designees, will serve on OneFPA Committees and Task Forces. • The most compelling reason for removing the legal structure of chapters is to foster a more collaborative strategic and cultural environment, where every community in FPA is vested in and supportive of each other's success. • Similar to the current governance structure, future FPA leaders will establish policies on behalf of FPA, except that participatory governance assures more leaders from chapters and other FPA communities will be involved in policy determinations. • Every aspect of the OneFPA Network plan, including its key components, timing and phasing is open for review and adjustments based on feedback received and analysis by the OneFPA Transition Task Force and the Board of Directors.