Final Redlined OneFPA Network Plan

Approved by the FPA Board of Directors on July 2, 2019.

Introduction

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 Financial Planning Association® (FPA®) embarked on the OneFPA Network journey with an aim of exploring whether FPA's current organizational structure was providing the greatest opportunity to fulfill its potential.

Over several years, volunteer leaders and staff examined FPA's structure, researched association practices, explored many options and eventually recommended a plan that would usher in a new age of organizational effectiveness through enhanced collaboration, cooperation, integration and alignment. While creating a more cohesive organization could be viewed as a simple task, the reality is that guiding an association of 23,000 members, 2,000 volunteer leaders, 89 separately incorporated entities, and a robust community of communities toward a new structure that unifies voices, leverages strengths, and raises FPA's relevancy for current and prospective members is a transformational endeavor that will take time.

In November 2018, a holistic, system-wide draft vision for a new organizational structure was shared. By design, the plan included a robust four-month Listening Tour, which we hoped would generate the necessary level of dialogue and engagement among stakeholders to indicate the best path forward. For this to be successful, it required chapter and national leaders who developed the original draft vision to listen and learn from stakeholders, and be open to modifications and new ideas that emerged during the four-month Listening Tour.

The active and thoughtful participation of FPA chapter leaders, members and other stakeholders throughout this process was extraordinary. Ongoing outreach was conducted to all FPA chapters to invite their boards to participate in a Listening Tour meeting. The response was enthusiastic with 77 of FPA's 86 chapters (90%) participating in either a virtual or in-person meeting. Additional meetings were also held with members, Chapter Executives, corporate partners, FPA NexGen leaders and FPA past presidents. Feedback during the Listening Tour resulted in special, additional informational sessions for chapter leaders on FPA's finances and membership.

The OneFPA Transition Task Force carefully and objectively reviewed the feedback and identified common themes that were central to determining changes to the original draft plan. The potential revisions were reviewed and vetted for additional feedback through the engagement of five focus groups representing a mix of chapter volunteer leaders, Chapter Executives and FPA members from small-, medium- and large-size FPA chapters, and an additional 45-day comment period. The ~~Second Iteration of the OneFPA Network Draft Plan~~ **Final OneFPA Network Plan**, which follows, was delivered to the FPA Board of Directors by the OneFPA Transition Task Force for review and was accepted by the Board without substantive changes.

The original OneFPA Network draft plan was, and continues to be, based on two key pillars intended to support more integration and alignment—**participatory governance** and **centralized functionality**. The goal of participatory governance was to invite more leadership voices into the strategic direction-setting of FPA. The intent of centralized functionality, which leverages operational effectiveness in the areas of technology, accounting/finance and staffing, was for all FPA communities to work more collaboratively together to support an elevated member experience and realize FPA's strategic objectives. While these two pillars still play a key role in the ~~Second Iteration of the OneFPA Network Draft Plan~~ **Final OneFPA Network Plan**, significant modifications have been made.

In addition to receiving feedback on the components of the OneFPA Network draft plan during the Listening Tour and the 45-day comment period, we received consistent feedback about the need to deliver clearer, more concise communication about the initiative through a variety of channels and formats. To support this, the ~~Second Iteration of the OneFPA Network Draft Plan~~ **Final OneFPA Network Plan** is presented using the following format:

- The plan is divided into four key areas: **The Structure of Participatory Governance**; **Beta-Testing Centralized Functionality**; **Commitments and Agreements** and **Communication and Timing**.

- Within each area, we provide an Overall Recommendation, Key Highlights, Summary Analysis, and Specific Details.

~~Because of the extensive modifications to the original draft plan, a redlined version became unmanageable. It was more effective to provide a new, simplified format, which highlights modifications throughout. We also have created a 'Modifications At-A-Glance' addendum that summarizes the key changes.~~

Finally, the last section of the document includes an anticipated, proposed timeline. ~~As of today (April 16, 2019), we are initiating a 45-day comment period for this~~ **Second Iteration of the OneFPA Network Draft Plan** ~~that includes a proactive effort to engage FPA communities and stakeholders, especially our chapter leaders, to garner feedback.~~

Thanks to all of our passionate FPA members who have shared their views. We look forward to your continued ~~input on the revised plan, and your~~ participation in guiding FPA to fulfill its Primary Aim: *To elevate the profession that transforms lives through the power of financial planning*.

Respectfully submitted,

The OneFPA Transition Task Force

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A. The Structure of Participatory Governance

Overall Recommendation:

To institutionalize contributions from more FPA leaders in shaping the present and future of FPA, establish the OneFPA Advisory Council and OneFPA Advisory Council Executive Committee in 2019 and the OneFPA Nominating Committee in 2020.

Key Highlights:

- The **OneFPA Advisory Council**, which is comprised of a representative from each chapter and three NexGen leaders, will be formed in the fall of 2019 with the first in-person meeting of the Council in November 2019 at the Chapter Leaders Conference.

- The **OneFPA Advisory Council Executive Committee**, which is comprised of seven members from the OneFPA Advisory Council, will be formed by the end of 2019 and act as a liaison between the OneFPA Advisory Council and the FPA Board of Directors.

- The **OneFPA Nominating Committee**, comprised of representatives from the Board and chapter leaders, will be formed in early 2020.

Summary Analysis:

The OneFPA Advisory Council and OneFPA Advisory Council Executive Committee will provide FPA with an institutionalized opportunity to engage more leaders in forming and implementing the direction of FPA. While there were questions about the details and logistics of participatory governance during the Listening Tour and 45-day comment period, there was overwhelming support for the concept of including more leaders in strategic conversations and increasing overall transparency. Questions about participatory governance concerned managing more volunteers, burdening volunteer leaders with additional duties, and adding another layer of bureaucracy in decision-making. Despite these concerns, which can be addressed by clarifying the scope of responsibilities of these new groups, participatory governance will encourage a collaborative leadership environment and elevate transparency and trust throughout FPA.

The Council is a consultative, advisory body. The focused advisory purpose of the Council should help limit the breadth of responsibilities and time burdens on its members. The OneFPA Advisory Council will engage in strategic conversations that impact the development of FPA's business plan and budget, which the FPA Board of Directors eventually approves. An important decision-making role of the OneFPA Advisory Council is determining the representatives on the OneFPA Advisory Council Executive Committee. The Executive Committee has the responsibility of selecting representatives for OneFPA Committees, including the OneFPA Nominating Committee. The OneFPA Nominating Committee recommends the slate of members to serve on the FPA Board of Directors.

Specific Details:

- The OneFPA Advisory Council, comprised of members in good standing, will be composed of one representative from each chapter (to be designated by each chapter) and three members from the NexGen leadership community (to be designated by the NexGen Executive Committee). Potentially, designees from other key FPA committees or communities may be added based on future analyses and recommendations by the OneFPA Advisory Council.

- The general purpose of the OneFPA Advisory Council is to meet periodically to provide macro strategic feedback concerning the landscape of financial planning and the state of FPA to the Board of Directors. The OneFPA Advisory Council is not a decision-making body other than determining the representatives on the OneFPA Advisory Council Executive Committee. The OneFPA Advisory Council will engage in conversations and provide feedback on strategic issues that shape the development of FPA's business plan and FPA's budget, which is approved by the Board of Directors. The OneFPA Advisory Council will act as a strategic sounding board for issues that impact the profession of financial planning and FPA policy positions that emerge from Committees for approval by the Board of Directors.

- OneFPA Advisory Council representatives will be selected by chapters by September 18, 2019. Participation by chapters in the OneFPA Advisory Council is required.

- An orientation meeting will occur with the OneFPA Advisory Council virtually in September 2019. The first substantive meeting will occur at the 2019 Chapter Leaders Conference, November 15-17, 2019. Chapters will bear the cost for attendance at the in-person Council meeting with financial assistance available from FPA for chapters who cannot afford the expense.

- The OneFPA Advisory Council Executive Committee will be composed of seven members — three representatives from the largest chapters, two representatives from medium-sized chapters, one representative from smaller-sized chapters and one representative from NexGen leadership. A liaison from the Board of Directors will sit on the OneFPA Advisory Council Executive Committee as a non-voting member. Chapter size is defined as: small chapters = less than 150 members (currently 36 chapters representing 16% of FPA's membership); medium chapters = 150 to 399 members (currently 34 chapters representing 39% of FPA's membership); and large chapters = 400+ members (currently 16 chapters representing 45% of FPA's membership).

- The general purpose of the OneFPA Advisory Council Executive Committee is to be a direct liaison to the Board of Directors, act as the communication link with the OneFPA Advisory Council, submit to the FPA president the names of chapter leaders to serve on OneFPA committees and task forces and manage the affairs of the OneFPA Advisory Council, including working with the Board of Directors to develop the agenda for OneFPA Advisory Council meetings. Depending on the issues discussed at OneFPA Advisory Council meetings, the OneFPA Advisory Council Executive Committee, working with professional facilitators, will construct the most appropriate meeting formats to accomplish its purpose, including utilizing meeting formats such as knowledge cafes, open space technology, town halls, breakout sessions, etc.

- The OneFPA Advisory Council Executive Committee will determine the schedule of OneFPA Advisory Council in-person and virtual meetings in 2020—and each year thereafter—in coordination with FPA's Executive Committee. The OneFPA Advisory Council Executive Committee will also explore whether a virtual discussion space for the OneFPA Advisory Council should be established. We anticipate one in-person meeting of the OneFPA Advisory Council each year at the Chapter Leaders Conference.

- The OneFPA Transition Task Force will transfer authority to the OneFPA Advisory Council Executive Committee when it is selected by the OneFPA Advisory Council. Terms for OneFPA Advisory Council Executive Committee members will be determined by the OneFPA Advisory Council.

- The OneFPA Nominating Committee, which recommends the slate of members for the FPA Board of Directors, will include an equal number of representatives from chapter leaders and the Board of Directors and will be established for calendar year 2020. The chair of the OneFPA Nominating Committee is the chair of the FPA Board of Directors.

- During the 45-day comment period, the OneFPA Transition Task Force ~~will draft~~ began drafting governance documents that substantiate and institutionalize key aspects of participatory governance.

B. Beta-Testing Centralized Functionality

Overall Recommendation:

Create a significant and comprehensive beta-test with up to 10 chapters that will participate in the centralization of technology, accounting/finance and staffing functions.

Key Highlights:

- Up to 10 chapters will be selected through a comprehensive application process overseen by the OneFPA Transition Task Force.

- Chapters can apply to be a beta-test chapter beginning July 11, with chapters selected by the OneFPA Transition Task Force by October 15 ~~September 18~~. Beta-testing in the areas of staffing and accounting/finance will be implemented on January 1, 2020 with centralized technology being implemented as components are developed.

- Clear goals, Key Performance Indicators (KPIs) and measurements have been ~~will be~~ established by a third-party consultant and approved by the OneFPA Transition Task Force to assess the efficacy of centralized functionality with ongoing comprehensive reports provided to all chapters. The Master Services Agreement and KPIs ~~will be~~ were shared with stakeholders for feedback June 3 through July 1.

- With respect to centralized accounting/finance, the focus will be on developing centralized reports and analyses resulting in support of best practices. Chapters will continue to control their day-to-day accounting functions, local banking relationships, current and future reserves, and sponsorship dollars.

- As the beta-test assessments are analyzed, there may be opportunities for other chapters to experience successful aspects of centralized functionality as future phases are rolled out.

- Beta-test chapters may elect to no longer operate as separately incorporated entities, but it will not be a requirement of participation in the beta-tests.

Summary Analysis:

One of the core desired outcomes of the OneFPA Network vision is to create an enhanced and more meaningful experience for members and prospective members by increasing strategic and operational collaboration and support locally and nationally. Through the Listening Tour, it was learned that while many volunteer leaders understood conceptually the benefits of centralizing functions, questions remained concerning the details and the ability to implement centralization effectively. Hence, beta-testing ~~is being recommended~~ has been adopted as a key modification to the original draft plan.

Through a robust beta-test, FPA will be able to demonstrate effective implementation on a manageable scale and assess whether the stated goals of centralized functionality translate into measurable positive outcomes. Centralized technology received almost universal support from chapters. Centralized staffing received general support, once the chapters were assured that they would have control over the compensation, hiring and responsibilities of their Chapter Executives. Centralized accounting/finance received modest support after assurances that chapters would continue to control their money, budgets and reserves with several chapters questioning the benefits to be gained by centralizing all aspects of accounting/finance. Therefore, the focus of centralizing accounting/finance will be on developing coordinated reporting and analyses leading to baseline assessments, best practices and business management support before further integration is considered.

The provision in the initial OneFPA Network draft plan that removes the separately incorporated legal status of chapters has been a major area of concern for many chapter leaders that believed that this requirement would result in a loss of autonomy over the affairs of their chapter. While this was not the intent of the provision, based on the feedback from the Listening Tour and 45-day comment period, the requirement is removed for the beta-test. Once participatory governance is implemented, and beta-testing is completed and fully analyzed, the issue of the legal structure of chapters will be reevaluated. Beta-test chapters may elect to no longer operate as separately incorporated entities.

While centralization will occur for beta-test chapters in the functional areas of technology, staffing and accounting/finance, the benefits of greater collaboration and cooperation may have significant benefits in other areas, including education, advocacy, member recruitment/retention, and media/PR effectiveness. All areas will be tested and measured for potential improvement throughout the process.

Specific Details:

- The OneFPA Transition Task Force will establish a process for evaluating and selecting a diverse group of chapters to participate in the beta-test.

- Chapters will apply to become a beta-test chapter based on a set of requirements outlined in a Master Services Agreement, which will be an addendum to their existing Chapter Affiliation Agreement. Selection of beta-test chapters will be based on the following criteria:

  - Support from the chapter board of directors and Chapter Executive for the principles of the OneFPA Network beta-test initiative.

  - Diversity in chapter size, geography and operations.

  - Willingness to participate in establishing and reporting on a robust set of goals and measures to determine the efficacy of the beta-test.

  - Ability and commitment to adhere to the conditions in the Master Services Agreement.

  - Ability to supply ~~representatives~~ a representative to either the OneFPA Resource Coordination Committee or the Staffing Coordination Subcommittee of the~~, Strategic Partnership, and~~ Leadership Institute ~~Committees~~.

  - Willingness to engage in beta-testing for a two-year period with assurances that the chapter may return to its previous operational status.

  - Note: After beta-test chapters are selected, they have the option to elect to no longer operate as separately incorporated legal entities. National will bear the cost of returning the chapter to its separate legal status if the chapter chooses to do so after the beta-test.

- The beta-test will include the following areas: centralized staffing, centralized accounting/finance and centralized technology. The beta-test will include other programmatic areas of enhanced coordination, including (but not limited to) marketing, advocacy, media/PR relations, member recruitment/retention and education.

- During 2019, the OneFPA Transition Task Force will work with the selected beta-test chapters to establish an appropriate timeline with clear policies and procedures to ensure a smooth and effective transition in the centralized functional areas. The preliminary implementation goal is to have the beta-test applications sent to chapters on July 11, 2019, completed applications returned to the OneFPA Transition Task Force by September 15 ~~9~~, 2019, beta-test chapters selected by October 15 ~~September 18~~, 2019, and the elements of centralized staffing and accounting operationalized by January 1, 2020. Centralized technology will occur as the OneFPA Technology Task Force develops components of an FPA-wide technology solution.

- Ongoing assessment of the beta-test will begin as soon as the beta-test chapters are selected and continue through 2021. The assessment of the beta-tests and the development of clear metrics will be managed by an independent consulting firm overseen by the OneFPA Transition Task Force that will provide regular reports to the Board of Directors, OneFPA Transition Task Force and OneFPA Advisory Council Executive Committee. Clear milestones and KPIs will be established by the consultants in collaboration with the OneFPA Transition Task Force and approved by the Board of Directors to ensure the beta-tests are being appropriately assessed. The Master Services Agreement and KPIs ~~will be~~ have been shared with stakeholders for feedback June 3 through July 1. All chapters will receive ongoing reports on the experience and key metrics of the beta-test chapters.

- The OneFPA Resource Coordination Committee and Staffing Coordination Subcommittee of the, OneFPA Strategic Partnerships, and OneFPA Leadership Institute Committees will be established to provide ongoing peer guidance and support related to these centralized functional areas and to reinforce a collaborative leadership culture. These committees will also assess the progress of centralized functionality based on a set of goals and metrics outlined above. These committees will be comprised of an equal number of chapter leaders (beta-test chapter leaders are the first and preferred option) and designated Board representatives. The FPA president will appoint the chair for these committees from the list of committee participants. The OneFPA Technology Task Force, which is already established, will continue its work.

- Other OneFPA task forces and committees may be created based on need and through discussions between the Board of Directors and the OneFPA Advisory Council Executive Committee. These OneFPA task forces and committees will have equal Board-designated and chapter-designated representation, with the FPA president appointing the chair from the list of committee or task force participants. The current slate of committees and task forces will continue to function as-is.

- The beta-test assessment will provide the necessary data to determine changes in the OneFPA Network Plan and guide potential further implementation of elements of the OneFPA Network Plan system-wide in 2021 and beyond. Whatever determinations are made concerning 2021, appropriate notice and support will be provided so that any transition is implemented effectively.

- Chapter leaders, as outlined in the Master Services Agreement, will manage the day-to-day responsibilities of their Chapter Executive, determine compensation and have final authority over the hiring and/or firing of their Chapter Executive.

- Beta-test Chapter Executives will work with FPA leadership to develop a framework of protocols to encourage a collaborative and supportive experience through the OneFPA Staffing Coordination Subcommittee Leadership Institute Committee, which may include:

    ‣ One in-person annual orientation meeting in Denver to establish the parameters of the collaborative relationship. The expense to be borne by FPA.

    ‣ Virtual attendance at monthly FPA staff meetings to enhance communication and integrate resources on a local and national level.

    ‣ Access to other FPA staff and resources as needed to support local programs and efforts.

- The goal of centralized accounting/finance, as outlined in the Master Services Agreement, is to raise the strategic capabilities across FPA by sharing financial information through systematized reporting while maintaining the autonomy and authority of chapters to control reserves, budgets and programming.

- To achieve this goal, the authority and day-to-day financial management of the chapter will be overseen by the chapter while data is accessible to FPA to develop and disseminate reports that drive baseline measurements, benchmarking and best practices. Beta-test chapters will:

    ‣ Continue to perform all their own day-to-day accounting functions within their current framework (accounting system and local bank).

    ‣ Map their current chart of accounts to the new master chart of accounts that is being developed with FPA's accounting vendor, RSM.

    ‣ Provide FPA Headquarters their monthly financial and budget data that FPA can integrate into its own reporting system.

    ‣ Receive regular standardized reporting (monthly income statement, balance sheet, dashboard, KPIs).

    ‣ Receive membership and other reporting based on data that is currently housed in FPA's national database, iMIS (using Prophix or the new business intelligence tool).

C. Commitments and Agreements

Overall Recommendation:

Amend appropriate governance documents to reflect the principles of participatory governance and create a Master Services Agreement as an addendum to the Affiliation Agreement for beta-test chapters that outlines the responsibilities of, and commitment to, beta-test chapters.

Key Highlights:

- Add policies to the appropriate governance documents that substantiate core aspects of participatory governance.

- Create a Master Services Agreement that outlines the roles, responsibilities, expectations, and affirms the autonomy of beta-test chapters.

- Establish a reasonable timeline for chapters to apply to be a beta-test chapter and prepare for participatory governance.

- Increase information sharing among FPA and its chapters through reports on the beta-test experience and the status of FPA finances and strategic priorities.

- Master Services Agreement and Key Performance Indicators (KPIs) ~~to be~~ were shared with FPA stakeholders for feedback between June 3 and July 1.

Summary Analysis:

Significant concern has been expressed by chapter leaders throughout the Listening Tour and 45-day comment period that they will lose substantial control of their programming, finances, sponsorships, etc. To alleviate the concern, it is important that FPA provide beta-test chapters with high-level policy agreements that affirm their existing autonomy, while being very clear on what beta-test chapters can expect from a day-to-day management responsibility standpoint.

Specific Details:

- The OneFPA Transition Task Force will prepare key documents for the Board's review and approval prior to the documents being disseminated on July 11 as part of the beta-test application process.

- With respect to the beta-test chapters, the following policy assurances will be included in the Master Services Agreement subject to the Affiliation Agreement:

  - Chapters will continue to control budgets and reserves.

  - Chapters will continue to control their sponsorship relationships and control the revenues raised from their chapter programs.

  - Chapters will continue to conduct and control key programming (educational and networking) locally.

  - Chapters will still determine their leadership and local governance.

  - Chapters will still direct and oversee the work of their local staff and will directly participate in the hiring and evaluation of local staff.

- Complete and share all governing documents approved by the OneFPA Transition Task Force and FPA Board of Directors by September 15, 2019. ~~by July 11, 2019 so that chapters can determine if they want to be part of the beta-test and to provide sufficient lead time for chapters to select designees for the OneFPA Advisory Council.~~

D. Communications and Timing

Summary Analysis:

The **~~Second Iteration of the OneFPA Network Draft Plan~~ Final OneFPA Network Plan** represents a transformational change on strategic, operational and cultural levels that requires a thorough communications and feedback plan. It is important to embrace a process where those leaders and members who want their voices heard are given an opportunity to do so. This ~~That will~~ enabled the OneFPA Transition Task Force and the Board of Directors to determine whether further modifications ~~are~~ were needed to the **Second Iteration of the OneFPA Network Draft Plan**. It ~~is also~~ was important to design an implementation schedule that ~~is~~ was manageable and doable.

Key Dates:

- **February 22, 2019:** *Listening Tour end~~ed~~*.

- **February 28 – March 6, 2019:** *Focus groups met ~~meet~~ to provide feedback on the Second Iteration of the OneFPA Network Draft Plan.*

- **March 13, 2019:** *OneFPA Transition Task Force sent ~~sends~~ Second Iteration of the OneFPA Network Draft Plan to the FPA Board of Directors.*

- **March 20, 2019:** *Board ~~approves~~ approved modifications to the Second Iteration of the OneFPA Network Draft Plan.*

- **March 26 – April 9, 2019:** *OneFPA Transition Task Force ~~finalizes~~ finalized Second Iteration of the OneFPA Network Draft Plan for public dissemination.*

- **April 10 – 11, 2019:** *Embargoed Second Iteration of the OneFPA Network Draft Plan ~~is~~ was shared with media, influencers and key stakeholder groups.*

- **April 16, 2019:** *Second Iteration of the OneFPA Network Draft Plan shared ~~ready~~ for public dissemination.*

- **April 16 – May 30, 2019:** *Comment period ~~opens~~ opened on the Second Iteration of the OneFPA Network Draft Plan.*

- **May 27 – June 7, 2019:** *OneFPA Transition Task Force ~~discusses~~ discussed possible changes to the plan.*

- **June 3 – July 1, 2019:** *Master Services Agreement and Key Performance Indicators (KPIs) ~~to be~~ shared with FPA stakeholders for feedback.*

Upcoming Target Dates:

- **July 11, 2019:** *The Final OneFPA Network ~~final~~ Plan and accompanying documentation will be unveiled, and beta-test chapter applications distributed, after review and approval by the Board of Directors.*

- **July 11 – September 25, 2019:** *Design, inform, populate and implement new participatory governance structures including OneFPA Advisory Council and OneFPA Committees.*

- **September 15 ~~9~~, 2019:** *Beta-test applications are due to OneFPA Transition Task Force.*

- **September 18, 2019:** *Chapters designate OneFPA Advisory Council representatives.*

- **Late September—Early October 2019:** *Virtual orientation meeting is held for OneFPA Advisory Council.*

- **September 18 October 15, 2019:** *Beta-test chapters are selected.*

- **September 18 October 15 – December 31, 2019:** *Ongoing collaboration and development with beta-test chapters, including development of goals and success measures.*

- **Late September—Early October 2019:** *Virtual orientation meeting is held for OneFPA Advisory Council.*

- **November 15 – 17, 2019:** *First in-person meeting of the OneFPA Advisory Council is held at Chapter Leaders Conference.*

- **January 1, 2020:** *Centralized accounting and centralized staffing is operationalized for beta-test chapters.*

E. Macro Components and Modifications At-A-Glance

Comparing the Original Version to the Second Iteration of the OneFPA Network Draft Plan

Participatory Governance

Original OneFPA Network Draft Plan	Second Iteration of the OneFPA Network Draft Plan
• Participatory governance implemented in 2019	• Same
• Creation of the OneFPA Advisory Council	• Same with addition of clarifying word 'advisory'
• Creation of the OneFPA Advisory Council Executive Committee	• Same
• OneFPA Resource Coordination, Technology, Leadership Institute, Strategic Partnership Committees created	• Same for beta-test chapters
• Nominating Committee converted to OneFPA Nominating Committee	• Same
• Other FPA Committees converted to OneFPA Committees	• Deferred to future analysis and phasing

Centralized Functionality

Original OneFPA Network Draft Plan	Second Iteration of the OneFPA Network Draft Plan
• All chapters converted to centralized functionality	• Ten beta-test chapters converted to centralized functionality January 2020
• Centralized functionality areas are: technology, staffing and accounting/finance	• Same for beta-test chapters
• Centralized accounting focused on full operational integration	• Centralized accounting focused on information sharing and reporting
• Chapters no longer operate as separately incorporated legal entities	• Beta-test chapters may elect to no longer operate as separately incorporated entities
• Centralized functionality operational on January 1, 2020	• Same for ten Beta-test chapters in the areas of staffing and finance/accounting on 1/1/2020. Technology elements will be added on an ongoing basis as they are designed and ready for testing

Communications and Timing

Original OneFPA Network Draft Plan	Second Iteration of the OneFPA Network Draft Plan
• No comment period after listening tour	• 45-Day Comment Period Beginning 4/16/19
• OneFPA Advisory Council selected and meets at Chapter Leaders Conference	• OneFPA Advisory Council selected by 9/15/19, virtual orientation in late September, in-person meeting at Chapter Leaders Conference
• N/A	• Beta-test application, review and selection process begins 7/11/19, which will include the Master Services Agreement to be executed by beta-test chapters
• N/A	• Beta-Test chapters selected and Master Services Agreement executed by 9/18/19
• Key Performance Indicators (KPIs) and ongoing measures developed and shared	• KPIs and ongoing measures developed by third-party consultant for beta-test chapters shared with all stakeholders, especially the chapters, regularly

Addenda

Addendum 1 — OneFPA Advisory Council

Purpose:

The OneFPA Advisory Council is a consultative, advisory body that provides macro strategic input to the Board of Directors on key issues that impact FPA and the profession of financial planning.

Composition:

The OneFPA Advisory Council is composed of a representative from each chapter as designated by the respective chapters and three members of the NexGen leadership community as designated by the FPA NexGen Executive Committee.

Functions:

1. The OneFPA Advisory Council meets as needed to fulfill its purpose. It is anticipated that the Council will meet in-person once per year at the Chapter Leaders Conference and then virtually as needed.

2. The input and feedback provided by the Council to the Board of Directors will assist the Board in developing FPA's annual strategic plan, budget and ongoing policy assessments.

3. The Council receives periodic reports related to FPA generally, for example in the areas of finance and membership, and ongoing reports on the status of the OneFPA Network plan and specifically on metrics related to the beta-test chapters.

4. Council members agree to keep their respective chapter leaders and Chapter Executives informed about the activities and discussions of the Council.

5. The Council, at its in-person meeting, will elect members to the OneFPA Advisory Council Executive Committee and determine a policy for their terms.

6. The OneFPA Advisory Council Executive Committee and the FPA Board of Directors work collaboratively to develop the agenda for Council meetings.

Addendum 2 — OneFPA Advisory Council Executive Committee

Purpose:

The OneFPA Advisory Council Executive Committee is a direct liaison between the Board of Directors and the OneFPA Advisory Council and appoints the chapter representatives who serve on certain OneFPA committees.

Composition:

The OneFPA Advisory Council Executive Committee will be composed of seven members – three representatives from the largest chapters, two representatives from medium-sized chapters, one representative from smaller-sized chapters, and one representative from NexGen leadership. A liaison from the Board of Directors, to support the relationship with the Board, will sit on the OneFPA Advisory Council Executive Committee as a non-voting member.

Functions:

1. The OneFPA Advisory Council Executive Committee meets as needed to fulfill its purpose.

2. The Executive Committee submits to the FPA president the names of chapter leaders to serve on OneFPA committees and task forces.

3. Through the authority provided to it by the OneFPA Advisory Council, the Executive Committee manages the affairs of the Council, including collaborating with the FPA Board of Directors to establish the frequency, forum and agenda for Council meetings.

4. The Executive Committee acts as a liaison and communications link between the OneFPA Advisory Council and the FPA Board of Directors.

Addendum 3 — OneFPA Nominating Committee

Purpose:

The OneFPA Nominating Committee recommends to the FPA Board of Directors a slate of candidates 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 equal representation from chapter leaders and Board designees. The chapter leader representatives are recommended by the OneFPA Advisory Council Executive Committee. The chair of the OneFPA Nominating Committee, who is considered one of the Board designees, is the chair of the FPA Board of Directors.

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 recommended by the OneFPA Nominating Committee. The slate of Board candidates is approved by a majority vote of the FPA Board of Directors.

Addendum 4 — OneFPA Resource Coordination Committee

Purpose:

The OneFPA Resource Coordination Committee reviews, but does not approve, the annual operational plans and budgets of the beta-test chapters, oversees the integrated financial reporting process for beta-test chapters, and provides beta-test chapters with guidance in support of the optimal functioning of beta-test chapters.

Composition:

The OneFPA Resource Coordination Committee is composed of an equal number of members from beta-test chapters recommended by the OneFPA Advisory Council Executive Committee and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Resource Coordination Committee from the list of Committee members.

Functions:

1. Develops an integrated financial reporting system with FPA and beta-test chapters that provides key metrics and trends to support quality strategic analyses and best practices.

2. Reviews, does not approve, the annual operational plans and budgets of beta-test chapters to support the optimal functioning of beta-test chapters and offer guidance on issues and questions relevant to the beta-test chapters.

3. While beta-test chapters manage their day-to-day accounting responsibilities and control their money and reserves, the Committee informs and guides beta-test chapters concerning the policies developed by the FPA Board of Directors and FPA Finance Committee to elevate finance and accounting best practices.

Addendum 5 — OneFPA Technology Task Force

Purpose:

The OneFPA Technology Task Force oversees the development, implementation and ongoing supervision of the OneFPA Network system-wide digital strategy and technology solution.

Composition:

The OneFPA Technology Task Force is composed of chapter leaders, Chapter Executives, Board designees and FPA staff. The FPA president selects a chair for the OneFPA Technology Task Force.

Functions:

1. Develops and implements an integrated technology and content platform solution 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.

2. Assesses the resource requirements to build and maintain the OneFPA Network technology solution and reports their findings and recommendations to the Finance Committee, OneFPA Transition Task Force and FPA Board of Directors.

3. Establishes and enforces policies with respect to the use of, and content on, the OneFPA Network technology solution.

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

Addendum 6 — OneFPA Staffing Coordination Subcommittee of the OneFPA Leadership Institute ~~Committee~~

Purpose:

The OneFPA Staffing Coordination Subcommittee of the OneFPA Leadership Institute ~~Committee~~ provides general oversight and guidance concerning the orientation, training and support of the FPA staff of beta-test chapters ~~volunteer leaders and staff, including providing feedback on the design and content of the annual OneFPA Chapter Leaders Conference~~.

Composition:

The OneFPA Staffing Coordination Subcommittee of the OneFPA Leadership Institute ~~Committee~~ is composed of an equal number of members from beta-test chapters and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Staffing Coordination Subcommittee ~~Leadership Institute Committee~~ from the list of Subcommittee members.

Functions:

1. Provides oversight over the structural components concerning beta-test chapter staff, including the appropriate legal classification of staff.

2. Reviews the hiring, training, assessment and support protocols of beta-test chapter staff. While FPA retains legal responsibility for beta-test chapter staff, beta-test chapters manage the day to day oversight responsibilities of local staff and drive the hiring and performance decisions.

3. ~~Provides input on the training and support materials offered by the OneFPA Leadership Institute, which offers 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.~~

4. ~~Offers feedback on the design of the OneFPA Chapter Leaders Conference.~~

Addendum 7 — OneFPA Strategic Partnerships Committee

Purpose:

The OneFPA Strategic Partnerships Committee evaluates the complex relationships with FPA's cornerstone, strategic and corporate partners and works with staff to leverage member value opportunities and secure financial support from these partners on behalf of FPA and beta-test chapters.

Composition:

The OneFPA Strategic Partnerships Committee is composed of an equal number of members from beta-test chapters and the FPA Board of Directors or its designees. The FPA president selects the chair of the OneFPA Strategic Partnerships Committee from the list of Committee members.

Functions:

1. Analyzes and strategizes on how FPA and beta-test chapters can coordinate efforts.

2. Elevate integration with our corporate partners to better leverage strategic, content and financial opportunities.

3. Recommends policies with respect to the relationships and contracts with corporate partners.

4. Assesses the roles and responsibilities of the beta-test chapters with respect to FPA's national and local corporate partners and affirms the independence of beta-test chapters to coordinate local relationships and negotiate agreements.

Addendum 8 7 — 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 from the list of Task Force members.

Functions:

1. Recommends modifications on all aspects of the OneFPA Network plan to the FPA Board of Directors, based on feedback from FPA stakeholders and ongoing assessments.

2. Delegates as necessary, to volunteers and staff, the responsibility of getting the OneFPA Network progressing toward 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 Advisory 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. Develops, reviews and provides recommendations concerning key agreements, such as the beta-test application and Master Services Agreement.

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

9. Coordinates the activities of OneFPA committees and oversees the assessment of the beta-test chapters and communication.

10. Communicates the progress of the OneFPA Network plan generally, and the OneFPA Network beta-test chapters specifically, to the FPA Board of Directors, OneFPA Advisory Council and FPA stakeholders.