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**INTERNATIONAL  
CODE COUNCIL®**  
2003-2013



INTERNATIONAL CODE COUNCIL

# VISION 2023 REPORT



**International Code Council**  
**Vision 2023 Committee - Phase I Final Report**  
**September 28, 2013**

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**History**

During the December 2012 Board of Directors meeting, President Ron Piester unveiled an initiative and directed a new steering committee to be established. The announcement was presented to the BOD as follows:

**Name of initiative:** Vision 2023

**Objective:** 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. Specific attention shall be directed to the individual business units of ICC and its subsidiaries, analyzing performance, risk, support of core functions and contribution to member value.

**Goal:** Implement changes to ICC's business model that streamline the organization, protect and strengthen ICC's core functions, enhance the value of ICC membership, and support sensible growth of ICC's business ventures.

**Implementation:** Initial adjustments shall be implemented through the 2014 budget and beyond, as proposed by the Budget Committee and approved by the Board of Directors.

**Background**

**Structure:** The committee shall consist of:

- Chair: Guy Tomberlin, Secretary Treasurer
- Staff liaison: John Belcik, COO/CFO
- Appointed members of the Board of Directors: Pat Parsley, Jay Elbettar, Bill Bryant, Tina Rakes, Greg Wheeler and Ravi Shah; and Ex Officio members President Ron Piester and Vice President Steve Jones.

**Direction:** The committee shall engage:

- The full Board of Directors & Board Committees
- Appointed members of the IAS Board and the ES Board of Managers
- Representatives of each of the Membership Councils (including Corporate Council)
- Representatives of Chapters
- Representatives of each of ICC's strategic partners and any potential partners
- Representatives of the IAC
- Representatives of At-Large Membership
- ICC Staff

## **Work Areas & Team Members:**

- Core Function / Code Development – Bill Bryant (lead), Greg Wheeler, Tina Rakes
- Commercial Ventures / Business Planning – Ravi Shah (lead), Pat Parsley, Jay Elbettar
- Membership – Tina Rakes (lead), Pat Parsley, Bill Bryant
- Government Relations – Jay Elbettar (lead), Tina Rakes, Greg Wheeler
- Training & Education – Greg Wheeler (lead), Ravi Shah, Jay Elbettar

## **Work Group Reports**

### **Core Function/Code Development**

**Strategic Assessment:** The work group has studied ICC’s core functions and the Code Development process. We have performed an in-depth analysis of the following areas which will be of critical importance to the future of ICC:

- (i) The code development process
- (ii) The cost of code development
- (iii) Stakeholder participation in the process
- (iv) The current state and future of the regulatory environment
- (v) Intellectual property rights.

The group’s analysis identified several significant and potential challenges that must be addressed to prepare ICC for 2023. These strategic challenges include: code adoption trends, shifts in market demand, strategic partner relationships, demographic changes, pressure on intellectual property rights, globalization, and digitization of process and products. The work group has taken actions to improve strategic partner involvement in the process.

The group believes the impact of these challenges can be analyzed and addressed through the strategic initiatives outlined below. An action plan to address these strategic initiatives should be prepared by staff and delivered to the Board for consideration and approval.

**Goals:** ICC will continue to ensure that the I-Codes are the most universally accepted codes and standards in the built environment.

- Ensure that the quality of the codes and the integrity of the code development process is protected.
- Maintain and support a strategy to protect ICC’s intellectual property.
- Build and expand the reach of ICC outside of current markets.
- Foster collaboration between membership stakeholder groups.
- Identify and institutionalize a method to ensure that nongovernmental interests are heard and considered.

**Strategic Initiatives:** The work group recommends that the ICC staff develop a comprehensive analysis and action plan that focuses on the following:

1. Identifying trends in code adoption cycles and the potential impact on ICC's business model.
2. Analyzing of the code hearings and Annual Conference, focusing on meeting the needs of our members, maximizing attendance and providing access to data.
3. Providing a consistent, stable Code Development process, while leveraging technology in the Code Development process, to improve participation and efficiency.
4. Recognizing "core" technical capabilities needed by the ICC to support the requirements and capabilities needed in furtherance of the ICC's mission in the future.

## **Commercial Ventures / Business Planning**

**Strategic Assessment:** The work group has studied the ICC Commercial Ventures/Business Planning process. We have performed an in-depth analysis of the following areas which will be of critical importance to the future of ICC:

- (i) Key market assumptions
- (ii) ICC operational assessment
- (iii) Present and future of the regulatory environment
- (iv) Evolution of code enforcement and its impact on the needs of our stakeholders
- (v) The role of technology
- (vi) ICC's governance model
- (vii) Current organization structure and outlook
- (viii) Intellectual property rights.

The group's analysis identified several significant and potential challenges that must be addressed to prepare ICC for 2023. These strategic challenges include: harnessing technology to drive the association forward and serve our stakeholders better; developing a path to sustainable growth for the association; adopting a governance structure for ICC's future; evolution of the organization structure to achieve organizational focus and efficiency and to maintain service to our stakeholders.

The group believes the impact of these challenges can be analyzed and addressed through the strategic initiatives outlined below. An action plan to address these strategic initiatives should be prepared by staff and delivered to the Board for consideration and approval.

**Goals:** ICC will evolve and expand toward new opportunities beyond codes and standards to better serve its members and customers to promote health, safety and welfare while sustaining financial stability.

- Utilize technology in product development to reduce cost and increase access.
- Develop an approach to leverage value from private service providers.

- Develop and maintain a comprehensive strategy for dealing with competitive threats.
- Implement a strategy to reduce variability in revenue.
- Develop a strategy for emerging markets.

**Strategic Initiatives:** The work group recommends that the ICC staff develop a comprehensive analysis and action plan that focuses on the following:

1. Using advancements in technology as an increasing part of ICC's business model.
2. Adopting sustainable growth initiatives to reduce the association's reliance on a cyclical business model.
3. Recognizing that the evolution of ICC's business model will require its governance to evolve with it.
4. Streamlining the organizational structure of the association to increase productivity, lower costs and improve service to our stakeholders.

## Membership

**Strategic Assessment:** The work group has studied the needs of ICC's Membership association. We have performed an in-depth analysis of the following areas which will be of critical importance to the future of ICC:

- (i) Demographic changes in our membership base
- (ii) Chapter and member benefits
- (iii) The importance of the professional profile of the code official
- (iv) Benefits provided to members within the structure of our membership categories
- (vi) The symbiotic relationship between the association, its chapters and its members

The group's analysis identified several significant and potential challenges that must be addressed to prepare ICC for 2023. These challenges include: training future leaders of the ICC; access to local jurisdictions through ICC members; leveraging membership at the grassroots for the code adoption process; securing membership participation in the code development process; and leverage partnerships that enhance the ICC brand.

The group believes the impact of these challenges can be analyzed and addressed through the strategic initiatives outlined below. An action plan to address these strategic initiatives should be prepared by staff and delivered to the Board for consideration and approval.

**Goals:** ICC will be acknowledged for exceptional products and services and as the best source of solutions for member and customer needs. 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.

- Segment our markets and stakeholders to improve the value proposition for all parties.

- Solution-based products and services that address the needs of our members and enhance the value of their affiliation with ICC.
- Help to elevate the status of our members in the communities they serve.
- Leverage social media to better serve our stakeholders.

**Strategic Initiatives:** The work group recommends that the ICC staff develop a comprehensive analysis and action plan that focuses on the following:

1. Recognizing that our members’ needs will change over time, and that ICC must remain relevant and valuable to our members’ professional needs.
2. Offering our members an improved, simpler value proposition for their dues paid and the benefits provided.
3. Engaging the membership in new ways.
4. Nurturing and growing our chapter and membership base.

## **Government Relations**

**Strategic Assessment:** The work group has studied our Government Relations efforts at all levels of government. We have performed an in-depth analysis of the following areas which will be of critical importance to ICC’s future:

- (i) Regulatory environment and impact of unfunded mandates on the building department
- (ii) Need for enhanced professional status
- (iii) The value of ICC membership and value added services
- (iv) The future needs of code officials

The group’s analysis identified several significant and potential challenges that must be addressed to prepare ICC for 2023. These strategic challenges include: increased pressure to modify the code adoption cycle; the evolution of the regulatory environment in the U.S.; the speed of information and misinformation in a digital world; and the tools and skills needed by the government relations staff to address legislative requirements, support the business and satisfy needs at the grassroots level.

The group believes the impact of these challenges can be analyzed and addressed through the strategic initiatives outlined below. An action plan to address these strategic initiatives should be prepared by staff and delivered to the Board for consideration and approval.

**Goals:** ICC will be recognized as the advocate and credible expert for those involved in the built environment.

- Support the adoption and use of the I-Codes.
- Impact the thought leaders and stakeholders in building safety.
- Collaborate with the federal state and local government to protect the interests of the ICC and influence decision making on built environment issues.

- Increase the relevance of ICC to elected officials.
- Ensure a position for ICC as an authoritative leader in sustainability and other emerging areas when supported by relevance and market demand.

**Strategic Initiatives:** The work group recommends that the ICC staff develop a comprehensive analysis and action plan that focuses on the following:

1. **Government Relations Department is instrumental to supporting the Vision 2023 initiatives of the other work groups. The GR Department will develop the necessary strategies to support and advance the initiatives proposed by other Work Groups once approved by the Board with the Membership feedback.**

## **Training & Education**

**Strategic Assessment:** The work group has studied the needs of our Training & Education services. We have performed an in-depth analysis of the following areas which will be of critical importance to the future of ICC:

- (i) The impact of technology on education
- (ii) Governance over the Training & Education function
- (iii) Competitive forces within the market
- (iv) Core competency of ICC’s Training & Education curriculum
- (v) Chapter benefits and the career development needs of our stakeholders

The group’s analysis identified several significant and potential challenges that must be addressed to prepare ICC for 2023. These strategic challenges include: low barriers to entry into the training business; changing needs of participants in cost, content, materials and course delivery; technology’s role in improving the education experience; and consistent delivery of high-quality content across all topics and specialties.

The group believes the impact of these challenges can be analyzed and addressed through the strategic initiatives outlined below. An action plan to address these strategic initiatives should be prepared by staff and delivered to the Board for consideration and approval.

**Goals:** ICC will be recognized as the advocate and credible expert for those involved in the built environment.

- Enable building safety professionals to be successful in a changing world.
- Impact thought leaders in building safety.
- Utilize social media in an effective manner.
- Segment the market and align price and cost to serve the segments.
- Provide solution based products and services that meet market needs.
- Provide professional development opportunities for the stakeholders we serve.

**Strategic Initiatives:** The work group recommends that the ICC staff develop a comprehensive analysis and action plan that focuses on the following:

1. Ensuring that the Education & Training curriculum must be of high quality, timely and flexible to meet the participant's needs.
2. Understanding that technology will be a key driver in providing a full range of content and delivering it in a cost-effective manner.
3. Recognizing that Training & Education governance should be simplified and more effective.