

# 20 | 20 Vision

*ICC Strategic Plan for the Future*



# 20 | 20 Vision – The Focus of ICC’s Future

## ICC Strategic Plan

### Background

In 2004, the International Code Council developed a long-term business plan for the newly formed association. 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 other stakeholder groups, and responsiveness to demands of the market in which the ICC operates.

In late 2009, the ICC Board of Directors revisited *The Blueprint to the Future* to determine the relevance of the plan in light of changing economic and regulatory conditions. The review creates a revised plan, *Blueprint 2015*, approved by the Board in December. The review involved hours of work by members of the Board of Directors, volunteers and staff. The Board unanimously adopted the *Blueprint 2015* which represents a concrete, long-term path for the ICC.

In 2013, seeing 2015 on the horizon and the economy coming out of one of the worst recessions in a century, the ICC Board embarked on a review of the current plan with new CEO Dominic Sims and the ICC management team. Board Presidents Ronald E. Piester and Stephen D. Jones appointed ICC’s Vision 2023 Committee to analyze ICC’s business model, assess its viability to sustain the association for the next 10 years and recommend adjustments to the Board of Directors. The Committee, Chaired by then-Board Secretary/Treasurer Guy Tomberlin, presented its initial (Phase I) recommendations to the Board in the fall 2013. In 2014, as part of Phase II, the Committee made recommendations to the Board to make minor but important changes to *Blueprint 2015* that reflected the need of the association to continue to focus on core strengths.

This new plan, outlined here, strikes a new balance between ICC as an association and as a business—ICC business being Member focused and ICC the association being Member driven.

The ICC Board of Directors approved the updated plan in July 2014.

### Highlights

The Board found that ICC’s Vision and Mission remain valid and relevant as aspirational statements about the strategic direction of the association. They are clear and concise, and were developed through an extensive process that included appropriate Member input.

- The new plan promotes an adjusted ICC growth strategy to a partnership framework that will promote long-term sustainability and growth with other organizations. ICC will examine opportunities such as partnerships and joint ventures.
- The plan recognizes changes in the world of ICC Governmental Members, including leaner budgets, increased use of third-party providers and the need to continued relevance within jurisdictions.
- Core services provided by the ICC and its subsidiaries, ICC Evaluation Service and International Accreditation Service, are still valued highly and need to continue to be at the top 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.
- Technology will continue to play a key role for Members and all customers of the ICC.

### 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 by the ICC association over time.

## → Goal One Objectives

**Goal 1: Business Growth** – The ICC will evolve and expand toward new opportunities while focusing on its core competency of developing codes and standards.

- 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, and
- 1.6 Pursue strategies for emerging markets that have positive financial implications.

## → Goal Two Objectives

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

- 2.1 Ensure the quality of the codes and the code development process are protected,
- 2.2 Build and expand the support mechanisms of the core codes in the areas of training, certifications and adoptions, and
- 2.3 Build and expand the reach of the 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 all customer needs.

- 3.1 Develop and implement a segmentation and channel strategy that aligns costs to serve with value and revenue,
- 3.2 Develop and implement solution-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 the ICC serves, and
- 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 Communicate the ICC Mission and role of Code Officials at the local, state, national and global level,
- 4.2 Develop a strategy for collaboration with federal governments to protect the interests of the ICC and influence decision making on built environment issues,
- 4.3 Identify and institutionalize a method to ensure the voices of non-governmental interests are heard and considered,
- 4.4 Increase the relevance of the ICC to elected officials,
- 4.5 Develop and implement a social media strategy, and
- 4.6 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 their communities through expertise and professionalism with the use of ICC products and services.

- 5.1 Ensure a position for the ICC as an authoritative leader in sustainability and other emerging areas when supported by relevance and market demand,
- 5.2 Implement a brand strategy that will position Members as part of a recognized and respected profession,
- 5.3 Deliver on social responsibility through joint work with partners and other organizations, and
- 5.4 Take responsibility as a corporation to be a sustainable association.

### About the International Code Council

The International Code Council is a member-focused association. It is dedicated to developing model codes and standards used in the design, build and compliance process to construct safe, sustainable, affordable and resilient structures. Most U.S. communities and many global markets choose the International Codes.

The International Codes, or I-Codes, published by ICC, provide minimum safeguards for people at home, at school and in the workplace. The I-Codes are a complete set of comprehensive, coordinated building safety and fire prevention codes. Building codes benefit public safety and support the industry's need for one set of codes without regional limitations.



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