



INTERNATIONAL ASSOCIATION
of ASSESSING OFFICERS
Valuing the World™

Vision 2020

IAAO Strategic Plan

Vision Statement:

“IAAO will advance its role as the internationally recognized leader and preeminent source for innovation, education and research in property appraisal, assessment administration and property tax policy.”

Mission Statement:

“The mission of IAAO is to promote innovation and excellence in property appraisal, property tax policy, and administration through professional development, education, research, and technical assistance.”

Strategic Goal 1: Membership

Identify opportunities for growth in membership.

KEY OBJECTIVES	
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| Objective 1: | Membership Growth |
| Objective 2: | Chapter and Affiliate Growth |
| Objective 3: | International Growth |
| Objective 4: | Strengthen Industry Partner and Associate Membership Relationships |
| Objective 5: | Informative Membership Feedback |

KEY INITIATIVES	
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| Initiative 1: | Develop a plan to grow membership to 10,000 |
| Initiative 2: | Develop a plan to establish a Chapter or Affiliate in every U.S. state |
| Initiative 3: | Develop a plan for international growth to establish membership and/or a Chapter or Affiliate on every continent |
| Initiative 4: | Foster a culture of positive relationships with industry partners and Associate members. Establish industry partner incentives for investment in IAAO |
| Initiative 5: | Establish continuous feedback mechanisms for membership |

PERFORMANCE INDICATORS	
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| Indicator 1: | Annual membership growth of 7.5% |
| Indicator 2: | Positive growth in Chapters and Affiliates |
| Indicator 3: | Positive growth in international membership |
| Indicator 4: | Feedback from industry partners and Associate members |
| Indicator 5: | Membership Value Analysis Survey |

Strategic Goal 2: Professional Development

Advance mass appraisal education and professional development programs.

KEY OBJECTIVES	
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| Objective 1: | Identify knowledge, competencies, and skills needed to function in the assessment profession |
| Objective 2: | Advance product development standards |
| Objective 3: | Promote IAAO education standards for the assessment profession |
| Objective 4: | Increase IAAO designation awareness in the marketplace |
| Objective 5: | Ensure quality IAAO Instructor development |
| Objective 6: | Implement IAAO courses in universities and community colleges |
| Objective 7: | Implement IAAO online education |
| Objective 8: | Promote growth and development of Annual Conference |
| Objective 9: | Increase awareness of CEAA to jurisdictions and promote mentoring opportunities |

KEY INITIATIVES	
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| Initiative 1: | Develop and maintain an assessment profession Body of Knowledge |
| Initiative 2a: | Refine the Multi-Year Education Plan and budget for course development to create a time-efficient product development process |
| Initiative 2b: | Improve course developer training to provide more consistent and timely development of educational programs |
| Initiative 3a: | Develop model legislative language creating an incentive program for professional designations and talking points for the value of IAAO education |
| Initiative 3b: | Promote the use of IAAO education and/or professional designations as the basis for assessor qualifications at all jurisdictional levels |

- Initiative 4: Create a marketing plan to increase awareness of professional designations and their benefits in the marketplace
- Initiative 5: Improve instructor training to provide more consistent delivery of educational programs. Review the Instructor Training Workshops
- Initiative 6: Develop working relationships with universities and community colleges to offer IAAO educational programs
- Initiative 7: Develop a working relationship with an accredited education provider to develop and implement a comprehensive online education plan
- Initiative 8: Develop strategies to enhance the conference experience
- Initiative 9: Market CEAA as the pinnacle of jurisdictional best practices

PERFORMANCE INDICATORS

- Indicator 1: Body of Knowledge outline and project plan presented in 2016
- Indicator 2a: Multi-Year Education Plan available to the membership via IAAO's website by January 2016
- Indicator 2b: A dashboard presentation of key performance indicators of stakeholders' feedback
- Indicator 3a: Model legislative language for an incentive program available to the membership by November 2016
- Indicator 3b: Identify jurisdictions (U.S. and international) adopting incentive programs
- Indicator 4: A report of success ratio of candidates versus designees as well as absolute number of new designees
- Indicator 5: A dashboard presentation of key performance indicators of stakeholders' feedback
- Indicator 6 & 7: Quarterly progress reports providing timeline of online course implementation and IAAO curriculum offerings at universities and

community colleges

Indicator 8: A dashboard presentation of key performance indicators from conference feedback including revenue and attendance

Indicator 9: A report showing the jurisdictions applying for the CEAA as well as those awarded the designation

Strategic Goal 3: Research & Standards

Be the recognized source for research, technical assistance, and information services in mass appraisal.

KEY OBJECTIVES	
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Objective 1:	Provide Research and Information Services
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Objective 2:	Provide Technical Assistance/Consulting
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Objective 3:	Broaden the reach of IAAO Technical Standards worldwide
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KEY INITIATIVES	
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Initiative 1a:	Enhance and promote an ongoing research program with original scholarly work
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Initiative 1b:	Continue expanding and promoting library services
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Initiative 1c:	Encourage research and publication of innovative assessment practices
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Initiative 2:	Evaluate the current Technical Assistance program
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Initiative 3:	Increase the number of translated Technical Standards and other IAAO publications
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PERFORMANCE INDICATORS	
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Indicator 1a:	Number of published research articles
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Indicator 1b:	Number of services provided by the library
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Indicator 1c:	Number of research publication submissions
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Indicator 2:	Number of Technical Assistance projects, scope of work performed, and complete financial analysis
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Indicator 3: Number of publications and/or Technical Standards translated

Strategic Goal 4: Governance

Promote best practices in assessment administration and ensure sound fiscal and operational health of IAAO.

KEY OBJECTIVES

- Objective 1: Monitor industry trends, governance policy, and public awareness and understanding
- Objective 2: Develop a more robust budget process and committee projections
- Objective 3: Create a culture of organizational investment
- Objective 4: Maintain appropriate staff
- Objective 5: Maintain financial reserves to a recommended level for an organization of our size
- Objective 6: Maintain diversified sources of revenue (i.e., membership, research, products, education, technical assistance, and other services)

KEY INITIATIVES

- Initiative 1a: Maintain reporting of industry trends and legislation
- Initiative 1b: Increase dialogue to promote the value of IAAO as the industry leader in mass appraisal to allied organizations such as TAF, IPTI, AI, RICS, NACO, IVSC, etc.
- Initiative 2a: Require committees to submit annual budgets prior to budget process
- Initiative 2b: Develop budget projections 1-3 years based on committee activities
- Initiative 3: Develop a membership investment strategy based on committee and staff recommendations
- Initiative 4: Executive Director provides staffing analysis versus workload requirements in conjunction with annual budget process
- Initiative 5: Ensure that adequate financial reserves are planned for in the

budget process

Initiative 6: Annually review revenue streams for diversification and expansion.

PERFORMANCE INDICATORS

Indicator 1a&b: A section in *Fair & Equitable*, *IAAO Insider*, *Assessing Info*, and on the website dedicated to efforts by the Executive Board, Director, and staff to improve IAAO's professional status with allied organizations such as TAF, IPTI, AI, RICS, NACO, IVSC, etc.

Indicator 2a: Timely submission of budgets and projections to the budget committee

Indicator 2b: A dashboard presentation of key components of budgets and financial reports posted online (members only section) to increase transparency

Indicator 3: Executive Director formulates an evaluation strategy

Indicator 4: Executive Director provides a report during the annual budget process

Indicator 5: Financial reserve ratios included in financial dashboard reports and meet or exceed industry financial ratio standards

Indicator 6: Executive Director prepares a comprehensive analysis of revenue streams and opportunities for expansion to be reported during the annual budget process

Strategic Goal 5: Ethics

Promote a culture of the highest ethical standards.

KEY OBJECTIVES

Objective 1: Increase ethical awareness

KEY INITIATIVES

Initiative 1a: Require IAAO 171 (online) for all Executive Board, Committee, Subcommittee, and Taskforce members, Representatives, Instructors and designees. The course will be provided at no charge to all members

Initiative 1b: Market the Code of Ethics in key publications and publish frequently asked questions and issue-based articles and provide

speakers for Chapter and Affiliate programs

Initiative 1c: Require at least one 7-hour Uniform Standards of Professional Appraisal Practice (USPAP) Update Course for Mass Appraisal per recertification period for all IAAO designees

PERFORMANCE INDICATORS

Indicator 1a: A report with the number of members who enrolled in and who completed IAAO 171

Indicator 1b: A report with articles published and speaking opportunities on ethical and professional standards and litigation issues involving USPAP compliance related to mass appraisal

Indicator 1c: A report on the number of designees who enrolled in and who completed the 7-hour Uniform Standards of Professional Appraisal Practice (USPAP) Update Course for Mass Appraisal