

# Executive Report

Florida Nursery, Growers and Landscape Association  
2009 Strategic Planning Session

Prepared by:



**The Center for Public Issues Education**  
IN AGRICULTURE AND NATURAL RESOURCES

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# Executive Report

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## Florida Nursery, Growers and Landscape Association

### Logistics

The Florida Nursery, Growers and Landscape Association held its three year strategic planning event on November 2-3, 2009 at the Rosen Hotel in Orlando, Florida. The attendees included board members and FNGLA staff members. The session was facilitated by Center for Public Issues Education in Agriculture and Natural Resources' with the lead facilitator being Dr. Nicole Stedman and co-facilitator, Dr. Tracy Irani.

### Review of 2005-2009 Strategic Plan

#### Mission and Vision Statements

When reviewing the 2005-2009 version of FNGLA's strategic plan, attendees proposed to modify the organization's mission and vision statement. From 2005-2009, FNGLA's mission read:

The mission of the Florida Nursery, Growers & Landscape Association is to enhance its members' business success through political leadership, education, marketing, research, certification, and services.

In the strategic planning session, attendees adapted the previous version of the mission statement in order to be more succinct. The new mission statement reads:

The mission of the Florida Nursery, Growers & Landscape Association is to promote and protect the success and professionalism of our members.

Similarly, the vision statement was revised by attendees at the strategic planning session. The 2005-2009 version of FNGLA's vision statement read:

Florida Nursery, Growers & Landscape Association is the leader of Florida's environmental horticulture industry and the trusted resource for leadership, knowledge, and business services.

In the strategic planning session, attendees proposed to revise the vision statement. Attendees agreed upon two versions of the vision statement to be used when contextually appropriate and both versions are listed below.

1. Florida Nursery, Growers & Landscape Association is and will be the recognized leader and trusted resource for Florida's green industry.
2. The vision of FNGLA is to continue as the recognized leader and trusted resource for Florida's green industry.

## Values

When reviewing the values statement for the organization, attendees at the planning session felt that the 2005-2009 strategic plan's values still accurately portrayed FNGLA. These values include:

- Organizational Excellence
- Member-focus
- Collaboration and Partnerships
- Leadership Agriculture
- Continuous Improvement
- Environmental Stewardship

## Industry Trends Review and Prioritization

Once the mission, vision and values statements were revisited, board members and staff examined current trends occurring within each of the strategic priority areas. The strategic priority areas included: political leadership; education and certification; marketing; membership benefits and services; and finance and administration.

Within the **political leadership priority area**, the following trends were identified:

- Regulations and Ordinances
- Changing Political Leadership
- Political Advocacy
- Reduced Resources
- Water

Within the **education and certification priority area**, the following trends were identified:

- Green
- Obtaining Certification
- Education to Younger Generation

Within the **marketing priority area**, the following trends were identified:

- Marketing outside Florida
- Refocus Customer Base – refocusing on the next generation
- Trade Shows

- Recognition of Certification
- Reclaim the Green Title
- Branding
- Attracting next generation

Within the **membership benefits and services priority area**, the following trends were identified:

- Networking Opportunities
- B to B contacts
- Face-to-Face vs. Technology
- Market Membership
- Provide more Tangible Benefits

Within the **finance and administration priority area**, the following trends were identified:

- Evaluate/Adapt/Adjust Programs in real time
- Economic Survival
- Tradeshows
- Staying abreast with technology

Based on Stedman and Irani’s analysis of the FNGLA division reports, the ranking of the priority areas by those involved is as follows:

1. Political Leadership
2. Communication and Marketing
3. Member Benefits and Services
4. Education and Certification
5. Finance and Administration

### S.W.O.T. Analysis

Attendees at the strategic planning session were also asked to participate in creating a SWOT Analysis. A SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in putting together a successful business venture. Strengths and weaknesses refer to internal components of the organization while opportunities and threats examine external components.

The chart on the following page depicts the SWOT analysis created by attendees of the FNGLA strategic planning committee.



# Strengths

Political Activity and Impact  
Well Postioned  
Relationships with other agencies  
Diversification of Programs  
Certification Recognition  
Volunteers/  
members/ staff/ "family"  
Tradeshows  
Financially Fit

# Weaknesses

Membership Retention  
Marketing Value of Membership  
Dependence on Tradeshow Revenue  
Chapter Recruiting and Relations  
Spread thin/ Time Commitments  
Certification Recognition  
Budget (program-based)  
Internal Communication

## SWOT Analysis

# Opportunities

Coalitions wlih related industry  
groups  
Potential Members to be recruited  
More people "green" aware  
Communication with new  
technologies  
Branding  
Grants

# Threats

Political Regulations/ Legislation  
Not adequately prepared for disaster  
Economy  
Competing Associations  
Pests

## Moving Forward

The next piece of the strategic planning session focused on examining FNGLA’s strategic priority areas and determining if they are still important and relevant in relation to advancing the overall goals of the organization. The attendees were divided up into groups and each given a strategic priority area to examine. Within each priority area, attendees were charged to create a strategic goal that supported the priority area as well as identify key steps that must occur in order for the strategic goal to be successful.

### Political Leadership Priority Area

Within the **political leadership priority area**, the following strategic goals and key steps were identified:

Strategic Goal	Key Steps Needed	Measures of Success
Strengthen the FNGLA-Political Action Committee	<ol style="list-style-type: none"> <li>1. Increase PAC’s communications, visibility and importance with members</li> <li>2. Increase member contributions to FNGLA-PAC</li> </ol>	<ol style="list-style-type: none"> <li>1. Frequency of communications highlighting FNGLA-PAC</li> <li>2. Financial contributions received from members and disbursed to candidates</li> </ol>
Advocate Industry’s Legislative & Regulatory Positions	<ol style="list-style-type: none"> <li>1. Continuously update policy and political statements</li> <li>2. Work to achieve recognition of FNGLA certification programs by municipal, and county governments as well as state agencies</li> </ol>	
Communicate the Importance of FNGLA Legislative Role and Successes	<ol style="list-style-type: none"> <li>1. Increase frequency of information as to FNGLA’s involvement in legislative and regulatory successes to members and industry-at-large.</li> </ol>	<ol style="list-style-type: none"> <li>1. Frequency of communication</li> <li>2. Regular updates in <i>Greenline</i></li> <li>3. Successes blasted to members and potential members</li> </ol>
Expand Grass Roots Capacity	<ol style="list-style-type: none"> <li>1. Communicate and train Chapter leaders on political action skills (e.g. give awards)</li> <li>2. Hire field representative to support membership political</li> </ol>	<ol style="list-style-type: none"> <li>1. Designate and maintain Chapter contacts for grassroots action network.</li> <li>2. Contacts trained in political action skills</li> </ol>



	<p>action development</p> <p>3. Share information among Chapters on local issues that may impact others</p>	
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### Education and Certification Priority Area

The following strategic goals and key steps were identified:

Strategic Goal	Key Steps Needed	Measures of Success
Position FNGLA Certifications as Recognized Premier/Gold Standards	<ol style="list-style-type: none"> <li>1. Increase public awareness via a consumer Web site</li> <li>2. Expand business planning component as part of landscape certification</li> <li>3. Target high school/college career fairs to connect students/grads to the industry</li> </ol>	
Increase Awareness of Green Industry to Next Generation	<ol style="list-style-type: none"> <li>1. Showcase industry professions as attractive entrepreneurial careers</li> </ol>	
Make Research Results More Readily Available	<ol style="list-style-type: none"> <li>1. Increase promotion of NFF research studies and results</li> <li>2. Increase promotion of <i>Greenline</i></li> <li>3. Increase promotion of FNGLA Endowment Fund within UF Foundation</li> </ol>	
Re-evaluate Delivery of Educational Programming	<ol style="list-style-type: none"> <li>1. Evaluate all educational programs for “return on investment (ROI)” and utilize program-based budgeting</li> <li>2. Identify education priorities</li> <li>3. Coordinate with Agri-tech CEI educational program</li> <li>4. Integrate more business topics into education offerings (e.g. finance, bidding)</li> <li>5. Explore merits of establishing a peer-to-peer mentor program</li> <li>6. Incorporate “green technology” topics into short course programs</li> </ol>	

Explore New Vehicles to Deliver Quality Education	1. Incorporate technologies to deliver current programs online (e.g. webinars)	
Promote Certification to Local Governments to Require Certified Professionals	1. Develop plan to educate and encourage local governments to require FNGLA certifications as part of their bidding, codes and ordinances  2. Use Orlando Utilities Commission program as model for entry	

### Communications and Marketing Priority Area

The following strategic goals and key steps were identified:

Strategic Goal	Key Steps Needed
Expand and Enhance FNGLA <i>Locator</i>	<ol style="list-style-type: none"> <li>1. Train staff on system updates</li> <li>2. Educate members as to how to maximize their use of the <i>Locator</i></li> <li>3. Make the <i>Locator</i> more simple and mobile-friendly to use</li> </ol>
Strengthen External Communications	<ol style="list-style-type: none"> <li>1. Strengthen and coordinate use of communications with Chapters, <i>Greenline</i>, Alerts and Updates</li> </ol>
Promote Florida Plants, Products and Services	<ol style="list-style-type: none"> <li>1. Build the Florida Garden Select program               <ol style="list-style-type: none"> <li>a. Trademark “Florida Grown, Nationally Known (FGNK)”</li> <li>b. Establish a taskforce on logistics</li> <li>c. Assess best tradeshow to showcase FL Garden Select</li> <li>d. Explore partnership with container/tag producers to promote FGNK royalty revenue stream</li> </ol> </li> <li>2. Showcase in consumer website</li> <li>3. Utilize FNGLA <i>Locator</i>’s printed maps</li> <li>4. Work with Garden Clubs, Master Gardeners to expand message reach</li> <li>5. Develop signage to promote FL Garden Select at plant sales, etc.</li> </ol>
Showcase Industry as Conscientious Environmental Stewards	<ol style="list-style-type: none"> <li>1. Survey membership re: green knowledge, current practices to develop data supporting industry’s position as environmental stewards</li> </ol>

	<ol style="list-style-type: none"> <li>2. Identify focused opportunities to tap into green marketing</li> <li>3. Secure Leeds points for indoor foliage and exterior landscapes</li> </ol>
Strengthen Internal Communications	<ol style="list-style-type: none"> <li>1. Strengthen and coordinate use of communications with Chapters, <i>Greenline</i>, Alerts and Updates</li> </ol>
Promote FNGLA Professional Certifications	<ol style="list-style-type: none"> <li>1. Develop tools so certified professionals can promote their earned designations</li> </ol>

### Membership Benefits and Services Priority Area

The following strategic goals and key steps were identified:

Strategic Goal	Key Steps Needed
Produce Tangible Benefits and Identify “Golden Handcuffs”	<ol style="list-style-type: none"> <li>1 Explore feasibility of i-Phone applications</li> <li>2 Develop easily accessible, tangible recruitment packets</li> <li>3 Build insurance programs (health, workers’ compensation, crop)</li> <li>4 Explore opportunities for credit card processing, etc.</li> <li>5 Identify expert resources to be made available to members</li> <li>6 Identify business benefits that also produce a new revenue stream to FNGLA</li> </ol>
Develop Targeted Marketing to Recruit and Retain Members	<ol style="list-style-type: none"> <li>1 Encourage Chapters to commit one monthly meeting each year to focus on member recruitment</li> <li>2 Utilize vendors and tradeshow lists to target members</li> <li>3 Assess benefits of “town hall meetings” open to industry-at-large to highlight FNGLA and promote membership and Chapters</li> <li>4 Hire a commission-based, full-time staff person to sell memberships, sponsorships, ads, etc.</li> </ol>
Improve Networking Opportunities	<ol style="list-style-type: none"> <li>1 Assess advantages of face-to-face vs. technology opportunities</li> <li>2 Develop Chapter tools encouraging interaction among members</li> <li>3 Explore online forums</li> <li>4 Offer a template for Chapter newsletters</li> <li>5 Strengthen Chapter section of FNGLA website</li> <li>6 Enhance B2B contacts via tools such as <i>Locator</i> enhancements,</li> </ol>

	<p>website resources</p> <p>7 Present strong reports communicating important industry/Chapter events</p>
Leadership Training	<p>1. Stage an annual event for FNGLA, Division and Chapter leaders</p> <p>2. Incorporate media training into leadership</p>

### Finance and Administration Priority Area

The following strategic goals and key steps were identified:

Strategic Goal	Key Steps Needed	Measures of Success
Strengthen Communications & Information Flow with Chapters	<ol style="list-style-type: none"> <li>1. Develop a handbook outlining Chapter “nuts and bolts” (e.g., Chapter operations manual, Chapter finance/administration manual)</li> <li>2. Delineate distinct roles for Chapters</li> <li>3. Develop and provide Chapter with tools (e.g., canned video presentations, accessible online finances, insurance forms, tax filling information)</li> <li>4. Hire a staff person whose primary role is to be the liaison to the Chapters</li> <li>5. Collect and organize online Chapter information (e.g., bylaws)</li> </ol>	<ol style="list-style-type: none"> <li>1 Increased Chapter meeting participation and Chapter board feedback</li> <li>2 Leadership training feedback</li> </ol>
Move to Program-Based Budget Beginning with 2010-2011 Budget		
Reforecast Annual Budget on a Quarterly Basis	<ol style="list-style-type: none"> <li>1. Present Board with quarterly budget updates</li> </ol>	
Review and Fund Programs on a Continual Basis	<ol style="list-style-type: none"> <li>1. Evaluate programs based on participant feedback and financial ROI</li> </ol>	
Develop Sponsorship Package	<ol style="list-style-type: none"> <li>1 Create sponsorship levels and year-long packages</li> </ol>	

	2 Hire a commission-based staff person to solicit sponsorships, advertising, etc	
Develop Staff Policy and Procedure Manual		
Develop IT Strategic Plan with Budget	1. Tie IT strategic plan to technology goals	
Evaluate Programming Efficiencies	1. Evaluate current programs to assess the extent to which the programs are accomplishing their goals	

## Survey Results

Following the distribution of the strategic planning executive report, a survey was created and sent out to the members of the planning committee in an effort to prioritize strategies during the upcoming years. The survey link was sent out to 41 FNGLA members and staff. The survey received 28 responses making the response rate 68%.

Within each priority area, the specific strategic goals generated at the planning meeting were listed and respondents were asked to rate each goal on a Likert scale with one equaling “Not Important” and five equaling “Extremely Important.” Additionally, there was a space for respondents to write in any other goal that they felt was important but had not been previously captured in the strategic planning process. The following tables are broken down by priority areas and explain the results from the survey.

The results are listed in order of most important as listed by planning committee members.

### Political Action Leadership Priority Area

Within the political action leadership priority area, the goals that were found to be “*Extremely Important*” by planning members included:

- **Advocate Industry’s Legislative & Regulatory Positions**

Regarding this goal, 57.7% of planning members stated this was an extremely important goal giving it the highest percentage in this category of any other goal. Additionally, 34.6% of planning members gave this goal a “4” and 7.7% of planning members were neutral on this issue. It did not receive any “not important” or “2” votes.

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	7.7%	34.6%	57.7%

- **Strengthen the FNGLA-Political Action Committee**

Regarding this goal, 42.3% of planning members stated that this was an extremely

important goal. 34.6% of members categorized this goal in the “4” category with 19.2% of members stating “Neutral” in relation to this goal. Lastly, 3.8% of planning members ranked this goal as a “2.” There were no responses in the “not important” categories.

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	19.2%	34.6%	42.3%

- **Other**

Planning members were also given the opportunity to write in strategic goals that were not previously mentioned in the report. Two respondents added goals that they ranked as “Extremely Important.” Those two goals are:

- Build our network of industry connections- such as Joe is friends with the Ag Commissioner’s best friend...etc.
- Fund raising events to support political activities

Within the political action leadership priority area, the majority of planning members categorized these goals “4’s,” the second highest possible ranking. These goals were:

- **Communicate the Importance of FNGLA Legislative Role and Successes**

Regarding this goal, 50.0% of planning members rated this goal as a “4.” Further, 46.2% of planning members selected the answer possibility of “extremely important” in relation to this goal. Only 3.8% of members categorized this goal in the “Neutral” category. There were no responses for the “2” or “Not Important” categories.

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	3.8%	50.0%	46.2%

- **Expand Grassroots Capacity**

In response to this goal, 46.2% of planning members categorized this goal as a “4”.

Following this category, 42.3% categorized this goal as “Extremely Important.” Thirdly, 7.7% of planning members categorized this goal as “Neutral” and 3.8% who categorized this goal as a “2.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	7.7%	46.2%	42.3%

Within the political action leadership priority area, there were no goals whose highest ranking fell in the “not important,” “2,” or “neutral” category.

## Political Action Leadership Summary of Priorities

In summary of this area, the research shows that planning members indicated that the prioritization of these efforts should be as follows:

### 1. Advocate Industry's Legislative & Regulatory Positions

- a. Continuously update policy and political statements
- b. Work to achieve recognition of FNGLA certification programs by municipal and county governments, as well as state agencies

### 2. Strengthen the FNGLA-Political Action Committee

- a. Increase PAC's communications, visibility and importance with members
- b. Increase member contributions to FNGLA-PAC

*Measures of Success:*

- Frequency of communications highlighting FNGLA-PAC
- Financial contributions received from members and disbursed to candidates

### 3. Communicate the Importance of FNGLA Legislative Role and Successes

- a. Increase frequency of information as to FNGLA's involvement in legislative and regulatory successes to members and industry-at-large.

*Measures of Success:*

- b. Frequency of communication
- c. Regular updates in *Greenline*
- d. Successes blasted to members and potential members

### 4. Expand Grassroots Capacity

- a. Communicate and train Chapter leaders on political action skills (e.g., give awards)
- b. Hire field representative to support membership political action development
- c. Share information among Chapters on local issues that may impact others

*Measures of Success:*

- d. Designate and maintain Chapter contacts for grassroots action network
- e. Contacts trained in political action skills

## Education and Certification Priority Area

Within the education and certification priority area, the goals that were found to be “*Extremely Important*” by planning members included:

- **Position FNGLA Certifications as Recognized Premier/Gold Standards**

Regarding this goal, 69.2% of planning members stated this was an extremely important goal giving it the highest percentage in this category of any other goal. Additionally, 23.1% of planning members gave this goal a “4” while 3.8% of planning members were “neutral” on this issue and 3.8% of members regarded this goal as “not important”.

Not Important	2	Neutral	4	Extremely Important
3.8%	0.0%	3.8%	23.1%	69.2%

1. **Promote Certification to Local Governments to Require Certified Professionals**

In reference to this goal, 50.0% of planning members indicated that it was extremely important. Additionally, 34.6% categorized this goal as a “4” in terms of importance, while 15.4% indicated neutrality towards this goal.

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	15.4%	34.6%	50.0%

- **Other**

Planning members were also given the opportunity to write in strategic goals that were not previously mentioned in the report. One respondent added a goal that they ranked as “Extremely Important.”

- Publication of research data, both publicly and privately funded among members

Within the education and certification priority area, the following goals were categorized as “4’s” on the importance scale.

- **Increase Awareness of Green Industry to Next Generation**

Regarding this goal, 46.2% of planning members felt this goal was a 4 on a scale of 1-5. The category that received the second highest rating in regards to this goal was “extremely important” with 26.9% choosing that option. Additionally, 23.1% of planning members indicated neutrality and 11.5% of members rated this goal as a “2.” Lastly, 3.8% indicated this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	7.7%	11.5%	46.2%	34.6%



- **Explore New Vehicles to Deliver Quality Education**

Within this goal, 46.2% of planning members felt this goal was a 4 on a scale of 1-5. The second highest rating was in the “neutral” category with 30.8% of members placing it in this category. The third highest category was “extremely important” with 19.2% including it in this category. Finally, 3.8% of planning members rated this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
3.8%	0.0%	30.8%	<b>46.2%</b>	19.2%

- **Make Research Results More Readily Available**

Within this goal, 34.6% of planning members felt this goal was a 4 on a scale of 1-5. The second highest rating was in the “extremely important” category with 26.9% of members placing it in this category. The third highest category was “neutral” with 23.1% including it in this category. Finally, 11.5% of planning members rated this goal as a “2,” and 3.8% of members rated this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
3.8%	11.5%	23.1%	<b>34.6%</b>	26.9%

Within the education and certification priority area, the following goals were categorized as “*neutral*” on the importance scale.

- **Re-evaluate Delivery of Educational Programming**

Within this goal, 34.6% of planning members were “neutral” in regards to this goal. The second highest rating was in the “4” category with 30.8% of members placing it in this category. The third highest category was “extremely important” with 26.9 % including it in this category. Finally, 7.7% of planning members rated this goal as a “2.” No members felt this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	7.7%	<b>34.6%</b>	30.8%	26.9%

None of the goals within this priority area had the highest ranking in the “not important,” or the “2,” category.

## Education and Certification Summary of Priorities

In summary of this area, the research shows that planning members indicated that the prioritization of these efforts should be as follows:

1. **Position FNGLA Certifications as Recognized Premier/Gold Standards**
  - a. Increase public awareness via a consumer website
  - b. Expand business planning component as part of landscape certifications
  - c. Target high school/college career fairs to connect students/grads to the industry
2. **Promote Certification to Local Governments to Require Certified Professionals**
  - a. Develop plan to educate and encourage local governments to require FNGLA certifications as part of their bidding, codes and ordinances
  - b. Use Orlando Utilities Commission program as a model for entry
3. **Increase Awareness of Green Industry to Next Generation**
  - a. Showcase industry professions as attractive entrepreneurial careers
4. **Explore New Vehicles to Deliver Quality Education**
  - a. Incorporate technologies to deliver current programs online (e.g., webinars)
5. **Make Research Results More Readily Available**
  - a. Increase promotion of NFF research studies and results
  - b. Increase promotion in *Greenline*
  - c. Increase promotion of FNGLA Endowment Fund within UF Foundation
6. **Re-evaluate Delivery of Educational Programming**
  - a. Evaluate all education programs for “return on investment (ROI)” and utilize program-based budgeting
  - b. Identify education priorities
  - c. Coordinate with Agri-tech CEU educational program
  - d. Integrate more business topics into education offerings (e.g., finance, bidding)
  - e. Explore merits of establishing a peer-to-peer mentor program
  - f. Incorporate “green technology” topics into short course programs

## Communications and Marketing Priority Area

Within the communications and marketing priority area, the following goals were found to be “*extremely important*”:

### 1. Promote Florida Plants, Products and Services

This goal ranked the highest within the communications and marketing priority area with 57.7% of planning members categorizing it as “extremely important.” Secondly, 34.6% of members categorized this goal as a “4.” Thirdly, 3.8% of members placed this goal in the “neutral category,” and 3.8% of members categorized this goal as a “2.” No planning members placed this goal in the “not important” category.

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	3.8%	34.6%	57.7%

- **Strengthen Internal Communications- chapter relations, *Greenline*, alert updates**

Regarding this goal, 53.8% of planning members felt this goal was “extremely important.” Secondly, 38.5% of planning members ranked this goal as a “4,” and 7.7% of planning members felt “neutral about this goal. No planning member categorized this goal as “not important or “2.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	7.7%	38.5%	53.8%

- **Showcase Industry as Conscientious Environmental Stewards**

Within this goal, 42.3% of planning members categorized it as “extremely important.” Planning members gave the second highest rating of 34.6% in the “4” category. Thirdly, 15.4% of planning members categorized this goal as “neutral,” and 7.7% of members categorized this goal as a “2.” No members categorized this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	7.7%	15.4%	34.6%	42.3%

- **Other**

Planning members were also given the opportunity to write in strategic goals that were not previously mentioned in the report. Three respondents added five goals that they ranked as “Extremely Important.”

- Create measurables for ensuring a balance between electronic and print communication
- Provide budget for marketing to Florida's end consumers (External comm- NOT via trade shows)

- Promote the comp Locator listings to the membership as its seems to not be a priority
- Use the Master Gardener program to promote Florida plants and local nurseries
- Marketing efforts should reflect political & education goals (ie market certification value to consumers/govt.)

Within the education and certification priority area, the following goals were categorized as “4’s” on the importance scale.

- **Promote FNGLA Professional Certifications**

Within this goal, 61.5% of planning members rated this goal as a “4.” Secondly, 19.2% of planning members categorized this goal as “extremely important.” Thirdly, 15.4% of planning members categorized this goal as “neutral” and 3.8% of planning members responded that this goal was a “2.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	15.4%	<b>61.5%</b>	19.2%

- **Strengthen External Communications—pushing to promote Florida plants across the country through publications and trade shows**

Regarding this goal, 42.3% of planning members rated this goal as a “4,” while 34.6% of planning members categorized this goal as “extremely important.” Next, 15.4% of members categorized this goal as “neutral” and 7.7% of members classified this goal as a “2.” No members categorized this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	7.7%	15.4%	<b>42.3%</b>	34.6%

Within the education and certification priority area, the following goals were categorized as “neutral” on the importance scale.

- **Expand and Enhance FNGLA Locator**

Regarding this goal, 42.3% of planning members designated this goal as being “neutral.” Secondly, 38.5% of planning members categorized this goal as a “4.” The next two categories were tied with 7.7% of planning members categorizing the goal as “extremely important” and 7.7% of members categorizing the goal as a “2.” Finally, 3.8% of planning members categorized the goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
3.8%	7.7%	<b>42.3%</b>	38.5%	7.7%

## Communications and Marketing Summary of Priorities

### 1. Promote Florida Plants, Products and Services

- a. Build the Florida Garden Select program
  2. Trademark “Florida Grown, Nationally Known (FGNK)”
  3. Establish a taskforce on logistics
  4. Assess best tradeshow to showcase FL Garden Select
  5. Explore partnership with container/tag producers to promote FGNK royalty revenue stream
- b. Showcase in consumer website
- c. Utilize FNGLA *Locator*’s printed maps
- d. Work with Garden Clubs, Master Gardeners to expand message reach
- e. Develop signage to promote FL Garden Select at plant sales, etc.

### 2. Strengthen Internal Communications

- a. Strengthen and coordinate use of communications with Chapters, *Greenline*, Alerts and Updates

### 3. Showcase Industry as Conscientious Environmental Stewards

- a. Survey membership re: green knowledge, current practices to develop data supporting industry’s position as environmental stewards
- b. Identify focused opportunities to tap into green marketing
- c. Secure Leeds points for indoor foliage and exterior landscapes

### 4. Promote FNGLA Professional Certifications

- a. Develop tools so certified professionals can promote their earned designations

### 5. Strengthen External Communications

- a. Develop publication and trade show pieces to promote Florida plants throughout the U.S.

### 6. Expand and Enhance FNGLA *Locator*

- a. Train staff on system updates
- b. Educate members as to how to maximize their use of the *Locator*
- c. Make the *Locator* more simple and mobile-friendly to use

## Membership Benefits and Services Priority Area

Within the membership benefits and services priority area, the following goals were found to be “*extremely important*”:

### 1. Develop Targeted Marketing to Recruit and Retain Members

Regarding this goal, 46.2% of planning members indicated this goal was “extremely important.” Secondly, 30.8% of planning members indicated this goal was a “4,” while 19.2% of planning members indicated they were “neutral” regarding this goal. Only 3.8% of planning members rated this goal as a “2.” No members rated this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	19.2%	30.8%	46.2%

- **Produce Tangible Benefits and Identify “Golden Handcuffs”**

Within this goal, two categories were tied with 42.3% of planning members finding this goal “extremely important,” and 42.3% of planning members rating this goal a “4.” Following the tie, 7.7% of members indicated they were “neutral.” Finally, 3.8% of members rated this goal as a “2” and 3.8% of members indicated this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
3.8%	3.8%	7.7%	42.3%	42.3%

- **Other**

Planning members were also given the opportunity to write in strategic goals that were not previously mentioned in the report. One respondent added one goal that they ranked as “Extremely Important.”

- DO NOT HIRE MORE STAFF! Like all of us, do more with less. Support local leaders in their efforts to recruit, and train them on specifics of chapter management. Leadership team building is fun--but fluff. Eg; Show me how to file the required tax return.

Within the membership benefits and services priority area, the following goals were found to be “4’s”:

- **Leadership Training**

Regarding this goal, 46.2% of planning members rated this goal as a “4.” Secondly, 30.8% of planning members found this goal to be “extremely important.” Thirdly, 23.1% of planning members indicated that they were “neutral” in regards to this goal. No members felt this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	23.1%	46.2%	30.8%

- **Improve Networking Opportunities**

Regarding this goal, it was found that 42.3% of planning members rated this goal as a “4.” Secondly, 34.6% of planning members indicated this goal was “extremely important.” Thirdly, 23.1% of planning members indicated that they were “neutral” in regards to this goal. No members felt this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	23.1%	42.3%	34.6%

### Membership Benefits and Services Summary of Priorities

In summary of this area, the research shows that planning members indicated that the prioritization of these efforts should be as follows:

1. **Develop Targeted Marketing to Recruit and Retain Members**
  - b. Encourage Chapters to commit one monthly meeting each year to focus on member recruitment
  - c. Utilize vendors and tradeshow lists to target members
  - d. Assess benefits of “town hall meetings” open to industry-at-large to highlight FNGLA and promote membership and Chapters
  - e. Hire a commission-based, full-time staff person to sell memberships, sponsorships, ads, etc.
2. **Produce Tangible Benefits and Identify “Golden Handcuffs”**
  - a. Explore feasibility of i-Phone applications
  - b. Develop easily accessible, tangible recruitment packets
  - c. Build insurance programs (health, workers’ compensation, crop)
  - d. Explore opportunities for credit card processing, etc.
  - e. Identify expert resources to be made available to members
  - f. Identify business benefits that also produce a new revenue stream to FNGLA
3. **Leadership Training**
  - a. Stage an annual event for FNGLA, Division and Chapter leaders
  - b. Incorporate media training into leadership
4. **Improve Networking Opportunities**
  - a. Assess advantages of face-to-face vs. technology opportunities

- b. Develop Chapter tools encouraging interaction among members
- c. Explore online forums
- d. Offer a template for Chapter newsletters
- e. Strengthen Chapter section of FNGLA website
- f. Enhance B2B contacts via tools such as *Locator* enhancements, website resources
- g. Present strong reports communicating important industry/Chapter events

### Finance and Administration Priority Area

Within the finance and administration priority area, the following goals were found to be “*extremely important*”:

#### 1. Evaluate Programming Efficiencies

Regarding this goal, 44.4% of planning members indicated that it was extremely important. Secondly, there was a tie in planning members with 25.9% assigning this goal as a “4” and 25.9% of planning members assigning this goal as “neutral.” Thirdly, 3.7% of planning members gave this goal a “2.” No members assigned this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.7%	25.9%	25.9%	44.4%

- **Hire field person to support chapters, build membership**

In regards to this goal, 37.0% of planning members felt this goal was “extremely important.” Next, 25.9% of members felt “neutral” about this issue. Thirdly, 18.5% of members felt this goal ranked as a “4.” Fourthly, 11.1% of planning members categorized this goal as a “2.” Finally, 7.4% of members categorized this goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
7.4%	11.1%	25.9%	18.5%	37.0%

- **Other**

Planning members were also given the opportunity to write in strategic goals that were not previously mentioned in the report. Two respondents added two goals that they ranked as “Extremely Important.”

- Budgeted strategic IT plan should already be in place, as should a plan for each department at State office. I do not recall conversation about the items I left blank. Not sure when those issues came up at meeting
- Create a time line for every program. review program progress on a weekly/monthly basis and evaluate staff efficiency on the project



Within the finance and administration priority area, the following goals were found to be “4’s”:

- **Develop IT Strategic Plan with Budget**

Regarding this goal, 69.2% of planning members ranked this goal as a “4.” Secondly, 19.2% of members indicated that they felt “neutral” in response to this goal. Next, 7.7% of planning members indicated this goal was “extremely important.” Lastly, 3.8% of members ranked this goal as a “2.” No members felt this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	19.2%	69.2%	7.7%

- **Strengthen Communications & Information Flow with Chapters**

Within this goal, 44.4% of members ranked this goal as a “4.” Secondly, 37.0% of planning members indicated this goal was “extremely important.” Lastly, 18.5% of members indicated they felt “neutral” about this goal. No members ranked this goal as a “2” or as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	18.5%	44.4%	37.0%

- **Review and Adopt Programs on a Continued Basis**

Within this goal, 42.3% of members ranked this goal as a “4.” Secondly, 34.6% of planning members indicated this goal was “extremely important.” Lastly, 23.1% of members indicated they felt “neutral” about this goal. No members ranked this goal as a “2” or as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	23.1%	42.3%	34.6%

Within the finance and administration priority area, the following goals were found to be “neutral”:

- **Reforecast Budget Quarterly**

Regarding this goal, 55.6% of planning members ranked this goal as a “neutral.” Secondly, there was a tie with 18.5% of members indicating that they felt this goal was “extremely important,” and 18.5% of planning members categorizing this goal as a “4.” Lastly, 7.4% of members ranked this goal as a “2.” No members felt this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	7.4%	55.6%	18.5%	18.5%

- **Develop Sponsorship Package**

Regarding this goal, 50.0% of planning members ranked this goal as a “neutral.” Secondly, 42.3% of planning members categorized this goal as a “4.” Lastly, 7.7% of members ranked this goal as “extremely important.” No members categorized this goal as a “2” or as “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	0.0%	50.0%	42.3%	7.7%

- **Commission-Based Staff for Advertising**

Regarding this goal, 46.2% of planning members designated this goal as being “neutral.” Secondly, 19.2% of planning members categorized this goal as a “2.” Thirdly, 15.4% of members indicated this goal was “extremely important.” Fourthly, 11.5% of planning members categorized this goal as a “4.” Finally, 7.7% of planning members categorized the goal as “not important.”

Not Important	2	Neutral	4	Extremely Important
7.7%	19.2%	46.2%	11.5%	15.4%

- **Develop Staff Policy and Procedure Manual**

Regarding this goal, 42.3% of planning members designated this goal as being “neutral.” Secondly, 30.8% of planning members categorized this goal as a “4.” Thirdly, 23.1% of members indicated this goal was “extremely important.” Lastly, 3.8% of planning members indicated this goal was a “2”. No members indicated this goal was “not important.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.8%	42.3%	30.8%	23.1%

- **Move to Program-Based Budget for 2010-2011 Budget**

Within this goal, 40.7% of members ranked this goal as a “neutral.” Secondly, 29.6% of planning members indicated this goal was “extremely important.” Thirdly, 25.9% of planning members categorized this goal as a “4.” Lastly, 3.7% of members indicated they felt this goal was a “2.”

Not Important	2	Neutral	4	Extremely Important
0.0%	3.7%	40.7%	25.9%	29.6%

### Finance and Administration Summary of Priorities

In summary of this area, the research shows that planning members indicated that the prioritization of these efforts should be as follows:

1. **Evaluate Programming Efficiencies**
  - a. Evaluate current programs to assess the extent to which the programs are accomplishing their goals
2. **Develop IT Strategic Plan with Budget**
  - a. Tie IT strategic plan to technology goals
3. **Strengthen Communications & Information Flow with Chapters**
  - a. Develop a handbook outlining Chapter “nuts and bolts” (e.g., Chapter operations manual, Chapter finance/administration manual)
  - b. Delineate distinct roles for Chapters
  - c. Develop and provide Chapter with tools (e.g., canned video presentations, accessible online finances, insurance forms, tax filling information)
  - d. Hire a staff person whose primary role is to be the liaison to the Chapters
  - e. Collect and organize online Chapter information (e.g., bylaws)

*Measures of Success*

- f. Increased Chapter meeting participation and Chapter board feedback
  - g. Leadership training feedback
4. **Review and Fund Programs on a Continual Basis**
  - a. Evaluate programs based on participant feedback and financial ROI
5. **Reforecast Annual Budget on a Quarterly Basis**
  - a. Present Board with quarterly budget updates
6. **Develop Sponsorship Package**

- a. Create sponsorship levels and year-long packages
- b. Hire a commission-based staff person to solicit sponsorships, advertising, etc.

#### **7. Develop Staff Policy and Procedure Manual**

#### **8. Move to Program-Based Budget Beginning with 2010-2011 Budget**

### **Summary**

The Florida Nursery, Growers and Landscape Association held its three year strategic planning event on November 2-3, 2009 at the Rosen Hotel in Orlando, Florida. The session was facilitated by Center for Public Issues Education in Agriculture and Natural Resources' with the lead facilitator being Dr. Nicole Stedman and co-facilitator, Dr. Tracy Irani.

In summary, this document serves to finalize FNGLA's upcoming three year strategic planning process. The highlights of the strategic planning session included revising the organization's mission and vision statements, addressing industry trends occurring in each of the organization's priority areas, analyzing the organization through a SWOT analysis matrix and identifying new strategic goals, action steps and measures of success for the upcoming strategic plan.

Secondly, the members of the strategic planning committee completed a survey to rank and prioritize the goals set forth at the initial meeting. Each of those results are included in this report along with the percentage breakdown for each of the goals in the five priority areas. Finally, based on the research results, all of the goals within each priority area have been ranked in according to the responses gleaned from planning committee members.