

2025 VISION

Strategic Plan for the Future



Letter from the President and CEO

Welcome to the International Code Council's Vision 2025 Strategic Plan.

This plan sets forth the goals and principles that will guide the Code Council for the next five years as we work to make our buildings safer and our communities more resilient. It outlines a deliberate, thoughtful approach to our goals and vision for the organization and our future. At the center of this plan is our mission to provide the highest quality codes, standards, products and services for all concerned with the safety and performance of the built environment worldwide.

Our strategic plan was developed through a thorough process and incorporates contributions from staff, members, partners, the Board of Directors and past presiding officers. By following this roadmap, we plan to build upon our strengths and work together with all stakeholders to achieve our fullest potential as an association. Vision 2025 allows us to assess the effectiveness of our work and manifest our goals into reality.

On behalf of the Code Council Board of Directors and staff, we invite you to read the plan in its entirety and share in our excitement about the next steps for our association. We look forward to strengthening our organization, supporting our membership, improving our buildings and helping our communities for years to come.



William R. Bryant, MCP, CBO
President, Board of Directors

A handwritten signature in black ink that reads "William R. Bryant".



Dominic Sims, CBO
Chief Executive Officer

A handwritten signature in black ink that reads "Dom Sims".

Strategic Map

1. Fortify the Code Council's mission, brand and public awareness.

- Modify mission to focus on why the Code Council exists: We believe in keeping people safe in built environments
- Clarify the identity of the Code Council as one united entity
- Reposition the Code Council "story"
- Increase awareness of what the Code Council and its members do for building safety

2. Increase value for members and the building safety community.

- Expand membership within the built environment ecosystem
- Develop a segmented member engagement
- Define the membership journey for each segment (including young professionals)
- Communicate the enhanced value of membership by segment
- Digitize codes and develop new ways of providing building safety content for members

3. Ensure financial sustainability and growth.

- Leverage family of solutions to scale the enterprise
- Invest in technology solutions that centralize data across the enterprise
- Develop an integrated sales strategy
- Develop a digitization strategy
- Expand delivery of products and services in markets outside of the USA
- Modernize the organizational structure
- Ensure financial sustainability and growth

4. Assess the organizational structure.

- Explore updating the governance, operational and management structures to maximize member engagement and align with growth strategies
- Develop a go-to-market strategy that integrates the Code Council's products and services across all business units
- Develop and communicate the Code Council "story" supported by an engagement strategy



About the International Code Council

The International Code Council is a nonprofit association that provides a wide range of building safety solutions including product evaluation, accreditation, certification, codification and training. It develops model codes and standards used worldwide to construct safe, sustainable, affordable and resilient structures.



The Focus of ICC's Future

The Code Council Strategic Plan

The 2025 strategic plan is designed around four (4) strategic pillars. Each of these pillars is supported with tactics and initiatives that form the roadmap for successful implementation and sustainable growth over the next five years.

1. Fortify the Code Council's mission, brand and public awareness.

Flip the paradigm. Modify the Code Council's mission to focus on WHY ICC exists and our overarching belief: (We believe in) "keeping people safe in built environments."

- A. *Enhance the Code Council's current mission statement to more closely align with WHY ICC exists and the importance of the role of professionals within the built environment ecosystem play in ensuring public safety*
 - 1. WHY: Consider repositioning the Code Council's mission to: "Ensuring people are safe in built environments around the world."
 - 2. WHAT: We are dedicated to developing model codes and standards used in the design, build and compliance process to construct safe, sustainable, affordable and resilient structures
 - 3. HOW: The Code Council serves the public through its membership and supporting subsidiaries: We provide codes and standards, professional developments, and a Family of Solutions to ensure safe built environments globally
- B. *Clarify the identity of the Code Council association and its family of companies as one united entity.*
 - 1. Reposition "family of companies" as a "family of solutions."
 - 2. Clearly define the value proposition to members, customers and the professional built environment community
 - 3. Communicate to members the rationale for the Code Council's growth/acquisition strategy and the value and advantages of the Code Council's unique model to positively impact the built environment profession
- C. *Reposition the Code Council's "story" with a refreshed communications strategy.*
 - 1. Realign the Code Council's website to accurately represent the refreshed story that stems from WHY we exist and then WHAT and HOW ICC supports the mission.
 - 2. Customize messaging to members, customers, the professional built environment community and the public
- D. *Define and implement an advocacy strategy to increase awareness of what the Code Council and its members do for building safety*
 - 1. Determine target audiences
 - 2. Create tailored messaging campaigns ("stories") with specified calls to action
 - 3. Set metrics to measure progress
 - 4. Share successes with Code Council members
 - 5. Reinforce the Code Council as the thought leader in the built environment ecosystem

2. Increase value for members and the building safety professional community.

Although membership is a relatively small revenue producer for the Code Council, members contribute the intellectual rigor for codes and standards co-development. This implies that expanded membership and opportunities to volunteer will provide more "fuel" to grow the Code Council's assets and impact

- A. *Redesign the Code Council's current membership model and expand membership to include newly identified target audiences from the built environment ecosystem.*
 - 1. Develop a segmented member-centric engagement strategy
 - a. Segment our members to demonstrate the value of Code Council membership
 - b. Devise a communications plan that utilizes inclusive and customized messaging about the Code Council's most important benefits
 - c. Define the member journey for each segment outlining their experience over the life cycle of their membership, and including their engagement within Code Council content, live events and volunteer leadership
 - 2. Prioritize newly identified target audiences (including alliance partners within industry like Thomson Reuters) and customize value propositions for each segment based on what is important and valuable to them
 - a. Redefine membership categories by segment to be customized to meet the diverse needs of our target audiences
 - b. Consider adding a "pay as we go" (subscription) model to "meet people where they are" and increase transactional relationships (monetization opportunities)
- B. *Develop a refreshed membership acquisition strategy*
 - 1. Target young professionals entering the field to bolster an aging work force
 - a. Refresh Safety 2.0 to more effectively welcome and engage the new generation of members
 - 2. Highlight the enhanced value of membership by segment within the communications strategy to increase awareness and demonstrate value of benefits through proof points (testimonials, relevant stats from survey, etc.).
- C. *Digitize codes and develop new ways of providing building safety content for members inclusive of newly identified target audiences*
 - 1. Accelerate transition from printing code books to providing codes in digital formats.
 - 2. Protect the Code Council's intellectual property beyond the codes.

3. Ensure financial sustainability and growth.

As associations struggle to grow their memberships, enhance value to members and maintain their positions as thought leaders in today's marketplace, the ability to identify non-dues revenue to ensure financial sustainability is a serious need and challenge. The Code Council has successfully taken a forward-thinking and non-traditional approach to address all these issues, in part, through an aggressive acquisition strategy.

- A. *Leverage the Code Council's family of solutions to "scale the enterprise" and cross-pollinate products and services to customers and members.*
 - 1. Implement a data aggregation strategy within the family of solutions that functions as an enterprise-wide CRM (customer relationship management) platform.
 - a. Invest in technology solutions that centralize data on prospects, members, customers, purchase history, etc. across the enterprise.
 - b. Leverage analysis of data to provide business intelligence to maximize growth opportunities.
 - c. Create customized performance dashboards to easily track levels of success on relevant metrics (levels of engagement, financial performance, etc.).
 - 2. Develop an integrated sales strategy to maximize the potential of the Code Council's family of solutions.
 - a. Shift from providing code to providing the best experience for members and customers.
 - b. Implement cross-selling among the Family of Solutions.
 - Develop a detailed master matrix of all products and services offered (or in development) within the Code Council.
 - Educate and train all management team members (especially those in member and customer facing roles) on the Code Council portfolio of products and services.
 - Consider creating an AE (Account Executive) role responsible for relationships and key accounts to increase sales from existing subsidiary clients.
 - 3. Leverage best practices within subsidiaries across all business units (enterprise-wide).
- B. *Develop a digitization strategy that better monetizes the Code Council's content and intellectual property.*
 - 1. Invest in more innovation – including R&D – to drive a comprehensive digital product development strategy across the Family of Solutions.
 - a. Identify opportunities to monetize knowledge in the form of content.
 - b. Improve the ability to be responsive to the needs of the building safety marketplace, as well as proactive in solutions development based on the Code Council's assessment of future trends within the industry we serve.

- c. Create a leadership position dedicated to innovation, information, content and knowledge who can nurture a culture of innovation enterprise-wide.

- C. *Expand delivery of products and services in markets outside of the USA.*
 - 1. Identify target geographic markets for investment and expansion
 - a. Coordination of building safety initiatives with Canada, Australia, New Zealand
 - 2. Implement suite of the Code Council products and services based on market demand
 - 3. Collaborate with strategic partners to share risk and accelerate sales growth
 - a. Globalize Building Safety Month

4. Assess the organizational structure.

The complexity of the Code Council's business model may require changes to the governance, operational and management structures to allow for sustainable growth and operational excellence.

- A. *Explore updating the governance, operational and management structures to maximize member engagement and align with growth strategies.*
 - 1. Explore alternate models which distinguish governance of the Code Council's non-profit entities from its for-profit entities.
 - 2. Determine relationships and define "checks and balances" that may be needed in the event of a structure change.
- B. *Direct the CEO to create a Chief Knowledge Officer responsible for monetization of content.*
- C. *Organize or monitor management structure by product lines.*
 - 1. Consider implementing a matrix structure to increase inter-company collaboration, communications, and coordination of operations (sales, customer service, training, IT).
- D. *Consider the addition of an executive level/officer position to develop and lead a comprehensive and cohesive marketing strategy.*
 - 1. Develop a "go-to-market" Strategy that integrates all of the Code Council's products and services across all business units.
 - 2. Develop the Code Council "story" and support with a communications and engagement strategy for members, industry partners and customers.



Global Strategy

Supplement to Vision 2025 Strategic Plan

The International Code Council's Vision 2025 strategic map highlights expanding delivery of products and services in markets outside of the USA as a core tenet of ensuring the Code Council's financial sustainability and growth. The Code Council global strategy builds upon this tenet with several objectives and initiatives.

1. Expand the reach of the Code Council into strategically important markets.

- a. Prioritize focus on the three areas identified in the Code Council's global regional strategy: the Caribbean, the Gulf Region and India
- b. Establish a representative office in Dubai
- c. Explore the establishment of a presence in India
- d. Develop and implement a framework to facilitate expanded adoption and utilization of regional codes based on the I-Codes in the Caribbean, including accessing financial assistance through development organizations

2. Facilitate the promotion of Code Council products and services internationally.

- a. Modify presentation of Code Council resources to improve understanding by a global audience
- b. Explore new business models to localize Code Council content and increase its accessibility/compatibility in markets outside the United States
- c. Expand internal and external resources to effectively assess and pursue new opportunities in areas outside of those identified as strategic priorities

3. Increase the visibility of the Code Council as the global leader in building safety.

- a. Expand the globalization of Building Safety Month
- b. Continue Strategic Partnership Program with the U.S. Department of Commerce International Trade Administration and increase engagement with U.S. Government agencies focused on international standards policy, trade and global market access
- c. Increase collaboration with global counterpart organizations through deeper involvement in the Inter-Jurisdictional Regulatory Collaboration Committee (IRCC) and bilateral cooperation with standards development bodies outside the United States

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