FPA
FINANCIAL
PLANNING
ASSOCIATION

OneFPA
NETWORK

Final OneFPA Network Beta-Test Application Package

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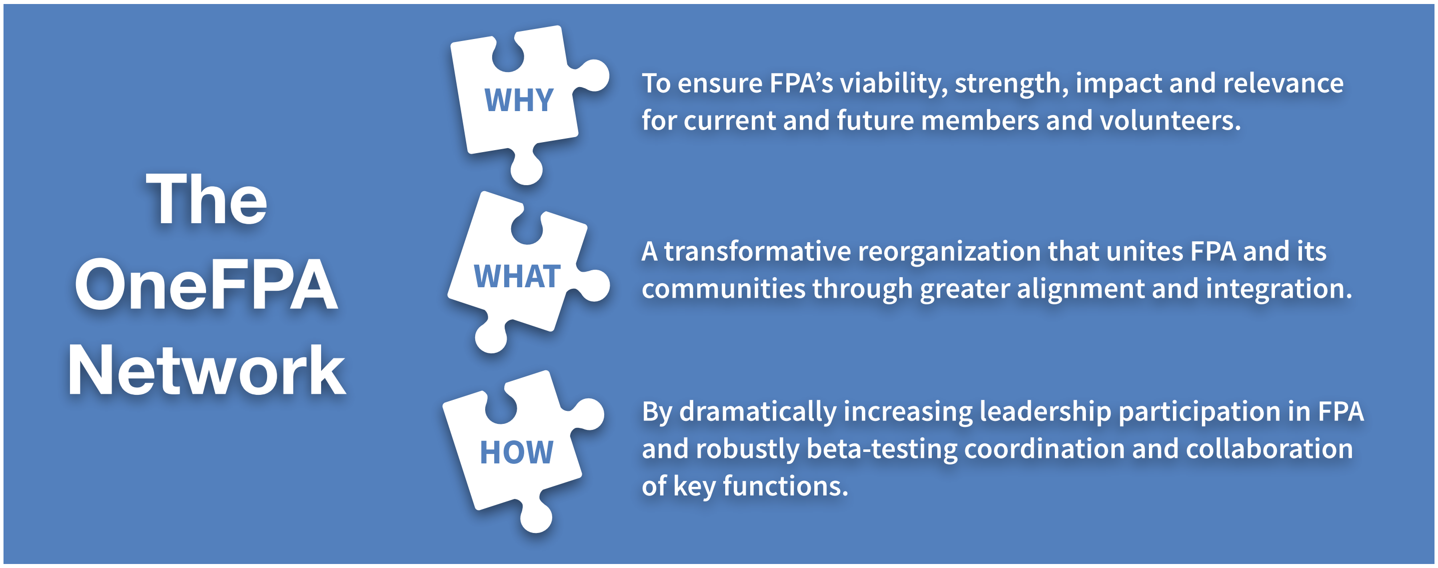


The OneFPA Network

WHY To ensure FPA's viability, strength, impact and relevance for current and future members and volunteers.

WHAT A transformative reorganization that unites FPA and its communities through greater alignment and integration.

HOW By dramatically increasing leadership participation in FPA and robustly beta-testing coordination and collaboration of key functions.

The **Final OneFPA Network Beta-Test Application Package** contains three documents that are critical to the beta-testing that will take place with 10 FPA chapters beginning January 2020. The documents are:

1. **Final OneFPA Network Beta-Test Application**
2. **Final FPA and Beta-Test Chapter Master Services Agreement**
3. **Final Strategic Goals and Key Performance Indicators (KPIs)**

In the spirit of 'Participatory Governance' and with a continued commitment to transparency, the OneFPA Network Transition Task Force and the FPA Board of Directors asked all FPA stakeholders to review this package and **provide comments, suggestions and ideas by July 1, 2019.** All feedback was collected via email at OneFPANetwork@OneFPA.org and used by the OneFPA Transition Task Force in the development of the Final OneFPA Network Beta-Test Application Package.

Final OneFPA Network Beta-Test Application

Final OneFPA Network Beta-Test Application

The goal of the OneFPA Network is to ensure the viability, strength, impact and relevance for current and future members and volunteers of the Financial Planning Association® (FPA®) by creating a transformative reorganization that unites FPA and its communities through greater alignment and integration. By doing so, FPA will be able to fulfill its Primary Aim: *To elevate the profession that transforms lives through the power of financial planning* and enhance the experience of current members and attract new members. Through a robust beta-test with selected FPA chapters, FPA will be able to test the implementation of solutions to support deeper and more collaborative integration between FPA and its network of local chapters.

FPA chapters interested in being considered to participate in the beta-test will:

- Read the Final OneFPA Network Plan approved by the FPA Board of Directors.
- Review the Master Services Agreement (MSA) and Key Performance Indicators (KPIs) (measures/metrics) associated with the OneFPA Network Beta-Test.
- Complete and submit the application no later than September 15, 2019.
- Designate a representative(s) to participate in an exploratory interview regarding the chapter's interest and operations that will occur after applications are submitted and before beta-test chapters are chosen.

To help in the application process, FPA will offer an informational webinar/teleconference for interested chapters in July. Chapters are also welcome to contact FPA staff directly with specific questions at OneFPANetwork@OneFPA.org.

The OneFPA Transition Task Force will conduct interviews with applicants as applications are received to confirm suitability for the beta-test. The Task Force will select beta-test chapters by October 15, 2019 (pending the number of applications received, which may require an extension of this deadline to ensure an accurate selection process).

Note: As with all beta-tests, we will undoubtedly experience an uneven start and some KPIs might not reflect enhanced performance, especially in the first 6-12 months. This is especially true given the learning curve many participants will need to climb in order to master and take advantage of the benefits of the new systems and processes.

It will be important for all participants and observers to have realistic expectations around near-term progress and a strong commitment to the longer-term goals. It will be equally important for all participants to communicate frequently and respectfully regarding their experience and perceptions.

1. FPA Chapter Name: ______________________________

2. Contact information for chapter representative completing application on behalf of the chapter’s Board of Directors:

Name ______________________________

Chapter Leader Role ______________________________

Email ______________________________

Phone ______________________________

3. Contact information for chapter representative authorized to participate in an interview following submission of the application:

Name ______________________________

Chapter Leader Role ______________________________

Email ______________________________

Phone ______________________________

4. My chapter board has read and reviewed the Final OneFPA Network Plan.

YES ☐ NO ☐

5. My chapter board has taken a formal vote to apply to become a beta-test chapter.

YES ☐ NO ☐

6. My chapter board is willing to formally execute the Master Services Agreement.

YES ☐ NO ☐

7. My chapter board is committed to a two-year beta-test beginning on January 1, 2020.

YES ☐ NO ☐

8. My chapter board will provide a volunteer leader to serve on one of the OneFPA Committees that are designed to support beta-test chapters and assess the effectiveness of the beta-test.

YES ☐ NO ☐

9. Does your chapter have a paid staff?

YES ☐ NO ☐

10. If yes, what is the status of your chapter paid staff?
    a. Employee ☐
    b. Independent Contractor ☐
    c. Association Management Company ☐
    d. Not applicable—chapter doesn't have paid staff ☐

11. If your chapter has staff and your chapter is selected for the beta-test, will your staff be able to contribute up to a minimum of 8 hours/month to participate in coordination and collaboration efforts?

    YES ☐ NO ☐

12. The expense for additional travel and out-of-pocket costs for chapter staff (outside of the Chapter Leaders Conference) is covered by FPA. Expenses for additional chapter staff time is covered by the chapter. Limited grants will be available from FPA based on financial need if it is mutually determined that the financial cost to the chapter would be a barrier to participation in the beta-test. Would your chapter require a financial grant to cover the expense for additional chapter staff time?

    YES ☐ NO ☐

13. Is your chapter staff supportive of becoming a beta-test chapter?

    YES ☐ NO ☐

14. In 100 words or less, please explain why your chapter would like to participate in the beta-test.

Thank you for completing the application to participate as a OneFPA Network Beta-Test Chapter. **Submitting this application is the first step in your chapter's exploration of whether you want to become a beta-test chapter.** A representative from the OneFPA Transition Task Force will contact your chapter to set up a follow-up conversation. Beta-test chapters will be selected by the OneFPA Transition Task Force and will be notified of their acceptance and next steps by the end of October.

When complete, please send this application via email to OneFPANetwork@OneFPA.org.

Final FPA and Beta-Test Chapter Master Services Agreement

Final FPA and Beta-Test Chapter Master Services Agreement

This Master Services Agreement ("Agreement") is made this _________ day of __________, _____, by and between the Financial Planning Association, a District of Columbia nonprofit corporation ("FPA Headquarters") and the Financial Planning Association of _____________ ("FPA Chapter").

> WHEREAS, the OneFPA Network is a transformative reorganization that unites FPA and its communities through greater alignment and integration to ensure FPA's viability, strength, impact and relevance for current and future members and volunteers by dramatically increasing leadership participation in FPA and robustly beta-testing coordination and collaboration of key functions.
>
> NOW THEREFORE, in consideration of the foregoing and of their mutual commitments and agreements, FPA Headquarters and the FPA Chapter wish to describe their understanding concerning the services to be rendered and other rights and obligations of the parties as follows:

1. PREAMBLE

The OneFPA Network is based on a model well-established in the private sector (and gaining traction among associations) designed to deliver the highest possible value to all customers (members) by leveraging economies of scale and skill through system-wide operational consistency (i.e. common technological platforms and procedures for all critical functions) while maximizing autonomy and flexibility in the development and delivery of local programs and activities.

Strategic goals for the OneFPA Network include:

A. Enhance the consistency and quality of the member experience.
B. Maximize operational efficiency and effectiveness.
C. Optimize strategic alignment among all components of the OneFPA ecosystem.

To ensure the OneFPA Network achieves these goals, FPA has elected to conduct a beta-test with a select group of chapters that represent the size and geographic scope of FPA chapters across the U.S. This beta-test will enable FPA to identify and implement the most effective policies, procedures, structures and systems for the Network.

This Agreement represents a significant step forward in the implementation of the OneFPA Network Plan initiative. The Agreement clarifies the relationship between FPA Headquarters and FPA Chapters participating in the beta-test and articulates the goals and key performance indicators (KPIs) that will drive the objective assessment of our efforts.

As the name beta-test implies, this is a collaborative initiative to test new ways of working together, new processes, new technologies, etc. As we engage in the beta-test experience, there will be ongoing communication, feedback and where appropriate, changes will be implemented. The processes for evaluating the beta-test effort and results will be overseen by the OneFPA Transition Task Force and various OneFPA committees as appropriate. The Key Performance Indicators will be evaluated, and updated if needed, on an ongoing basis by the OneFPA Transition Task Force.

2. GUIDING PRINCIPLES AND COMMITMENTS

2.1 FPA Chapters and FPA Headquarters commit to:

- Working collaboratively to develop an integrated value proposition that enhances the experience for current and prospective members, including working together on membership recruitment and retention.
- Embracing full transparency to share ongoing beta-test results to assist FPA Headquarters and FPA Chapters to determine what aspects of the beta-test need to be included, altered or rejected for potential system-wide implementation.
- Assuming good intentions and communicate honestly, directly and respectfully knowing that aspects of the beta-test will need to be adjusted as we learn from direct experience.
- Supporting evaluation and implementation of a common set of technologies with the desired outcome of achieving operational efficiencies and enhanced strategic/programmatic effectiveness.
- Exploring ways to increase integration and alignment to leverage the influence, value and relevance of FPA and its communities.
- Developing a cooperative and supportive culture.
- Working with management consultants to evaluate the beta-test experience and finalize the KPIs related to beta-test chapters.

2.2 FPA Chapters shall retain responsibility for and authority over:

- Governance of the chapter, including election of leadership
- Compliance with relevant local, state and federal laws
- Supporting FPA's Primary Aim, Strategic Framework and policies
- Chapter annual budgets and all related finances including payables, receivables and reserves
- Chapter sponsorship relationships and revenues
- Local programming and services
- Chapter staff*

2.3 The FPA Board of Directors shall retain responsibility for and authority over:

- Strategic direction-setting and policy development for FPA as a whole
- Governance of the association, including election of national leadership
- Compliance with relevant local, state and federal laws
- Membership dues collection and distribution
- FPA brand protection and enhancement
- National budgets and all related finances including payables, receivables and reserves
- National sponsorship relationships and revenues
- National staff

**FPA will provide payroll services, training and benefits for chapter staff as defined in section 5.1 below.*

3. BETA-TEST TIMEFRAME COMMITMENT

Beta-test chapters will be selected by October 15, 2019 (or later if deemed necessary due to a larger than anticipated number of applications). The beta-test time period is January 1, 2020 through December 31, 2021, with preparatory work occurring with beta-test chapters between October 15, 2019 and December 31, 2019. Preparation will include several hours of webinar orientation and training and participation in a half-day training for Chapter Executives at the 2019 Chapter Leadership Conference.

4. COST OF IMPLEMENTATION

- Other than additional staff hours (e.g., attendance by Chapter Executive and president at chapter leadership programs), chapter incremental expenses for the beta-test should be relatively low and will be kept to a minimum.

- Limited grants will be available from FPA based on financial need if it is mutually determined that the financial cost to the chapter would be a barrier to participation in the beta-test.

  Note: If it is determined that a portion of, or the entire beta-test, is not effective in achieving the goals as per the KPIs, then FPA will assist with the cost and process needed to return the chapter to an independent, functional operational state, so that the chapter is minimally impacted. Reverting back to a functional operational state is based on the specific situation of the beta-test chapter. Therefore, the timing of the reversion will depend on the chapter's circumstances and its systems and will be done as expeditiously as possible.

5. CENTRALIZED FUNCTIONALITY

The three primary areas where centralizing functions will be implemented and tested are: Centralized Staffing; Centralized Technology and Centralized Accounting and Financial Reporting.

5.1 Centralized Staffing

Governed by the OneFPA Staffing Coordination Subcommittee of the OneFPA Leadership Institute

Roles and responsibilities of **FPA Headquarters**:

- As employer of beta-test chapter's Chapter Executive, FPA Headquarters to provide payroll services and benefits where applicable.
- Assist chapter in the development of the Chapter Executive job description. The Chapter Executive reports to a manager at FPA Headquarters. The Chapter Executive job description will clearly state that the Chapter Executive's sole responsibility is to the chapter and in serving the interests of the chapter, which in turn supports and elevates FPA. Therefore, the operational priorities of the Chapter Executive are focused on the chapter. The performance of the Chapter Executive is evaluated based on the job description, which is approved by the chapter. The connections, relationships, knowledge and resources that Chapter Executives develop with Headquarters supports entirely their responsibility to the chapter.
- Provide Chapter Executive and volunteer leaders the support and training as needed to manage beta-test systems and procedures.
- Provide guidance and best practices on day-to-day chapter operations, including an Operations Manual.

Roles and responsibilities of the **FPA Chapter**:

- Chapter Executive and Chapter President-elect to participate at the OneFPA Chapter Leaders Conference annually at chapter's expense.
- Chapter President and Chapter Executive to participate in quarterly check-in meetings with FPA Headquarters.
- Chapter Executive to participate in FPA staff meetings, FPA Chapter Executive staff meetings and regular meetings with FPA supervisor and key staff (a minimum of 8 hours per month). *Note: The additional Chapter Executive time is entirely dedicated to supporting and enhancing the programs, services and administrative effectiveness of the chapter and is to be covered by the chapter.*
- Chapter Executive to provide a OneFPA beta-test update to Chapter Board on a regular basis.
- Chapter Executive to participate in an onboarding training in Denver, travel expense to be paid for by FPA National; staff time to be paid for by the chapter.
- Determines the compensation of the Chapter Executive and has final decision-making authority over the employment and status of the Chapter Executive.
- How much time a Chapter Executive exceeds the 8-hour minimum per month (other than special training and in-person events) is dependent on the needs of the Chapter Executive and chapter. The upper limit should be based on a conversation between the chapter and Chapter Executive, since the chapter is responsible for determining compensation and budgeting for the compensation of Chapter Executives.

5.2 Centralized Technology

Governed by the OneFPA Technology Task Force

FPA Headquarters and participating FPA Chapters will work together to improve any integrations and/or the migration processes from a chapter's current software system to new software. Changes and adjustments will be made collaboratively as we learn from the experience of using the technology tools. The OneFPA Technology Task Force will work with consultants and staff to conduct a needs assessment, evaluate relevant solutions and make technology solution selections as appropriate. These areas may include accounting, membership database, website platform/presence, communications, identity access management solution (one login to systems) and any other areas as deemed necessary.

Roles and responsibilities of **FPA Headquarters**:

- Collaborate and communicate with beta-test chapters in the evaluation and selection of technology solutions.
- Equip beta-test chapters with selected technology solutions at FPA's expense.
- Provide training in usage and best practices for selected technology solutions.
- Provide Chapter Executive with FPA email address and phone number.
- Validate security protocols installed on all equipment which has direct access to the OneFPA system.

Roles and responsibilities of the **FPA Chapter**:

- Commit time required to test and implement selected technology solutions.
- Participate in training.
- Provide timely feedback as requested.
- Use FPA provided email address and phone number.

5.3 Centralized Accounting and Financial Reporting

Governed by the OneFPA Resource Coordination Committee

Roles and responsibilities of **FPA Headquarters**:

- Provide a master chart of accounts that will allow for a common organizational reporting structure.
- Compile financial data (budget information and actual operating results) into a common reporting structure.
- Based on the level of information received from the respective chapter, provide a core set of financial and statistical/ demographic reports.
- Provide KPI dashboards and comparative analysis relating to operations.
- Provide data to the Resource Coordination Committee.

Roles and responsibilities of the **FPA Chapter**:

- Commit to mapping chapter's current chart of accounts to master chart of accounts by 12/1/2019.
- Commit to adoption of master chart of accounts on 1/1/2020.
- Provide annual budget information upon approval by the chapter board.
- Provide monthly financial data in a format and monthly timeframe to be determined.

Note: If FPA Headquarters and the relevant OneFPA Committees elect to provide a common online accounting license for all chapters (e.g., Quickbooks Online), the above roles and responsibilities of the Chapter would not be required as the chart of accounts could be pre-loaded into the software and all the reports auto-generated by FPA Headquarters.

Financial Planning Association of

____

By: _________________________________
Chapter President

____
Date

Financial Planning Association (FPA):

By: ___________________________________
Lauren Schadle, CAE
CEO/Executive Director

____
Date

Final Strategic Goals and Key Performance Indicators (KPIs)

Final Strategic Goals and Key Performance Indicators (KPIs)

Strategic goals for the OneFPA Network include:

A. Enhance the consistency and quality of the member experience.
B. Maximize operational efficiency and effectiveness.
C. Optimize strategic alignment among all components of the OneFPA ecosystem.

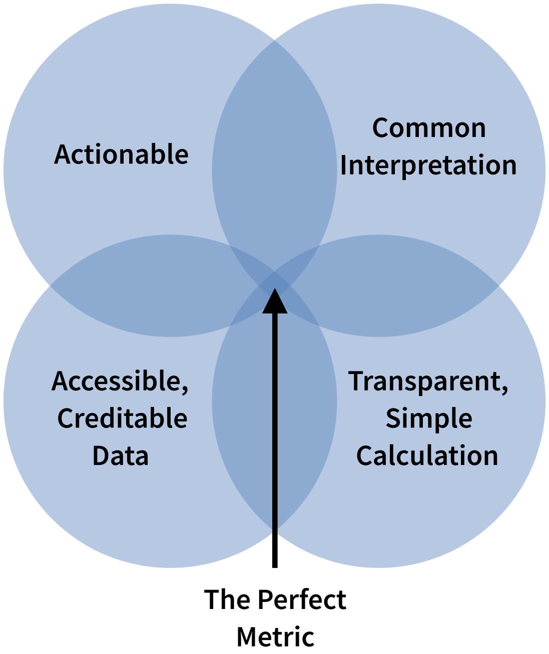
To ensure the OneFPA Network achieves these goals, FPA has elected to conduct a beta-test with a select group of chapters representative of the size and geographic scope of FPA chapters across the U.S. This beta-test will allow FPA to determine how to identify and implement the most effective policies, procedures, structures and systems for the Network.

To confirm the OneFPA Network's potential to achieve these goals, the beta-test will incorporate a number of key performance indicators (KPIs) to evaluate various aspects of the new policies, procedures, structures and systems. Notably, these KPIs are focused primarily on the beta-test segment of the OneFPA Network, though there will be an opportunity for some comparative analysis against elements of FPA outside of the beta-test group.

At the outset, we will establish goals and a baseline for each KPI against which results can be measured over time. The KPIs will include both qualitative and quantitative metrics to ensure we capture a comprehensive overview of the beta-test group performance.

The beta-test is by definition a learning experience, so KPIs may be amended, added, or removed over time. Some may need adjustments to reflect changes in systems or processes used. Some may be added to assess new systems or processes implemented. And some may be determined redundant and therefore removed.

The Best KPIs



It's clear the source of the problem or necessary actions when the metric goes up, down, flat or off-target.

People in the organization recognize what the metric means.

The data can be acquired with modest effort from a source that people trust.

How the metric is generated is shared and easy to understand.

Typically, systems require a "family" of metrics to accurately assess performance and value. Each KPI works in concert with its family members to evaluate the performance of system components. The KPIs outlined also rely on a certain degree of redundancy through both qualitative and quantitative metrics. This will help ensure that deficiencies as well as efficiencies are clearly identified and addressed as needed.

OneFPA Chapter Beta-Test KPIs

Note: These KPIs are focused primarily on the chapter beta-test and are not intended to assess broader enhancements to the membership experience generated by OneFPA outside of this group (e.g., participatory governance, general website/ community user experience, etc.). As noted above, we will establish goals and a baseline for each KPI against which results can be measured over time. The KPIs will include both qualitative and quantitative metrics to ensure we capture a comprehensive overview of the beta-test group performance. With certain KPIs, it may also be possible to compare scores for beta-test chapters to a control group of similar chapters outside the test group.

	Strategic Goals		
KPIs	**Member Experience**	**Operational Efficiency/ Effectiveness**	**Strategic Alignment**
Member recruitment, retention and composition			
• Overall Membership			
▸ # Recruited	✓		
▸ % Retained	✓		
▸ Year over Year Growth	✓		
• Number of NexGen members as a % of the whole	✓		
Overall member satisfaction with and perception of FPA as a whole			
• Net Promoter Score	✓		
Member engagement in and satisfaction with beta chapter programs and activities			
• Overall % of Members Participating in Chapter Programs and Activities	✓		
• Overall Member Awareness of Chapter Programs and Activities (to what extent are members familiar with the chapter's programs and activities)	✓		
• Frequency of Individual Member Participation in Chapter Programs and Activities	✓		
• Overall Member Satisfaction with Each Activity	✓		
• NexGen Participation in Chapter Programs and Activities	✓		
Beta chapter leader/staff satisfaction with system performance – on 6-point agreement scale (strongly disagree to strongly agree), overall perception that…			
• "Things are running smoothly"		✓	
• "I get the help I need when I need it"		✓	
• "I'm spending my time doing things that make a meaningful difference for our members"	✓		
• "I received the training I need to operate the new beta-test tools and systems"		✓	
• "My voice is being heard by FPA leadership"	✓		
• "FPA leadership and Headquarters staff has our best interests at heart"			✓

	Strategic Goals		
KPIs	**Member Experience**	**Operational Efficiency/ Effectiveness**	**Strategic Alignment**
• “I’m making better decisions”		✓	
• “We’re true partners in a well-coordinated effort to serve members”			✓
• “I am knowledgeable about what’s happening at FPA as a whole”			✓
Headquarters staff satisfaction with system performance – on 6-point agreement scale (strongly disagree to strongly agree), overall perception that…			
• “Things are running smoothly”		✓	
• “Interactions and inquiries from chapters have become more productive”		✓	
• “Our messaging and branding are consistently delivered/presented”			✓
• “We’re true partners in a well-coordinated effort to serve members”			✓
• “Program scheduling conflicts have disappeared”		✓	✓
• “Chapters are consistently delivering high value to members”	✓		
General chapter viability			
• Net Income ▸ Increase/Decrease in Revenues ▸ Increase/Decrease in Expenses		✓	
• Recruitment of qualified volunteers for chapter leadership and committee roles		✓	
Systems implementation and training			
• Systems produce desired outcomes (user experience, transaction processing, reporting, etc.)	✓	✓	
• Meet installation/implementation benchmarks		✓	
• Staff/leadership/membership complete training and demonstrate competence		✓	
System adoption and data throughout and reporting			
• Speed/turnaround on transactions		✓	
• Accuracy, clarity and usefulness of reporting to staff, leaders and members		✓	
• Overall system implementation		✓	
• Enhanced data integration		✓	
Chapter-level program development and delivery			
• Quality (Member participation/satisfaction)	✓		
• Timeliness (Current/Topical)	✓		✓

Strategic Goals

KPIs	Member Experience	Operational Efficiency/ Effectiveness	Strategic Alignment
• Execution (Marketing/Production)		✓	
• Integration/Coordination (w/FPA Headquarters and other chapters)		✓	✓
• Strategic planning, cost control and budget development		✓	✓
• Financial (Contribution to reserves)		✓	

Member KPIs will be assessed by quarterly or semi-annual surveys of a percentage of the membership population served by the chapters in the beta-test areas. This schedule will minimize survey fatigue while providing a more frequent assessment of satisfaction allowing FPA to identify trends in a timely manner and make adjustments accordingly.

Chapter leader and FPA Headquarters staff KPIs will be assessed by semi-annual surveys of the full chapter leader/FPA Headquarters staff population. We will need to simultaneously track chapter leader turnover due to elections and attrition in order to factor out (or in) the impact of these changes in the volunteer population.

Frequency and assessment of operational KPIs will depend on the software systems and training programs as well as the policies and procedures confirmed for the beta-test.

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OneFPA.org   OneFPANetwork.org