

BLUEPRINT TO 2015

Strategic Plan for the ICC

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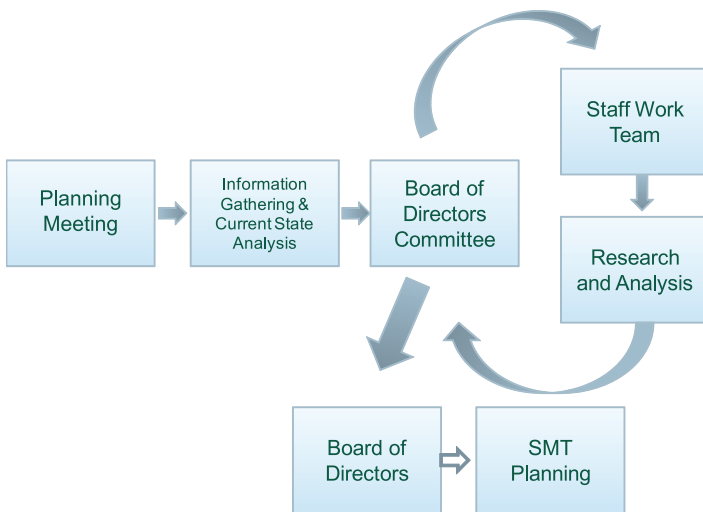


Background

In 2004, the ICC developed a long-term business plan for the newly formed organization. This plan, *The Blueprint to the Future*, clarified the ICC’s vision, mission and values and established clear goals and objectives. Of particular importance, the *Blueprint* determined that the growth of the ICC depended on creating relevance to a variety of member and customer groups and responsiveness to demands of the market in which the ICC operates.

In late 2009, the ICC Board of Directors decided to revisit *The Blueprint to the Future* in order to determine the relevance of the plan in light of changing economic and regulatory conditions. The review began in the spring of 2009, with a revised plan (*Blueprint 2015*) approved by the board in December. The review involved hours of work by members of the Board of Directors, members of staff and research dealing with the environment in which the ICC operates. A unanimous decision by the Board of Directors to adopt the new plan indicates a firm belief that *Blueprint 2015* truly represents a concrete long-term path for the ICC to follow.

Review Process



The review process for the blueprint began with surveying of members of the Board of Directors to uncover key themes and concerns about the strategic direction of the ICC. These themes and concerns were then reviewed by a steering committee composed of board members representing the interests of the ICC, IAS, ED and the ICC Foundation. The steering committee developed a list of hypotheses about the future of the ICC, which were then researched through:

- External environmental review completed by a third party research firm
- Survey of ICC members
- Commentary provided through the ICC Website

- Input from staff via a working group of senior managers and input via the ICC Website
- Input from past presidents of the Board of Directors

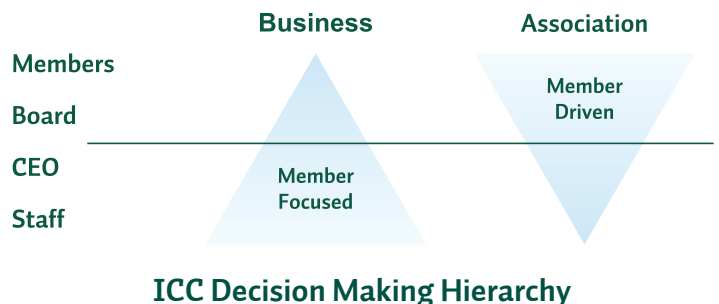
The steering committee held a second meeting to review the output from research efforts and to either validate or adjust the list of hypotheses. The steering committee then used the list of validated hypotheses to assess the relevance of the ICC vision and mission, as well as to review and adjust organizational goals and objectives. The Board of Directors approved the final product in December 2010.

Highlights

The review process for the *Blueprint* revealed a series of key strategic issues facing the ICC. Some of the most critical included:

- Changes in the world of the governmental member, including decreased budgets, increased use of third party providers and the need to continued relevance within jurisdictions
- Concerns about the confidence in the code development process in the face of participation levels at hearings due to travel restraints and increased interest from advocacy groups
- Core services provided by the ICC are still highly valued and need to be of the highest level of quality
- Growth goals for the ICC can only be accomplished through continued relevance to a wide variety of stakeholders concerned with the built environment
- The ICC appears to have opportunities for influence in non-traditional areas (e.g. the IGCC) and in influencing policy dealing with the built environment
- Technology will continue to play a key role for members and customers of the ICC

Revisions to the *Blueprint* were carried out in light of these, and other, key issues. In particular, the steering committee debated the ICC’s role as an association in creating a balance between “Member Driven” and “Member Focused.”



“Member Driven” implies an organization that creates policy based on the collective wishes of the member base. A “Member Focused” organization, on the other hand, describes an organization in which operational leadership interprets the wishes of the member base and implements appropriate business practices. In the case of the ICC, the steering committee concluded that the organization is member driven in terms of overall policy and strategy, and is member focused in terms of the programs and initiatives undertaken by the association. For example, adoption of *Blueprint 2015* is a member driven action, as the Board of Directors acting as elected representatives of the member base did this. On the other hand, decisions about services to be offered to deliver on the Blueprint will be carried out by the organization (CEO and Staff) in a member focused way.

The distinction between “Member Driven” and “Member Focused” developed and adopted by the Board of Directors will benefit the ICC by driving clear line of sight on the roles and responsibilities of the Board as compared to those of the staff.

Results: Vision and Mission

The review activity overwhelmingly validated the existing vision and mission. As a result the stated vision of the ICC will continue to be:

“Protecting the health, safety and welfare of people by creating better buildings and safer communities.”

In addition, the ICC’s mission will continue to be:

“Providing the highest quality codes, standards, products and services for all concerned with the safety and performance of the built environment.”

Results: Goals and Objectives

The review process revealed that existing goals and objectives were generally in alignment with the strategic direction of the ICC. However, some modifications were made to goal statements to further clarify intent. A more significant adjustment came in the alignment of specific objectives to individual goals, replacing the seven objectives developed as part of *The Blueprint to the Future* in 2004. This alignment of objectives to goals will provide greater clarity on expectations to be delivered upon by the ICC organization over time.

Goal One Objectives

Goal 1: Business Growth – The ICC will evolve and expand toward new opportunities beyond codes and standards to better serve its members and customers, promote public health, safety and welfare while sustaining financial stability.

- 1.1 Develop training and support services to be able to enable building safety professionals to be successful in a changing world
- 1.2 Utilize technology in product development to reduce cost and increase access
- 1.3 Develop an approach to leverage value from private service providers
- 1.4 Develop and maintain a comprehensive strategy for dealing with competitive threats
- 1.5 Implement a strategy to reduce variability in revenue
- 1.6 Develop a strategy for emerging markets

Goal Two Objectives

Goal 2: Core Function – The ICC will continue to ensure that the I-Codes are the most universally used and accepted codes and standards in the built environment.

- 2.1 Ensure that the quality of the codes and code development process is protected
- 2.2 Maintain and support the ICC strategy to protecting intellectual property
- 2.3 Build and expand the reach of ICC outside of current geographies

Goal Three Objectives

Goal 3: Customer Value – The ICC will be acknowledged for exceptional products and services and as the best source of solutions for member and customer needs.

- 3.1 Develop and implement a segmentation and channel strategy that aligns cost to serve to value segments, including leveraging the Foundation for charitable delivery
- 3.2 Develop and implement solutions based products and services that address ways to deal with the current economy
- 3.3 Develop and implement a professional development strategy for the markets that we serve
- 3.4 Foster collaboration between membership groups

Goal Four Objectives

Goal 4: Policy and Thought Leadership – The ICC will be recognized as the advocate and credible expert for those involved in the built environment

- 4.1 Develop a strategy for collaboration with federal governments that protects the interests of the ICC and influences decision making on built environment issues
- 4.2 Identify and institutionalize a method for ensuring that the voices of non-governmental interests are heard and considered
- 4.3 Increase the relevance of the ICC to elected officials
- 4.4 Develop and implement a social media strategy
- 4.5 Develop and implement a strategy to impact thought leaders

Goal Five Objectives

Goal 5: Social Responsibility/Visibility – The ICC will support members in being visible and socially responsible in the improvement of quality of life in their communities through expertise and professionalism.

- 5.1 Ensure a position for ICC as an authoritative leader in sustainability and other emerging areas when supported by relevance and market demand

- 5.2 Develop and implement a brand strategy that will position members as part of a recognized and respected brand
- 5.3 Deliver on social responsibility through joint work with the Foundation
- 5.4 Take responsibility as a corporation to be a sustainable organization

Goal Six Objectives

Goal 6: Staffing – The ICC will be acknowledged as having professionals who are the preeminent and authoritative technical, informational, and service resources in the building construction and safety industry.

- 6.1 Attract, develop and retain highly talented people in the right roles to deliver on the organization's goals and objectives
- 6.2 Maintain and enhance effective performance management practices, reward and recognize strong performance
- 6.3 Ensure staff are visible as authoritative experts in their respective fields



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