



Evolve with Purpose

Adapting Chapter Business Practices to
Meet Member and Community Needs

Goal & Objectives

Key to the success of any ICC Chapter is its ability to adapt its management and administrative practices to reflect current Chapter goals and industry changes.

This session outlines the continuous evolution of the Southern Nevada Chapter of ICC to honor its commitment to public safety in the built environment.



Goal & Objectives

Throughout this session, participants will discuss:

1. Updating Chapter bylaws, evaluating standing committees, and creating new committees as needed to reflect current Chapter priorities and reorganization
2. Defining Board leadership responsibilities to support Chapter goals and mission
3. Identifying and responding to internal and external factors that impact a chapter's ability to engage with and fund community programs
4. Adapting to consistent economic and industry-wide changes that impact Chapter programs, education, training, and outreach
5. Implementing new initiatives such as the launch of a membership app and social media committee to further engage with Chapter members and the community



Mike Clifford

2026 President, SN-ICC
Combination Plans Examiner
City of Las Vegas
702-229-4914
contact@snicc.org



Andrew Kelly

2026 Vice President, SN-ICC

Associate Engineer,

Clark County

702-249-4193

contact@snicc.org



About SN-ICC



More than 300 members participate in local, state, regional and national activities to increase public awareness of safety in the built environment

Education

Workforce Development

Community Programs

Code Development

Purpose and Mission

Keys to a chapter's success are its purpose and mission

We Need to be Speaking the Same Language



Inspector & Installer

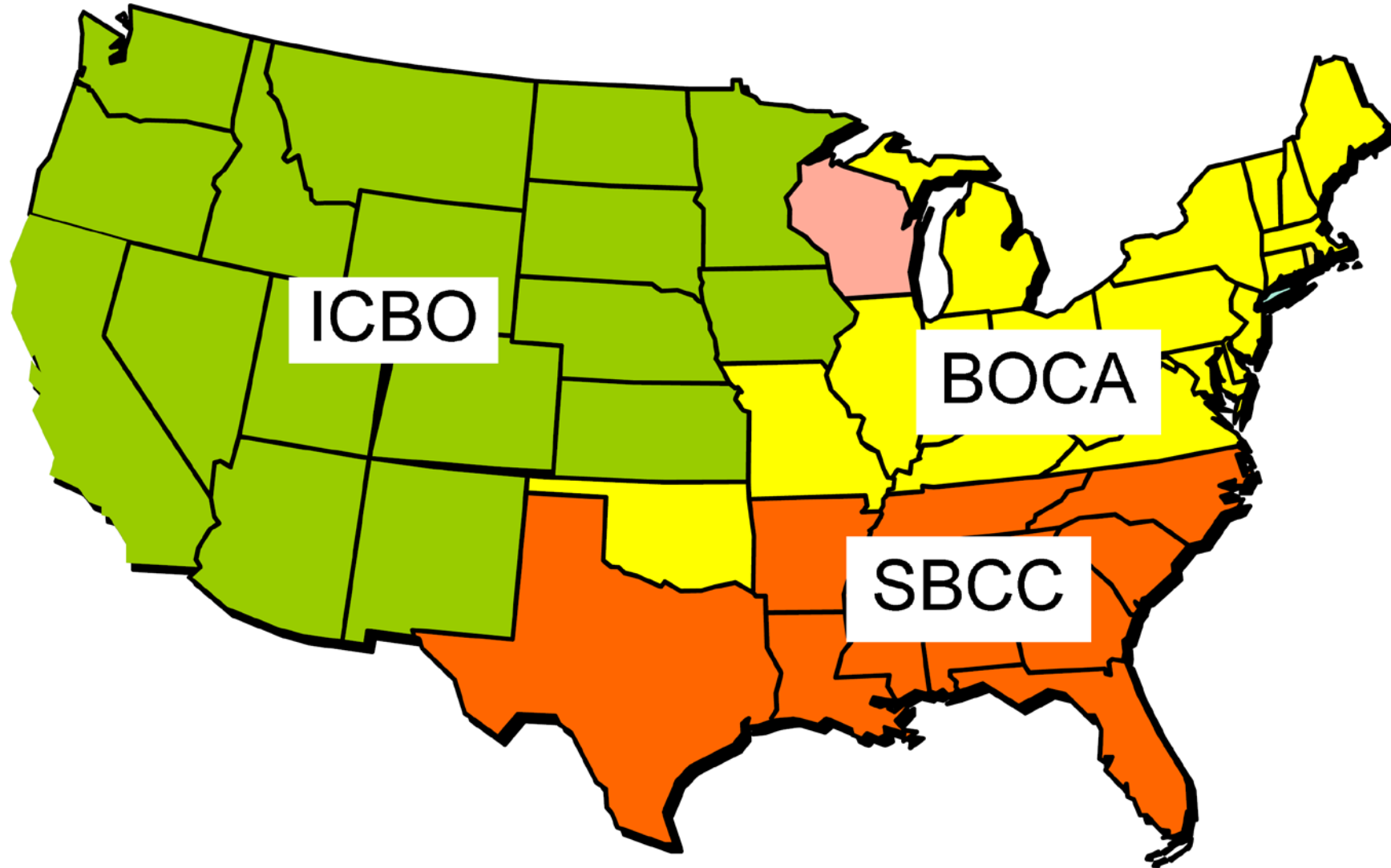


Plans Checker & Design Professional

Viva Las Vegas



It's the Reason ICC Exists ...



What is your chapter's Purpose?

From ICC's website:

Recognition as an ICC Chapter is available to any organization whose purpose is to develop and advance its members' professional abilities in the administration of the International Codes.

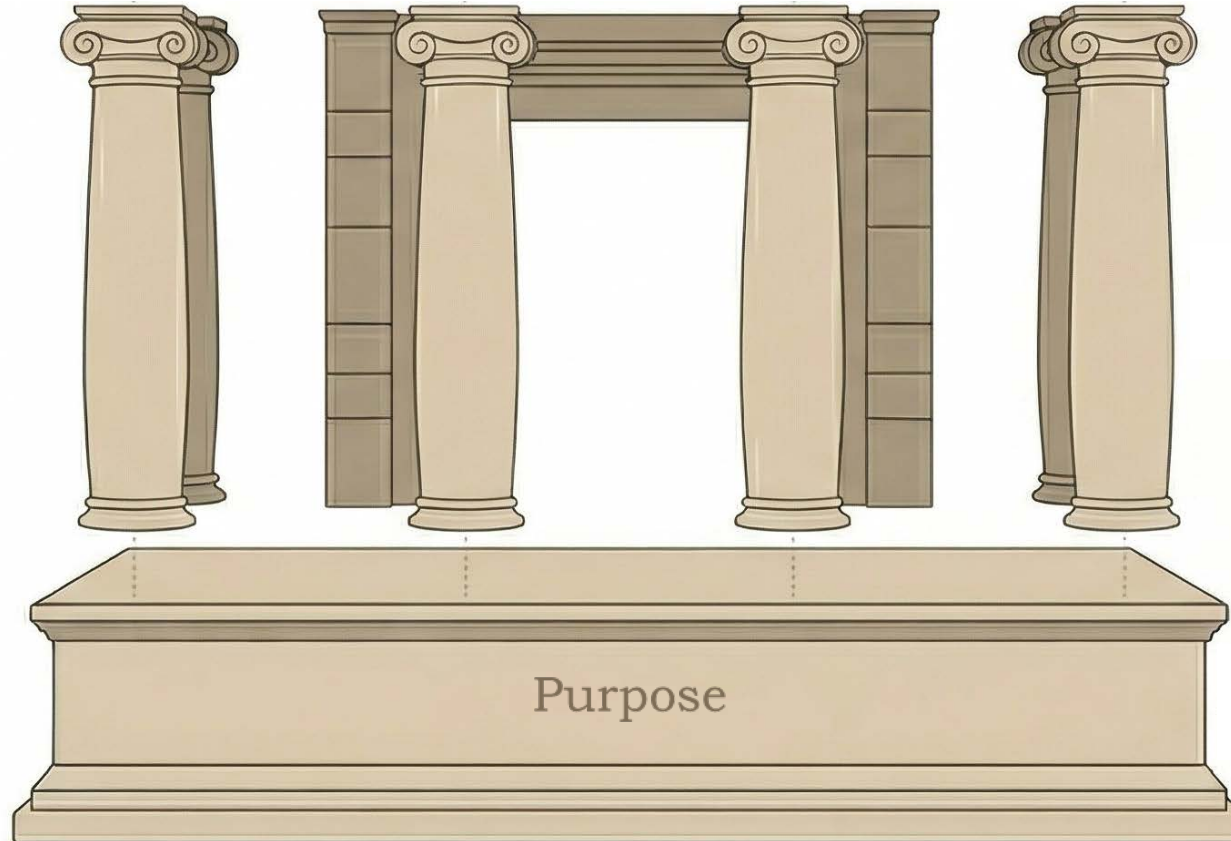
What does your community need?

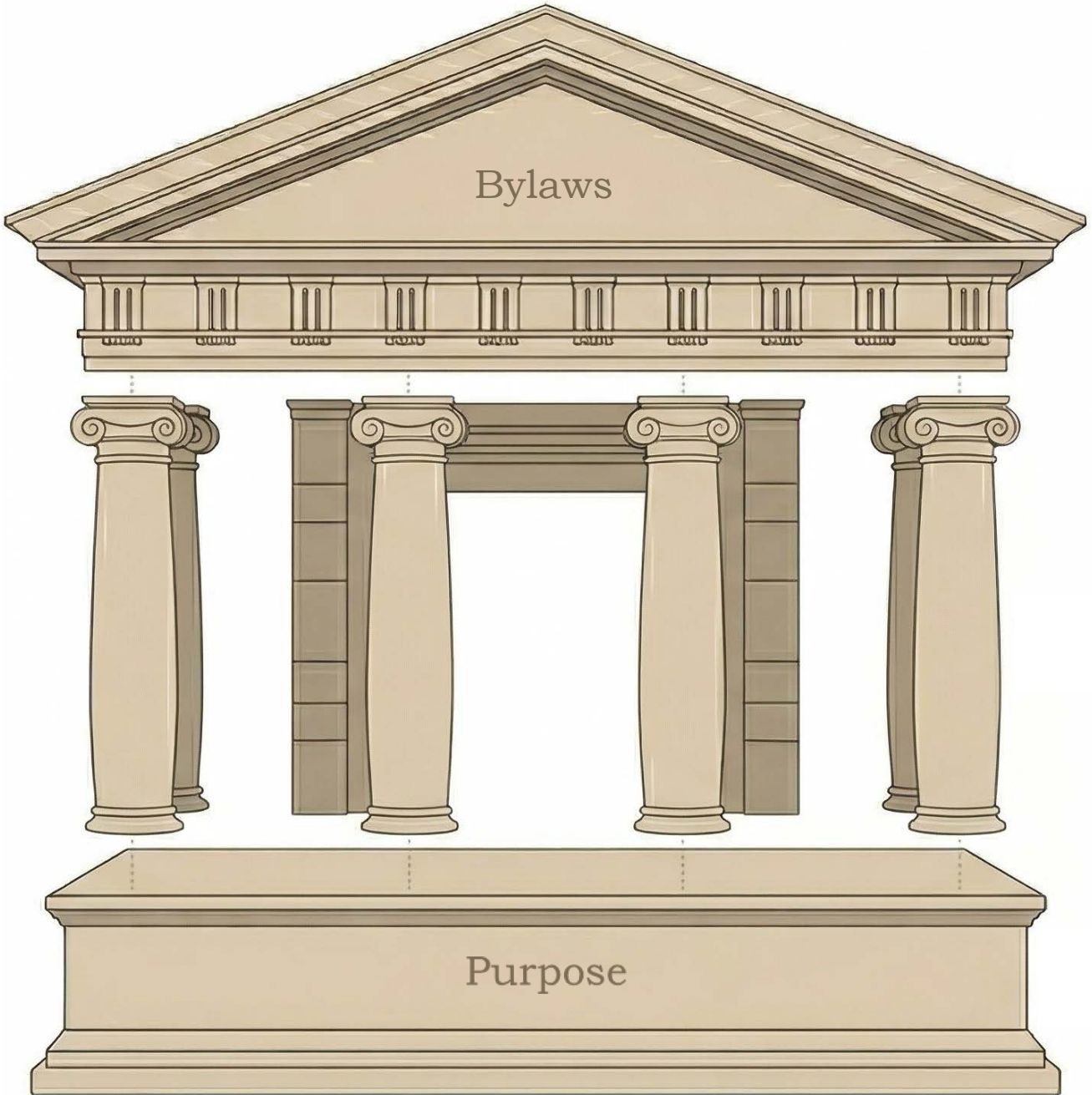
- Education amidst the code's growing complexity
- Grey wave soon to retire.
- More than just continuing education units—consistency.

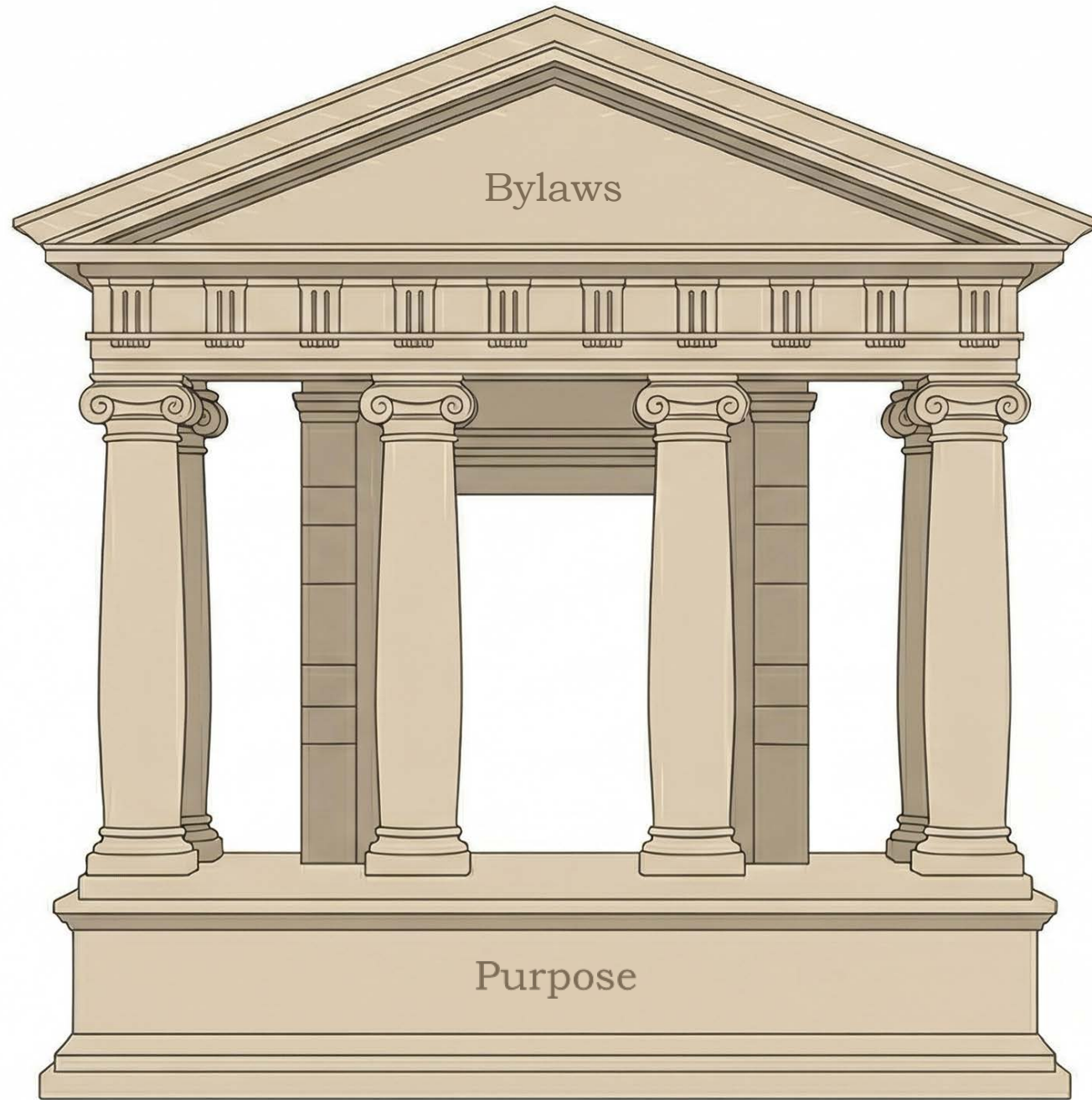


What is your chapter's Mission?

The mission of the Southern Nevada Chapter of the International Code Council is to support its stakeholders in the creation and maintenance of a safe-built environment.







Making Missions That Won't Creep

From Curbing Mission Creep, case study by Kim Jonker and William F. Meehan III, published in the Stanford Social Innovation Review / winter 2008

1 They are focused

A widely accepted principle of corporate strategy is that more focused strategies generally outperform less focused ones. Attempts are made to appear grand, as a result, many organizations promise to end global poverty, bring about world peace, and feed all the hungry people in the world.

2 They solve unmet public needs

The purpose of a nonprofit is to address needs that markets and governments can't or won't. Their missions should attend to public, not private, needs that corporations, governments, and other nonprofits wouldn't otherwise meet.

3 They leverage unique skills

People come to the nonprofit sector with passion and high aspirations. But these are not enough to make organizations have impact. Nonprofits need specific skills and capabilities that distinguish them from other organizations.

4 They guide trade-offs

Mission statements can help nonprofit leaders decide which options to pursue and which to abandon. Nonprofits should say "no" to attractive funding opportunities or compelling programs that are not aligned with their missions.

5 They inspire and are inspired by stakeholders

Nonprofits almost always have multiple stakeholders, often with conflicting interests. These stakeholders include board, staff, clients or customers, governmental agencies, and the public at large. A great mission reflects those stakeholders' interests, sometimes balancing them, sometimes choosing some interests over others.

6 They anticipate change

The best mission statements are timeless. Of course, almost everything changes over time, and nonprofits need to regain their stakeholders' understanding and commitment to their mission every three to five years. But nonprofits should alter their fundamental mission only in truly exceptional situations.

7 They stick in memory

The simple fact is that most stakeholders for most nonprofits – particularly external stakeholders such as donors – rely heavily on a nonprofit's mission statement to guide their actions. And so stakeholders should be able to remember the statement without effort.

Be a Simple Chapter, But Work Hard

"People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things."

-Steve Jobs, Q&A Session, 1997
 Apple Worldwide Developers Conference (WWDC)

BUSINESS

Hello Again

Steve Jobs says the cool new iMac he unveiled last week is only the latest sign of a freshly polished Apple. BY STEVEN LEVY

LOOK AT THAT!" SAYS STEVE JOBS as he pulls his Mercedes into a parking space. He's pointing at a new Volkswagen Beetle, and as soon as he parks, he dashes over, circling the shiny black Bug, taking the measure of a well-pollished update of once great product design. "They got it right," he concludes.

Last Wednesday Jobs himself received a more thunderous thumbs-up at the announcement of Apple Computer's successor to its own hall-of-fame classic, the original Macintosh: a machine designed for consumers dubbed the iMac (only Apple would dare to lowercase the "I" in Internet). The crowd in Cupertino, Calif.'s Flint Center—site of the historic Mac launch 14 years ago—largely consisted of Apple employees. But due to an industrial-strength cone of silence shrouding the new product, few had been aware of its existence. So after a morale-boosting slide show documenting the company's new profits, and a demonstration of the speed of its sleek new laptops, the crowd went bonkers when interim CEO Jobs, in a rare appearance in a business suit, literally unveiled a piece of hardware that blends sci-fi shimmer with the kitsch whimsy of a cocktail umbrella. As distinctively curvy as the Beetle, dressed in retro-geeky, translucent plastic, the iMac (due to ship in August) is not only the coolest-looking computer introduced in years, but a chest-thumping statement that Silicon Valley's original dream company is no longer *somnambulant*.

Ten months ago, when 43-year-old Jobs temporarily assumed control of the company he cofounded in a garage in 1977, the move was widely seen as a last-ditch effort to inject excitement into a barely breathing corporate husk. Maybe Jobs could weave his famous "reality-distortion field" and preserve enough interest for some bigger entity to snap Apple up at a face-saving price. But now strange words are emerging from One Infinite Loop, the glass-walled Cupertino headquarters. Words like profit. Stability. And even, if you strain to hear, growth. For the first time in years the face soon appearing on the Mac boot-up screen has a reason to smile.

How bad were things at Apple a year ago? "This company was in a death spiral," says chief financial officer Fred Anderson. The CEO was Gil Amelio, a semiconductor executive who had cut some costs and reintroduced the idea of product quality, but really had as much business running Apple as Bob Dole. It wasn't just that Amelio was a structurehead who couldn't relate to Apple's notorious free-wheeling culture—he couldn't articulate how Apple fit into the present, let alone the future. Check out the index of his recent excuse-laden look and you will not find an entry for "Internet." When Ed Woolard, the former DuPont chairman who'd recently joined Apple's board, called Amelio last Independence Day weekend to set him free, the company was deep in the red, morale was nonexistent and even die-hard Mac fanatics were cracking open copies of "Windows for Dummies."

It's his baby: Jobs cradles Apple's latest creation, the iMac.

46 NEWSWEEK MAY 15, 1998

PHOTOGRAPH BY MICHELE BEARNA, COURTESY OF APPLE INC., CALIF. (STYLING BY LAURA WINTER)

Examples



To **engage, excite,** and **enlighten** high school students to pursue careers in architecture, engineering, and construction through mentoring and continued support for their advancement into the industry.



To provide the information, tools, and resources that members rely on, building safety professionals turn to, and the public trusts.



Girl Scouting builds girls of **courage, confidence,** and **character,** who make the world a better place.

Defining Roles and Responsibilities

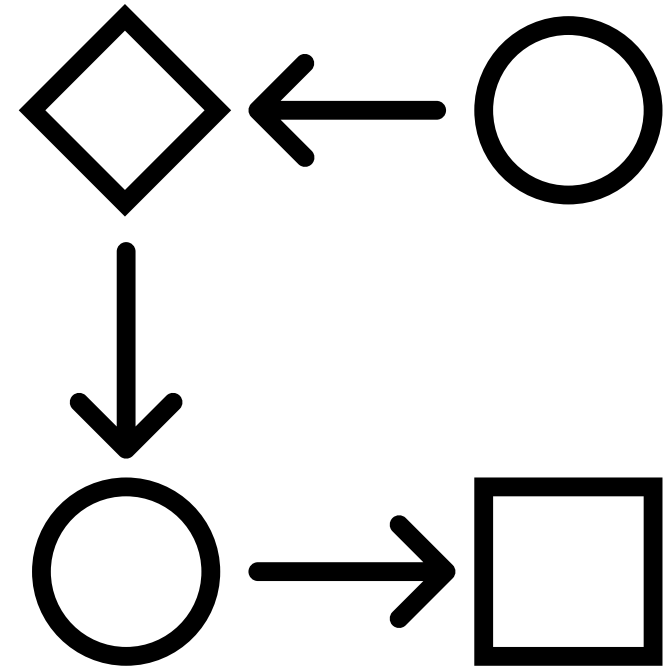
Clearly defined roles and standard operating procedures are foundational to Chapter success

Defining Roles and Responsibilities of Board Positions and Committees



Are the roles for each Board position and established committee documented?

- Annual change in positions creates the need for well established roles and responsibilities
- “Roadmaps” are necessary for the next generation



Where do you start when you have no documentation?



Can start with just one person!

Document
the position
as you are
holding it

- Core responsibilities of the position
- Contacts made while holding the position
- Costs associated with any activities
- Established processes to follow
- Timeline of when activities occur, deadlines, when work needs to start
- Who helps coordinate, others involved

Create, Combine & Eliminate Committees to Reflect Chapter Goals



- Education
- Workforce Development
- Code Development
- Public Outreach
- Membership
- Communications
- Experience with established committees led to restructuring of responsibilities
- Language added to bylaws to extend the role of some committees
 - Example: expanded role of code development committee at ICC Code Hearings

Modify Responsibilities & How They Are Documented As Needed

- Update responsibilities as needed
 - Example: Education responsibilities too big of a task for one Board member, split between Vice Presidents
 - Example: Scholarships moved to Public Outreach instead of Workforce Development committee
- Board composition or paid positions may result in unique responsibilities
 - Government vs. Industry Board Members
 - Employees of the chapter, regular review of contracts needed
- Establish documentation protocols and modify where necessary
 - Example: Binder of information vs. Google Docs

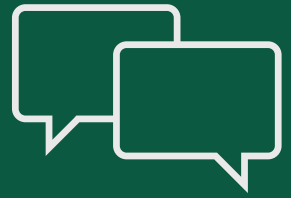
**Recommended
Best Practices**



How does this help us better serve our community or membership?



- Clearly defined roles and standard operating procedures are foundational to Chapter success
- Better organization that comes from defining timelines and expectations ensures the Chapter operates successfully year over year
- Point of contact for Chapter committees and functions
- Encourages involvement



Discussion

1. Does your Chapter have clearly defined roles for Board Members?
2. How are roles and responsibilities documented?
3. Does your Board change positions every year?
4. Do you have Industry Board Members or other unique positions.

Updating Bylaws

Advances in technologies and changes in priorities necessitate regular updates to the core items essential for business

Reviewing & Updating Chapter Bylaws

When was the last time you reviewed your bylaws?

- Violations can occur for a number of reasons
 - Not regularly reviewed
 - Not regularly updated
 - New technologies
 - New situations may necessitate change

How Did SN-ICC Accomplish This?

- Six additional Zoom meetings
- Board members reviewed each article in its entirety
 - Also assigned sections to corresponding committees
- Is the language dated?
- Is new language needed?
- Does the bylaw support SN-ICC's current mission?

Voting Methods and Procedures

Example

The ability for Board members to take the necessary time to consider, research, and ultimately vote on action items is critical to Chapter business

- Bylaws updated to include ability to vote from online meeting (virtual) or emails
- Timeframe for voting established



Funding Request Process

Example

Community Programs rely on a funding request process to ensure the request aligns with the goals and mission of the Chapter

- Members permitted to make funding requests from the floor
- Bylaws updated to treat floor requests the same as online requests
 - Board does not make a decision at the meeting
 - Protects integrity of the organization by ensuring compliant Chapter mission



Member Dues

Membership dues must be paid annually to ensure continuity in members' rights and privileges

- Bylaws updated to include repercussions for delinquent dues

Example

30-day
delinquency

Written notice

60-day
delinquency

Voting rights, event
participation at
member rates, and
committee service
suspended

90-day
delinquency

Membership
terminated



The Importance of Transparency

- Google Drive, OneDrive, or Drop Box for centralized location of organizational documents
- Establish Criteria and procedures
- Membership included in the conversation and approval of new bylaws

Recommended Best Practices: Updating Bylaws



Establish a regular review schedule

Virtual meetings to accommodate schedules
Review each article



Review new ICC bylaws for inclusion

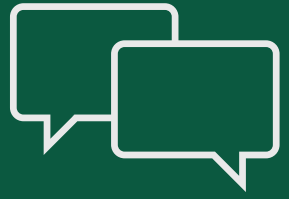


Ensure terminology is current and
add definitions where needed

Example: Executive Committee, who is this in
relation to the rest of your Board?



Consider shifting priorities of the Chapter



Discussion

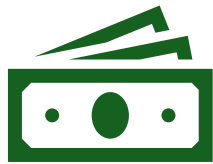
1. How often is your Chapter updating or reviewing your bylaws?
2. What items have you updated?
3. What are some other best practices?
4. Legal Services?

Engaging with Community

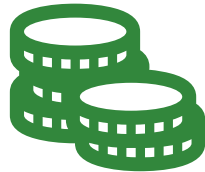
Internal and external factors can impact a chapter's ability to engage with and fund community programs

EduCode and Community Funding

SN-ICC is uniquely situated to use profits from EduCode to fund community programs



Funding ability comes from the success of the annual EduCode program



Funding recipients may change each year



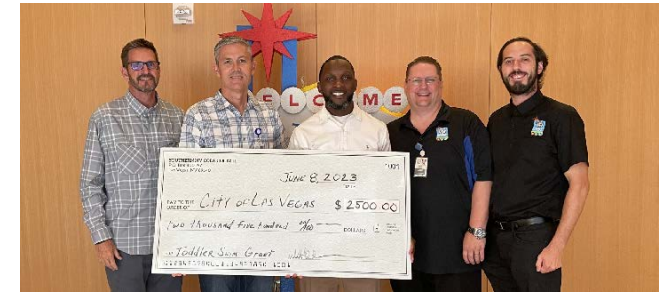
Rubric established to ensure funding requests align with Chapter goals and priorities



Consider lasting impact on workforce development or community capacity

Overview of Chapter Programs

- Toddler Swim Grant Program
- Scholarships
- Robotics Programs
- Trade School
- Certification Reimbursement



Program Funding Challenges

Internal Factors

- Total profit from EduCode unknown until event concludes
- Timing of profits from EduCode often an uncontrollable variable
- Priorities of members and industry partners change

External Factors

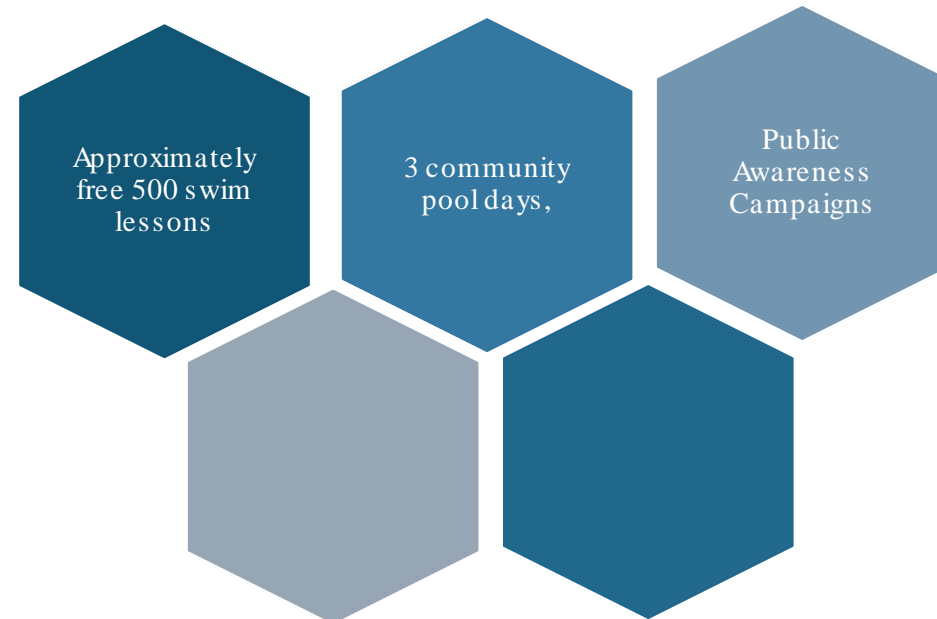
- More funding requests than there is money for
- Expectation that SN-ICC members can volunteer with organizations receiving funding to create partnership and build bigger community
 - Not always volunteer opportunities

Ongoing Challenges SN-ICC Faces

- Requests are set up as open requests
 - Challenge: not aligned with budget period or EduCode schedule
 - Solution(s) we are exploring: open funding window twice a year
 - Challenging solution because of established process community is accustomed to
- Members want to better understand impact of funding
 - Challenge: recipients do not always provide details on what funding was ultimately used for
 - Solution(s) we are exploring: require report from receiving entities
 - Challenging solution because funding is intended to be for community good, trust recipients will use it for that purpose

Public Outreach Programs

- Different from programs that require funding requests
 - Example: Toddler Swim Lesson Grants, \$25,000 annually

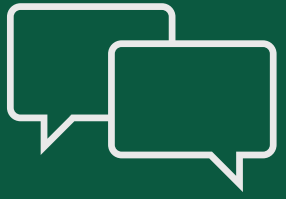


How to Maximize Funding Impact

- Establish community connections
 - Example: Simpson Strong-Tie allows free use of facility, money saved can be used to fund additional programs
- Fund established programs rather than create new
 - Equally as impactful and can still be involved (for example, SN-ICC speaker at events, American Institute of Architects)
 - Example: SN-ICC works with ACE program rather than give direct scholarships
- Exchange volunteer hours and opportunities

**Recommended
Best Practices**





Discussion

- Do you have Community funding?
- Does your Chapter engage with other organizations?
- Other sources of funding.

Adapting to Economic and Industry Changes

Consistent economic and industry-wide changes can impact Chapter programs, education, training, and outreach

Dealing with Increased Costs and Fees

How do you adapt to economic factors without sacrificing services?

- Challenges SN-ICC faces
 - Increased EduCode partnership fees due to expanded services, cost of living adjustments
 - Increased event costs



Expectation of Excellence at Events

Never lose site of 3 basic ideals of our founders:

1. Provide only the best technical instruction available.
Pursue the best instructor for the topic.
2. Provide technical instruction to the national codes – not modified by local amendments.
3. Maintain the same dates as close as possible each year, allowing attendees to plan and schedule their attendance a year in advance which is often necessary with government agencies.

**Recommended
Best Practices**



The Case for Keeping Membership Dues Low



When **DON'T** you raise your fees to keep up with costs?

- Cost to be a SN-ICC Member: \$50
- Important to consider the true cost of increasing dues
 - Raising fees may lose members
 - Increased fees may result in upset members
 - Some jurisdictions have a set amount of money for memberships which may result in fewer governmental members
 - Loss of networking opportunities with fewer members
 - Fewer members means fewer volunteers and less impact on the greater community

Where do you start if there is no funding available?



Find free training or meeting spaces to reduce costs

- Local architect and engineering firms, nonprofit organizations, fire houses are good examples

Partner with other local membership organizations

- PHCC, IAPMO, AIA, local preferred providers may provide free education
- Utilize local experts who can offer short training opportunities
- Allow to market their own events

Ask to collaborate with other Chapters or organizations who may have funding or are already holding an event

- Offer volunteer hours at upcoming events
- Allowing other Chapters to participate in training

Get creative!

- Reach out to other Chapters for ideas
- ICC Chapter Benefits
- Current Members willing to conduct training

Launching New Initiatives

Implementing new initiatives such as a membership app and social media committee supports greater engagement with Chapter members and the community

Finding New Ways to Engage Your Membership & Community

- Communications Committee
- Chapter Newsletter
- Volunteer Opportunities
- Creating New Partnerships
- Chapter Surveys
- Member budget input

**Recommended
Best Practices**



Evolving Initiatives and Their Impact

- Membership app
 - Social Media campaign
 - Communications Committee
 - Podcast
1. Adapt to technology
 2. Increased Member access to information
 3. Support chapter mission
 4. Engage with Code Community

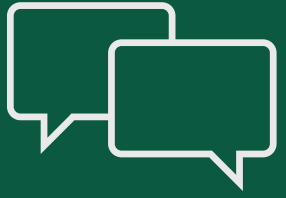




Speaking in Code - Mark Johnson - Exec VP / ICC

What do you do when you add more initiatives and committees?

- Create the roadmaps
- Define roles and responsibilities
- Update Bylaws
- Create operating procedures
- Create budget
- Creating partnerships and ways to alleviate financial burdens



Discussion

- What are some ways you are engaging with your members and community?



Questions ?

We want to hear from you!

contact@snicc.org

Connect with us



www.linkedin.com/in/snicc/



www.youtube.com/@sniccchapter



www.facebook.com/SNCICC