The OneFPA Network
A New Vision for FPA and its Communities

Updated December 10, 2018

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Attachments

*The general sentiment is to use a different label than 'chapter' for FPA's geographic communities. The label 'TNC', which stands for 'The New Chapter', will be used as a placeholder name until an appropriate label is agreed upon.

I.   Introduction – The Power of Integration and Alignment

The FPA Board of Directors embraced the OneFPA Initiative as the transformational goal of the organization at its meeting in February 2017. The transformational goal emerged out of the recognition that FPA's current chapter system, although a unique attribute of FPA, is not working effectively. After several years of information gathering and assessments, the FPA Board and groups of local leaders have concluded that the current system is inherently dysfunctional, primarily due to a lack of integration and alignment. FPA is fortunate to have a passionate core of volunteer leaders and skilled local and national staff. Unfortunately, volunteers and staff are also mired in a recurring pattern of disconnection, frustration, and blame. Changing the players or offering incremental changes to the system will not yield sufficiently positive results and we know this since incremental adjustments have been tried previously without a corresponding increase in effectiveness.

Dramatic change is not easy in a complex organization like FPA, particularly given that it could cause significant disruption and individuals may be attached to what is comfortable and known and therefore may resist change. This is true even if the current situation is unsustainable in the long term. Leading an organization through a transformational change initiative requires both recognition and courage. There needs to be the recognition that a problem exists that requires solving and the courage to sufficiently disrupt the status quo to move to a new reality.

After many conversations, surveys, beta-tests and analyses of FPA's situation and other associations, and with an awareness of the current landscape and future trends, a new vision for FPA and its communities called the OneFPA Network is offered. Given the magnitude and complexity of FPA's chapter system, the bulk of the details offered in this document revolve around the implications to the chapter system and national FPA under the new OneFPA Network.

The OneFPA Initiative has always centered around the conviction that more alignment and more integration would better serve FPA's vision and our members' interests by leveraging limited resources and coalescing the passion of volunteer leaders. Enhanced alignment with every community, volunteer leader and staff person moving in the same direction is demonstrated in the following diagram:

FPA Currently   OneFPA Network
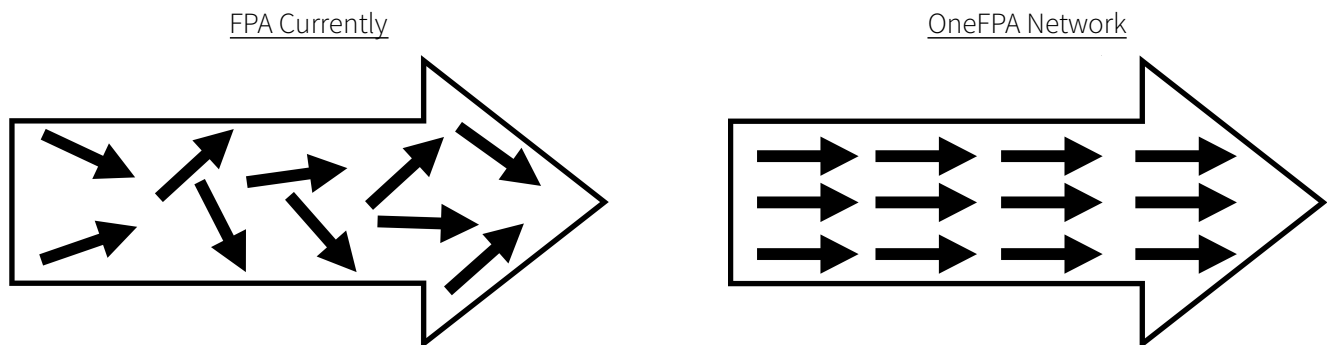
Enhanced integration with every community, volunteer leader and staff person connecting and leveraging programs and services is demonstrated in the following diagram:

FPA Currently
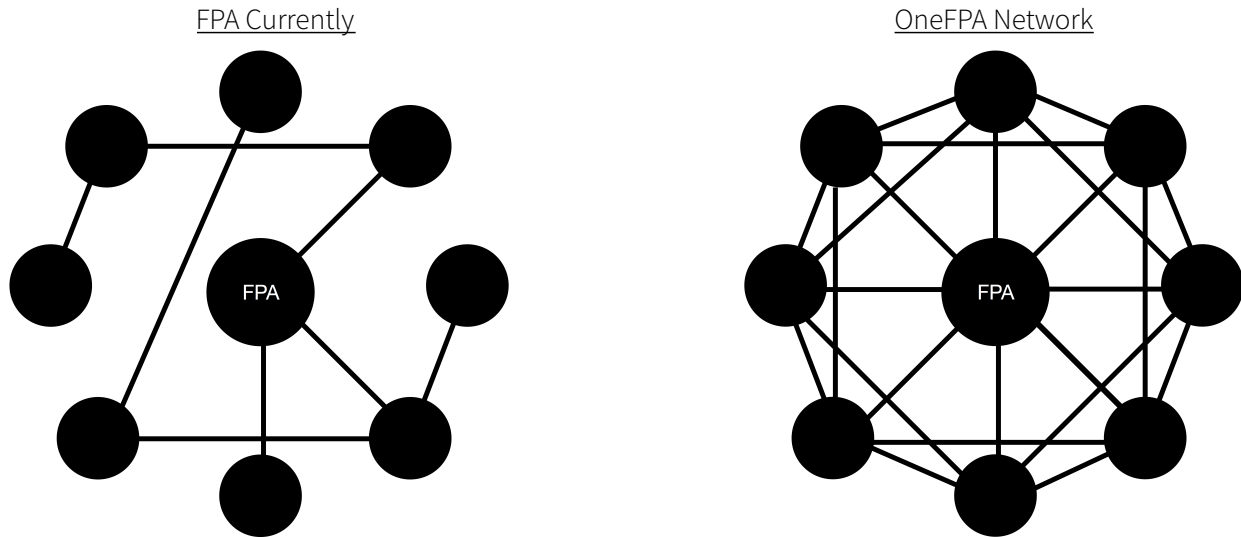
OneFPA Network

II.   Vision for the OneFPA Network

The following are the components of the vision for the OneFPA Network. The vision components are based on the key issues that were identified by the FPA Board of Directors, OneFPA Advisory Group, chapter leaders, chapter executives, and national staff.

A.   Create a system and structure that truly lives the intent of OneFPA, which is to create an extraordinary and seamless member experience.

B.   Remove inherent national versus chapter biases and conflicts and build a compelling OneFPA brand and story.

C.   Integrate and align strategies, messaging, structures, functions and culture for greater efficiencies and effectiveness.

D.   Leverage volunteer leaders by lifting, what some volunteer leaders consider to be, an unnecessary administrative and coordination challenge and position volunteer leaders for success by having them focused on what they do best.

E.   Create and deliver one value proposition with enhanced programs and services across FPA to demonstrate a unified and powerful OneFPA presence, integrated strategy and valuable deliverables for members.

F.   Adjust FPA's governance structure to elevate the coordination, integration and training of volunteer leaders and staff, clarify their roles, responsibilities, functions and expectations of success while enhancing their development.

G.   Systematize, where possible, back office systems, technology efforts and other key functions to drive an exceptional OneFPA member experience.

III.   The OneFPA Network Core Strategy - Participatory Governance and Centralized Functionality

The OneFPA Network harmonizes two FPA organizational values: the power of unity and the benefit of diversity. The harmonization of these two values is achieved through participatory governance and centralized functionality.

By sharing strategic development and decision-making responsibility, FPA actively supports the diversity of leadership representation and opinion. Increased engagement and enhanced passion is achieved through greater meaningful participation by FPA leaders throughout the entire system.

Through greater centralization of key functions, the OneFPA Network honors the power of unity. Enhanced centralization allows FPA to leverage volunteer leaders and staff to be more effective both strategically and programmatically.

A. Participatory Governance

Summary: Under the OneFPA Network, while the FPA Board of Directors maintains its authority and fiduciary responsibility to oversee the legal 501(c)(6) entity called FPA, leaders from across FPA's communities participate in the strategic direction setting, goal setting, financial management and most importantly, leadership selection and development of FPA. By embracing a more democratized, participatory governance process, a wider segment of FPA leaders are engaged in all key aspects of FPA, which eliminates concerns of excessive control exercised by a few national leaders.

At the heart of the participatory OneFPA Network governance model is the OneFPA Council, which is composed of a representative from each geographic community (TNCs*) and leaders from other key FPA communities, such as NexGen. The OneFPA Council has significant authority and responsibility. OneFPA Council members, working in conjunction with the FPA Board, oversee and drive key strategic and functional aspects of the OneFPA Network through their participation on OneFPA Task Forces and Committees. Significant change initiatives require engagement. The participatory governance approach is a core element of the short and long-term success of the OneFPA Network as it creates greater ownership for all leaders by increasing leadership engagement, resulting in a better model leaders are far more likely to accept.

B. Centralized Functionality

Summary: The balance to participatory governance is functional centralization. Without functional centralization, alignment and integration cannot be achieved. To work effectively as one network versus 89+ entities in silos, components of the system must adhere to a set of policies and protocols, which is possible through the centralization of functions. Increased strategic and operational centralization will enable FPA to speak and act with one powerful and unified voice that positively impacts the profession, our communities, and most importantly, our members.

*The general sentiment is to use a different label than 'chapter' for FPA's geographic communities. The label 'TNC', which stands for 'The New Chapter', will be used as a placeholder name until an appropriate label is agreed upon.

The details concerning centralizing functionality will be contained in a newly revised Governance Manual that includes clear policies and procedures between FPA headquarters, TNCs and other FPA communities. The Governance Manual will be drafted by relevant OneFPA committees and task forces. Centralizing functionality is also significantly embedded throughout the roles and authority of the OneFPA Council and its committees and task forces, which share representative leadership with FPA headquarters. The expected result is the minimization of internal competition, the responsible leveraging of volunteer leaders and staff resources, more coordinated messaging and communication, the thoughtful leveraging of technology, and increased efficiencies by using integrated systems.

We believe there is a direct correlation between the overall success of an enterprise and each of its components fully embracing and championing its core ideology: purpose, mission, core values and envisioned future. Through the OneFPA Network's overarching design elements of participatory governance and functional centralization, the purpose of the OneFPA Initiative is achieved and FPA has a greater opportunity to realize its **Primary Aim** – *To Elevate the Profession that Transforms Lives through the Power of Financial Planning*; its **Strategic Directive** – *To Be the Indispensable Resource for CFP® Professionals*; its core values and its brightest future.

Once FPA leaders embrace the goals, objectives, integration and alignment premise, and core strategy of participatory governance and centralized functionality of the OneFPA Network, the next step is the design of the structural elements.

IV.   Structure of the OneFPA Network

The OneFPA Network structure is a web of interconnected communities composed of:

A.   FPA Headquarters and OneFPA Council

B.   OneFPA TNCs

C.   Other FPA Communities

A synopsis of each of these components/communities is outlined below, followed by attachments that outline their general purpose and authority:

A.   FPA Headquarters and OneFPA Council

(1) A legally incorporated 501(c)6 entity called the Financial Planning Association® (FPA®), led by a **Board of Directors** (attachment A) responsible for the overall strategic direction of FPA and called FPA Headquarters.

(2) A **OneFPA Council** (attachment B) comprised of the chair or designee of the TNCs and leaders of other key communities. The Council meets twice per year to provide strategic input to the Board of Directors. The OneFPA Council populate, along with representatives from the FPA Board of Directors, subgroups with specific charges to provide input and guidance through OneFPA Task Forces (short-term) or OneFPA Committees (long-term). These are functionally focused subgroups designed to work with FPA Headquarters volunteer leaders and staff.

(3) A **OneFPA Nominating Committee** (attachment C) comprised of members of the FPA Board of Directors or its designees and members of the OneFPA Council, whose charge is to select the slate of officers and members of the FPA Board of Directors to be reviewed and approved by the OneFPA Council Executive Committee and FPA Board of Directors

(4) The FPA Board of Directors, or the **OneFPA Finance Committee** (attachment D) as its designee, is responsible for financial oversight of FPA.

(5) A **OneFPA Resource Coordination Committee** (attachment E) composed of members of the FPA Board of Directors or its designees and members of the OneFPA Council, is responsible for the strategic and financial coordination and support of TNCs.

(6) A **OneFPA Education Committee** (attachment F), composed of members of the FPA Board of Directors or its designees and members of the OneFPA Council, is responsible for furthering the educational and content efforts of OneFPA communities and decreasing internal educational competition.

(7) FPA Headquarters provides appropriate insurance protection for headquarters, TNCs, and all volunteer leaders and staff under one umbrella.

(8) The strategic focus and primary responsibilities of the FPA Board of Directors and FPA Headquarters staff is as follows:

- Macro strategic direction clarity, policy setting, and financial oversight of FPA.

- Communication and message coordination.

- Membership recruitment and retention coordination.

- Technology management, including development and oversight of the OneFPA Technology Solution through the **OneFPA Technology Task Force** (attachment G). The OneFPA Technology Solution is a one-stop location for all things FPA, including the organization-wide and geographic-wide value proposition, calendar coordination, one database that holds all member activity and content integration across all FPA communities.

- Volunteer leader development and the hiring, support, training and performance evaluation of the staff of TNCs through the **Leadership Institute** (attachment H).

- Focus on the development and delivery of programs and services that cannot be adequately provided by TNCs. Examples include the *Journal of Financial Planning*, all member virtual communities, and special national partnerships in the areas of FPA branding, special content delivery, business support and unique learning opportunities. The goal is to encourage TNCs to do their best work while removing internal competition and the burden of creating and maintaining back office resources.

- Coordination of national corporate relationships, enhancement of corporate revenue opportunities and support of local TNC corporate relationships through through the **OneFPA Strategic Partnerships Committee** (attachment I).

- Hiring and performance review of the CEO.

- Primary spokespersons for FPA.

(9) Strategic focus and primary responsibilities of the OneFPA Council:

- Provide strategic input to the FPA Board of Directors, including participation in selecting the slate of board members.

- Through the OneFPA Committees and Task Forces, provide direction for key elements of the strategies and functions of the OneFPA Network and FPA.

- Support the operations of the TNCs.

- Primary spokespersons for FPA at the local level with coordination through FPA Headquarters.

B.   OneFPA TNCs

(1) A Governance Manual (attachment J) outlines the relationship between FPA Headquarters and TNCs, including the roles and responsibilities of TNCs.

(2) TNCs are called, for example, "FPA TNC of Massachusetts".

(3) TNCs are not separate legally incorporated entities; they are a part of the FPA legal entity.

(4) TNCs are led by a TNC board that includes volunteer leaders and staff who are employed or contracted by FPA Headquarters.

(5) The TNC boards will be comprised of volunteer leaders, who cover the integrated and distinct functions of the TNC. TNC boards will include a chair, chair-elect and immediate past-chair.

(6) Representative(s) from the TNCs and key OneFPA communities will participate in the OneFPA Leaders Conference (attachment K), which is designed to integrate and align policy, message and programmatic protocols across FPA and provide functional training.

(7) TNCs receive funds from FPA to carry out their functions based on an operational plan and budget, which is reviewed and supported by the OneFPA Resource Coordination Committee.

(8) The Governance Manual will outline the strategic focus and primary responsibilities of TNCs. Priorities of TNCs include:

    a. Oversight and supervision of all services and programs within the TNC.
    b. Development and oversight of an annual operational plan and budget.
    c. Participation in the OneFPA Council and on OneFPA Committees and Task Forces as needed.
    d. Participation in OneFPA Leaders Conference and OneFPA Leadership Institute.
    e. Adherence to the OneFPA Network Governance Manual.
    f. Commitment to integration and alignment with FPA headquarters.
    g. Ongoing clarification of the responsibilities of TNC staff and day to day management of TNC staff.

C.   Other FPA Communities

(1) Current communities, including NexGen, Knowledge Circles, national committees and task forces, will be integrated into the OneFPA Network. These committees, which are overseen by volunteer leaders and staff, will abide by policies created by FPA Headquarters as articulated in the OneFPA Governance Manual. Communities will be assimilated into the OneFPA Technology Solution.

(2) NexGen executive leaders will be members of the OneFPA Council and have the same authority and responsibility as other leaders in the OneFPA Council.

(3) FPA Board of Directors will review annually which FPA Headquarters' committees and task forces are required for the following year.

(4) Committees that have a 'OneFPA' designation in their titles will include representatives from the OneFPA Council and FPA Board of Directors. There may be some committees, such as the Awards Committee, that do not require OneFPA Council representation and therefore will have simply an "FPA" designation in their title. For example, the Awards Committee will be titled the "FPA Awards Committee" and not the "OneFPA Awards Committee".

(5) Volunteers of all committees, councils and task forces will be required to complete basic Leadership Institute training and an orientation process to understand and adhere to the policies contained in the Governance Manual. Volunteers will be given the tools and resources to support their efforts on behalf of FPA members. We are designing a Champions Program to help volunteers be effective advocates on behalf of FPA. While all volunteers will receive Champion Program training, there is no requirement to advocate on behalf of FPA or to serve on a committee or task force.

(6) Demographic/Content oriented communities, like NexGen, will be fully integrated within the fabric of FPA to support, leverage and align the needs of these communities with the resources, policies and mission of FPA to enhance influence and support successful outcome.

V. Finances and Financial System Protocols

A. FPA Headquarters becomes the accounting arm for the TNCs.

B. All assets and liabilities from the chapters are transferred to and aggregated under FPA Headquarters' accounts and accounting system, with individual chapter reserves placed in segregated program accounts by TNCs. TNCs have authority over the segregated accounts through coordination with the OneFPA Resource Coordination Committee and the OneFPA Finance Committee.

C. Each TNC receives a separate program account number through which revenues and expenses are processed.

D. A procurement program (procurement card or similar) will be established to ensure TNCs are able to conduct daily operating activities without interruption.

E. FPA Headquarters manages the membership renewal and dues collection process.

F. FPA Headquarters reconciles the accounts and provides TNCs with a monthly income and expense report.

G. Since TNCs are not separate legal entities, there is no need for TNCs to file 990 forms or any other IRS filings.

H. TNCs submit an annual operational plan with a budget that is reviewed by the OneFPA Resource Coordination Committee, which provides strategic and financial coordination and support to TNCs.

I. TNCs have final determination and control over their budgets and their existing and future reserves based on guidelines established by the OneFPA Resource Coordination Committee and the OneFPA Finance Committee. The reserves of chapters will be pooled and invested into one FPA account and then allocated internally by the name of each TNC so that TNCs and the OneFPA Resource Coordination Committee can manage and track the reserves.

J. Member dues will be analyzed by the OneFPA Finance Committee, OneFPA Resource Coordination Committee and OneFPA Transition Task Force, which will provide a recommendation to the FPA Board of Directors for review and approval concerning whether there should be one uniform dues or varying amounts based on the needs of FPA as a whole. Also, the groups above will explore the issue of whether having one dues cycle each year is more efficient and more effective than an ongoing and recurring 12-month cycle.

VI. Intended Outcomes of the OneFPA Network

Professional associations generally, and FPA specifically, are facing landscape challenges that are threatening the survivability of these entities. For all associations, the prescriptions for dealing with these circumstances include building on an association's strengths, concentrating resources, integrating programs and services, and aligning people and processes for efficiency and effectiveness. The key challenges we are seeking to address are listed below along with the expected solutions and examples of questions that will be answered to measure the success of the OneFPA Network. To measure actual expense savings, we'll conduct benchmarking surveys to get the data we need to assess actual improvements in savings from current system to future state.

A. Technology Gap

Challenge:

A wave of technologies has evolved that impacts every function and deliverable that associations offer. Without closing the technology gap and then effectively leveraging technology solutions, associations will be unable to keep pace with for-profit and non-profit companies offering similar products and services.

Solution:

Through the OneFPA Technology Solution a leveraged OneFPA Network-wide technology platform with integrated content and messaging is developed that creates uniformity and a simplified and powerful member experience that will increase awareness of OneFPA offerings, streamline our content, and help us clearly demonstrate our value and relevance to members.

Desired Outcome Questions:

- Has a one-stop, integrated technology platform been created?

- Has the platform provided a more seamless interface across all FPA communities for our members as determined by surveys, focus groups, website visits, traffic and length of visits and content use?

- Is it easier to keep the platform and content updated, and are members, leaders, TNCs and communities more engaged through an integrated platform?

B. Increased Competition

Challenge:

Competition from the exponential growth of associations serving industries and professions has grown dramatically. The insertion of for-profit companies in the space traditionally reserved for associations and the advent of the internet are game changers. Every area of association offerings is uber-competitive with an expanded range of new product and service providers that enable competitors to cherry pick any association product and

service. In our current construct, FPA national and chapters are also internally positioned as competitors on some level.

Solution:

By centralizing functions though the OneFPA Network, FPA's offerings across all its communities are integrated and leveraged. Under the current FPA model, most of FPA's products and services are segregated, which leads to distinct and disconnected offerings. Under the OneFPA Network, each product and service is connected and leveraged. For example, an educational program would not be viewed as a distinct offering. Rather, its content would be leveraged throughout many FPA vehicles like the *Journal of Financial Planning*, the OneFPA Technology Solution, virtual community forums, etc.

Desired Outcome Questions:

- Has internal competition been removed in the education service line so that unique educational offerings are being offered more regularly throughout FPA with less repeat content and speakers?

- Are content and educational offerings being leveraged via integration across FPA so not only is the content integrated, but educational offerings and best practices are more readily shared?

- Have we effectively evaluated through the OneFPA Network what the right mix and balance of educational programs should optimally be for members at the national and local levels?

- Do members perceive one, integrated value proposition instead of separate and disparate offerings from national and their local community?

C. Time Pressures

Challenge:

Traditional association models place a time intensive requirement on the passionate volunteers who come together to serve the purpose of the association. In traditional association models, volunteers are called on to do everything for the association, regardless of whether it is in their area of expertise. In addition, the array of opportunities for volunteers and members from TNC in general, combined with the intensified use of technology has created a time and attention feeding frenzy.

Solution:

By converting from a separated to an integrated staff model under the Leadership Institute, the work of FPA headquarters staff can include systemized and centralized back office functions such as accounting systems, data management responsibilities and technology oversight, which relieves the time and function pressures that previously fell on the shoulders of chapter volunteers. Under the OneFPA Network, an integrated product and service approach provides a simplified and easier connection between the array of FPA offerings to its members.

Desired Outcome Questions:

- Has the time of volunteers been repurposed away from some of the back office administrative work, such as in the accounting and technology areas?

- Do volunteers value the enhanced and coordinated leadership training and are they visiting and using the Leadership Institute materials?

- Are strategic planning and operational functions easier to design and implement by volunteers and staff?

- Do volunteers feel more satisfied with their FPA service and has their connection to FPA improved?

- Are volunteer roles better defined resulting in increased leveraging of their unique strengths and passions and is it easier to recruit new volunteer leaders?

- Do local staff feel better connected and supported through the Leadership Institute?

D. Value Expectations

Challenge:

The days when membership in a professional association was considered mandatory or a loyalty obligation are gone. Current and incoming professionals are making decisions based on value: is membership in my professional association worth the time and money?

Without a clear connection to value, prospective members will not join and recent members are not incentivized to rejoin.

Solution:

FPA has a lot to offer members and prospective members. Unfortunately, under the current model, FPA's value is lost on members who have a hard time finding or comprehending the value in the maze of disconnected messages and offerings across segregated locations.

With the OneFPA Network, one unified and powerful message can be crafted about who we are and what we stand for. Value propositions through coordinated recruitment and retention efforts can be leveraged to create a consistent explanation of and access to benefits.

Desired Outcome Questions:

- Are members valuing the OneFPA experience?

- Have the recruitment and retention numbers improved?

- Can volunteers, staff, members and the media more easily recognize and understand FPA's core ideology?

- Have visits to the website increased and resulted in measurable actions?

- Have media hits about FPA increased and have programs like FPA MediaSource seen an influx of new participants?

E. Diverse Demographics and Member Markets

Challenge:

Previously, associations could design messaging and offerings for a homogeneous member market. No more. The complexity and expansion of member markets based on a wider range of interests, needs and generational/ demographic differences has exploded. Associations are struggling to serve the increasingly diverse proclivities of its member bases, which is especially burdensome on broad based associations.

Solution:

Through the OneFPA Network, FPA will be able to leverage resources to better identify its various member personas and, most importantly, coordinate and integrate efforts to serve the needs of its various member markets. The OneFPA Technology Solution and the enhanced data collection and data identification that comes with the OneFPA Technology Solution will have enhanced functionality to identify and customize the member experience, so that FPA's value is no longer a one-size-fits-all approach.

Desired Outcome Questions:

- Has there been an uptick in recruitment and retention in various market segments?

- Have personas been developed and utilized by state and TNC communities to enhance recruitment and retention efforts?

- Have we collected better data on current and prospective members and are we utilizing that data to enhance the member experience?

- Have we better integrated NexGen efforts across FPA communities?

VII. Measuring the Success of the OneFPA Network

The macro goal of the OneFPA Network is an elevated member experience and a more potent FPA. The premise is that a more aligned and integrated network of communities will leverage resources and utilize efforts more effectively. In measuring the success of the OneFPA Network, there are two key phases to be measured: Implementation Phase and Post-Implementation Phase.

Implementation Phase:

In the Implementation Phase, key milestones are established and monitored to assess how successfully the Implementation Phase is being executed.

Post-Implementation Phase:

After final approval of the OneFPA Network at the March 2019 Board meeting, a robust series of metrics will be developed to assess the effectiveness of the OneFPA Network. With the lack of data currently available from local communities, baselines and benchmarks are difficult to establish now but will be established once the data is collected in the first quarter of 2019. Every OneFPA Network Committee will be required to develop a series of success measures in coordination with the OneFPA Transition Task Force as part of their charge. Success measures will be developed to assess whether key aspects of the OneFPA Network are achieving the overarching goals as intended. Specifically, the success measures will assess the efficacy of participatory governance; centralized functionality; and enhanced member experience.

VIII. Conclusion

Without a transformational change in the fundamental structure of FPA, we will not be able to withstand the landscape challenges that are intensifying at a rapid pace. The OneFPA Network offers a systemic paradigm shift in how FPA operates to give the association the greatest opportunity for success. However, no organization or change initiative can be successful without a healthy culture: how the people within the organization work together towards a common mission.

Perhaps the most impactful potential of the OneFPA Network comes from the alteration of FPA's culture. In the current system, the divisive "us" v. "them" culture is untenable. No one is to blame. FPA has great people operating in a system that encourages too much "me" and not enough "we". It's about moving away from the current story threads and creating new cultural story lines:

- It should not be the chapter's value proposition or national's value proposition — it should be FPA's value proposition.

- It should not be the chapter leaders and staff or national's leaders and staff — it should be FPA's leaders and staff.

- It should not be about the chapters being blamed or national being blamed — it should be about FPA being responsible and accountable.

- It should not be about the chapter's success or national's success — it should be about FPA's success.

- It should not be the chapter's resources and money or national's resources and money — it should be FPA's resources and money.

- Most importantly, it should not be about the chapter member experience or the national member experience — it should be about an elevated FPA member experience.

FPA doesn't have the resources in the financial planning landscape to survive and thrive given the current level of internal organizational separation. Under the OneFPA Network model where there is greater alignment and integration through the democratization of decision- making and unification of effort, the "or" that currently pervades our system is replaced by "and". This is the ultimate promise of OneFPA and the new reality that all communities and leaders within FPA must come together to create.

Finally, wherever FPA lands on the OneFPA Network details, a cogent, powerful and professional communications strategy focused on the needs of chapter leaders and executives where "wins" are clearly articulated for the individual parts and whole of FPA will be essential.

Attachment A: FPA Board of Directors

Purpose:

The FPA Board of Directors is legally responsible, as per the articles of incorporation and bylaws, to act in a fiduciary capacity to further the purpose of FPA.

Composition:

The FPA Board of Directors is composed of board members and officers as described in the bylaws. The bylaws and Governance Manual will be amended to include the role and function of the OneFPA Nominating Committee and the relationship between the FPA Board of Directors and the OneFPA Council.

Functions:

1. The Board of Directors meets virtually and in-person to further the interests of FPA.

2. The Board has a fiduciary responsibility to put into place policies and guidelines, whenever necessary, to oversee and manage all aspects of FPA and its communities.

3. The Board is strategically focused, meaning its primary responsibility is to set the strategic direction of the organization, while providing the CEO and staff with enough clarity to manage the day-to-day affairs of the organization.

4. The Board is responsible for developing and approving an annual strategic plan and operational budget and communicating its efforts to the OneFPA Council, from which it solicits feedback.

5. Members of the Board of Directors, including the CEO, are primary spokespersons for the organization.

6. The Board sets key policies and positions of the organization.

7. The Board and its officers effectively delegate responsibilities to other committees and task forces as required to further the affairs of the organization, while maintaining its fiduciary responsibilities.

8. The Board hires and reviews the performance of the CEO.

9. The Board selects the incoming FPA president-elect.

Attachment B: OneFPA Council

Purpose:

The OneFPA Council is a strategic body that provides input to the FPA Board of Directors and participates in determining key strategic and operational aspects of FPA.

Composition:

The OneFPA Council is composed of the chairs (or designees) of each TNC and other volunteers from key FPA communities, including the leadership of the NexGen community. The OneFPA Council includes a Council Executive Committee elected by the OneFPA Council. The Council Executive Committee, which includes a chair, past chair and chair elect is composed of three individuals serving a three-year rotating term.

Functions:

1. The OneFPA Council meets twice per year, virtually or in-person.

2. The spring meeting is designed to provide the FPA Board of Directors with an assessment of the landscape and feedback on the strategic direction of FPA to assist the board in its strategic and budget planning process. It's also an opportunity to provide input on policy and advocacy related positions.

3. The fall meeting, in addition to providing ongoing strategic feedback to the Board of Directors, focuses on networking, orientation and training.

4. The OneFPA Council at the fall meeting elects the OneFPA Council Executive Committee chair-elect for the following year.

5. The Council's Executive Committee, composed of three individuals, selects, with the approval of the OneFPA Council, OneFPA committee and task force member positions for the following year.

6. The election process for the OneFPA Council's incoming chair-elect will be outlined in the Governance Manual

7. The Council's executive committee participates in developing the agenda for Council meetings and is the direct liaison to the FPA Board of Directors throughout the year.

Attachment C: OneFPA Nominating Committee

Purpose:

The OneFPA Nominating Committee recommends to the OneFPA Council Executive Committee and FPA Board of Directors a slate of members to serve on the FPA Board of Directors for the following calendar year for their review and approval.

Composition:

The OneFPA Nominating Committee is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The OneFPA Nominating Committee is chaired by the chair of the FPA Board of Directors as an additional member to the Committee.

Functions:

1. The OneFPA Nominating Committee engages in a candidate recruitment, review, and selection process as outlined in the FPA Bylaws and Governance Manual, and other protocols approved by the Board of Directors and OneFPA Nominating Committee. The slate of board members is approved by a majority vote at a combined meeting of the OneFPA Council Executive Committee and FPA Board of Directors.

Attachment D: OneFPA Finance Committee

Purpose:

The OneFPA Finance Committee assesses the financial well-being of the organization and recommends to the FPA Board of Directors policies related to budget protocols and investment strategies.

Composition:

The OneFPA Finance Committee is composed of an equal number of representatives from the FPA Board of Directors or its designees and the OneFPA Council. A OneFPA Finance Committee chair is selected by the FPA president as an additional member to the OneFPA Finance Committee.

Functions:

1. The OneFPA Finance Committee reviews the finances of the organization on an ongoing basis.

2. Reports to the FPA Board of Directors its assessment of the financial well-being of the organization.

3. Recommends financial protocols and reporting requirements to the FPA Board of Directors.

4. Serve as the Investment Committee.

Attachment E: OneFPA Resource Coordination Committee

Purpose:

The OneFPA Resource Coordination Committee reviews the annual operational plans and budget requests of the TNCs, who control their budgets and reserves, and provides appropriate feedback to support the optimal functioning of TNCs.

Composition:

The OneFPA Resource Coordination Committee is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Resource Coordination Committee as an additional member to the Committee.

Functions:

1. Reviews the annual operational plans and budgets of TNCs to support OneFPA policy and strategic alignment and the optimal functioning of TNCs. Annual operational and budget plans are submitted in a timely manner for the next calendar year.

2. Provides monthly income and expense reports to each TNC.

3. Reviews the accounting process that is managed on a day-to-day basis by the staff of FPA Headquarters and the TNCs.

4. Provides ongoing support and guidance to TNCs, who control their own budgets and reserves, based on articulated best practices and guidelines established by the OneFPA Resource and Coordination Committee and OneFPA Finance Committees.

Attachment F: OneFPA Education Committee

Purpose:

The OneFPA Education Committee is responsible for furthering the educational and content integration efforts of FPA's communities to leverage FPA's wealth of resources while decreasing internal competition.

Composition:

The OneFPA Education Committee is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Education Committee as an additional member of the Committee.

Functions:

1. Reviews how content integration across FPA communities is progressing.

2. Assesses the function of the FPA Annual Conference in line with enhancing value and brand recognition while reducing repetition and competition.

3. Encourages the dissemination of best educational practices.

4. Represents the OneFPA Education Committee on the Annual Conference and Retreat Task Forces.

Attachment G: OneFPA Technology Task Force

Purpose:

The OneFPA Technology Task Force, oversees the development and ongoing supervision of the OneFPA Technology Solution and other integrative OneFPA Network technology solutions. The OneFPA Technology Solution is the integrated technology and content platform designed to provide a one-stop location for information, content and all things FPA, which is intended to create a simpler and elevated member experience, brand consistency and message clarity.

Composition:

The OneFPA Technology Task Force is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The FPA president selects a chair for the OneFPA Technology Task Force as an additional member of the Task Force.

Functions:

1.   Approves the design process for the development of the OneFPA Technology Solution.

2.   Assesses the resource requirements to build and maintain the OneFPA Technology Solution and reports the resource needs and recommendations to the OneFPA Finance Committee.

3.   Establishes and enforces policies with respect to the use of, and content on, the OneFPA Technology Solution.

4.   Reviews the future technology assessments conducted by staff and reports its findings to the FPA Board of Directors.

Attachment H: OneFPA Leadership Institute Committee

Purpose:

The OneFPA Leadership Institute Committee provides feedback to FPA staff and general oversight of the orientation, training and support of volunteer leaders and staff, including providing feedback on the design and content of the annual OneFPA Leaders Conference.

Composition:

The OneFPA Leadership Institute Committee is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The FPA president selects the chair of the Leadership Institute Committee as an additional member of the Committee.

Functions:

1. The Committee provides oversight over the legal responsibilities concerning TNC staff and reviews the hiring, training, assessment and support protocols of TNC staff. While FPA headquarters retains legal responsibility for TNC staff, the TNCs, who are the clients of local staff, drive the day to day oversight responsibilities of local staff and drive the hiring and performance decisions.

2. The Committee provides input on the training and support materials offered by the Leadership Institute, whose purpose is to provide fundamental and enhanced skills training to all FPA volunteer leaders. The Committee also assists with the recruitment and development of prospective volunteer leaders and assists the OneFPA Nominating Committee in identifying leaders for board service.

3. The Committee provides design feedback for the OneFPA Leaders Conference, which is attended by the chairs and chairs-elect of the TNCs and all FPA staff. The OneFPA Leaders Conference is held immediately prior to the FPA Annual Conference.

Attachment I: OneFPA Strategic Partnerships Committee

Purpose:

The OneFPA Strategic Partnerships Committee oversees the complex relationships with FPA's cornerstone, strategic and corporate partners to coordinate and leverage member value opportunities and secure financial support from these partners on behalf of FPA headquarters and TNCs.

Composition:

The OneFPA Strategic Partnerships Committee is composed of an equal number of members from the OneFPA Council and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Strategic Partnership Committee as an additional member of the Committee.

Functions:

1. The Committee sets policies with respect to the relationships and contracts with corporate partners.

2. The Committee seeks to remove competition between FPA communities and elevates integration with our corporate partners to better leverage strategic, content and financial opportunities.

3. The Committee assesses the roles and responsibilities of the TNCs with respect to FPA's national and local corporate partners and outlines areas of independence for TNCs to coordinate local relationships and negotiate agreement terms.

Note: This governance attachment outlines draft language on the legal and operational relationship between headquarters and local geographic entities. The language is modeled after the current affiliation agreement between FPA national and the chapters. The OneFPA Transition Task Force will develop a draft Governance Handbook based on feedback from the listening tour.

Attachment J: Governance Manual Provisions for TNCs

The Governance Manual details the policies, roles and responsibilities of TNCs as highlighted by the following:

1.   INTRODUCTION

1.1   FPA is a nonprofit tax-exempt organization organized under Section 501(c)(6) of the Internal Revenue Code and incorporated under the laws of the District of Columbia. The purpose of FPA is to serve the needs of its members, establish the value of financial planning and the success of the financial planning profession.

1.2   Pursuant to the Bylaws of FPA, all TNCs exist under the sanction of FPA subject to this governance manual and other policies adopted by FPA from time to time.

1.3   TNCs agree to support FPA's Primary Aim, Strategic Directive and other strategic framework documents that FPA may disseminate, and will abide by the Governance Manual, which may be modified from time to time by FPA.

1.4   This Governance Manual contains the mutual understandings and responsibilities of FPA and TNCs concerning their relationship.

2.   JURISDICTION

FPA has the authority to assign, modify or withdraw the geographical jurisdiction of TNCs. FPA can authorize a TNC to represent FPA as the FPA TNC of_____(geographic area).

3.   FPA OBLIGATIONS

3.1   FPA and OneFPA Committees will provide TNCs with certain materials and support to assist the TNCs in managing the affairs of the TNC, recruiting and retaining members, assisting in preparing and presenting educational programs and other services, and guiding TNCs by means of a Governance Manual, which details fully the operations of TNCs.

3.2   FPA will provide TNCs with a centralized accounting process that will enable TNCs to process income and expenses through FPA. FPA will provide monthly income and expense statements. FPA will manage the dues collection process.

3.3   FPA will oversee the staff of the TNCs through direct employment relationships or as independent contractors. Therefore, FPA acts in the capacity of an "employer" with respect to TNC staff.

3.4   FPA's OneFPA Resource Coordination Committee will review, assess and support the operations and budget plans for the TNC in a timely manner and fund the activities of the TNCs as requested in the budget.

3.5 FPA owns all FPA copyrights, trademarks, logos and other intellectual property ("Intellectual Property"), defines the use of all its Intellectual Property, and manages adherence to all Intellectual Property usage guidelines. FPA grants a non-exclusive, royalty-free license to the TNCs to use certain of the trademarks or service marks ("Marks") now owned or developed by FPA. Use of the Marks is limited to those activities, services or products that are approved by FPA. The TNCs agree that all use of the Marks will conform to the usage established by FPA.

3.6 FPA will oversee and provide TNCs certain technology platforms for use by State Offices under guidelines established by the OneFPA Technology Task Force.

4.   TNC OBLIGATIONS

4.1 TNCs will take all appropriate action to follow FPA policies and procedures, deliver quality member products and services, and sustain membership satisfaction and growth. TNCs will develop additional policies and procedures consistent with FPA's policies and procedures as allowed by the Governance Manual.

4.2 TNCs will develop operations and budget plans annually and submit such plans to the OneFPA Resource Coordination Committee for review.

4.3 All assets of the TNCs are assets of FPA and there are no separate ownership rights of TNCs except as expressly granted by FPA.

4.4 TNC volunteers and staff will act as agents of FPA and in the best interests of FPA according to the governance manual and other policy and procedures established by FPA.

4.5 TNCs will oversee the affairs and activities of the TNCs to ensure that volunteers and staff in TNCs are operating in accordance with the Governance Manual and other policy and procedures established by FPA.

4.6 TNCs will be involved in the hiring and performance review processes of TNC staff. The TNCs are the "clients" and can shape and direct the activities of the local staff within the job descriptions approved by FPA and the OneFPA Leadership Institute Committee.

5.   INSURANCE, LIABILITY AND AGENCY

5.1 FPA will maintain director and officer liability insurance for volunteers in TNCs. FPA reserves the right to require TNCs to obtain other insurance coverage as FPA may determine is needed.

5.2 FPA will maintain pro bono insurance on behalf of pro bono volunteers who are under the supervision of TNCs.

5.3 An agency relationship exists between FPA and TNCs, and therefore, TNC volunteers and staff are responsible for acting in the best interests of FPA and will not obligate FPA, contractually or otherwise, without the express consent of FPA.

Attachment K: OneFPA Leaders Conference

Purpose:

The purpose of the OneFPA Leaders Conference is to bring together annually the volunteer leaders and staff of the TNCs and FPA headquarters for orientation, training and support to further the interests and mission of FPA and its members.

Functions:

1. The OneFPA Leadership Institute Committee provides feedback on the design of the Conference.

2. Attendance by TNC and FPA headquarters volunteer leaders and staff will be determined by the OneFPA Transition Task Force and OneFPA Leadership Institute Committee .

Attachment L: OneFPA Transition Task Force

Purpose:

The OneFPA Transition Task Force oversees all aspects of the development and implementation of the OneFPA Network.

Composition:

The FPA president appoints equal representation from chapter leaders and the FPA Board of Directors or its designees to constitute the OneFPA Transition Task Force. The FPA president selects a chair of the OneFPA Transition Task Force as an additional member of the Task Force.

Functions:

1. The OneFPA Transition Task Force is the next iteration of the OneFPA Advisory Group.

2. The OneFPA Transition Task Force delegates as necessary, to volunteers and staff, the responsibility of getting the OneFPA Network progressing towards its goals.

3. Acts as the feedback mechanism for individuals and groups impacted by the OneFPA Network.

4. Reports to the Board of Directors and provides updates to the OneFPA Council once it has been created.

5. Communicates updates and progress reports to all members and FPA communities.

6. Continues to adjust the timeline and phasing as necessary, and prepares strategic and budget plans related to the development and implementation of the OneFPA Network.

7. Reviews and provides recommendations concerning the Governance Manual.

8. Provides recommendations for the initial composition of the OneFPA Council and OneFPA Committees, including appropriate representation from key stakeholder groups or their designees, such as NexGen.