



2017

# VISION 2020

Strategic Long Range Plan

Adopted 2015  
*Revised 2017 by the Executive Board*

# VISION 2020

## *Strategic Long Range Plan*

### Core Purpose

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To promote excellence in property appraisal, assessment administration, and property tax policy.

### Core Values

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- Commitment to the improvement of the property tax system worldwide;
- Accountability to the public good;
- Commitment to excellence in assessment administration beyond property tax law;
- Respect for the worth and dignity of all individuals;
- Promotion of inclusiveness, fairness and diversity;
- Obligation to organizational transparency, integrity, and honesty in all professional activities;
- Practice of responsible stewardship of resources;
- Dedication to excellence, and maintenance of the public trust;

### Big Audacious Goal (BAG) or Vision

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IAAO will be the global leader and preeminent source of standards, professional development and research in property appraisal, assessment administration and property tax policy.

### Vivid Description

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IAAO actively contributes to the growth and success of the mass appraisal industry globally. Individuals and organizations turn to IAAO for guidelines and expertise. Policy makers, regulatory agencies, courts, media and tax payers rely on IAAO guidance, standards and education in mass appraisal. The association strategically chooses collaborative partners in order to provide exceptional professional development, unsurpassed networking and valuable insights into industry trends. Employers encourage their employees to use IAAO resources because of the proven link to professional success. IAAO membership provides opportunities for mentoring and skill advancement as well as access to professional development and research. Belonging to the association is a “must” for all desiring to grow and succeed as leaders within the mass appraisal industry.

### Mission:

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IAAO is a global community of mass appraisal experts who promote excellence in property appraisal, assessment administration and property tax policy through professional development, research and standards.

# VISION 2020

## *Strategic Long Range Plan*

### Goals:

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#### Education

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IAAO will be the leader in comprehensive, exceptional professional development in property appraisal, assessment administration and tax policy.

#### OBJECTIVES:

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1. Increase the number of participants in online education.
2. Increase the opportunities for individuals to earn designations.
3. Increase the number of jurisdictions obtaining the CEAA.
4. Strengthen the instructor competencies.
5. Improve quality of course materials.

#### STRATEGIES:

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#### Priority

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Incorporate the body of knowledge in course development.	High
Shorten course development time frame.	Low
Develop a pool of qualified CDEI instructors.	High
Develop a continuing education program for instructors.	Low
Authorize the review and revision of course materials.	High
Expand the online education offerings.	High

# VISION 2020

## Strategic Long Range Plan

### Governance

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IAAO will be efficiently structured, governed and aligned with financial, staff and volunteer resources to meet our goals.

#### OBJECTIVES:

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1. Increase non-dues revenue.
2. Maximize staff resources.
3. Reduce barriers to meaningful volunteer engagement consistent with the focus and direction of the strategic plan.

#### STRATEGIES:

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#### Priority

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|---|------|
| • Review and revise financial policies to ensure that IAAO: <ul style="list-style-type: none"><li>○ Maintains or exceed financial reserve targets.</li><li>○ Maintains and develops diversified sources of revenue.</li><li>○ Sustains an improved budgeting process.</li></ul> | High |
| • Explore new non-dues revenue opportunities.   | High |
| • Enhance existing sources of non-dues revenues.  | High |
| • Maintain ability to recruit and retain qualified staff.   | High |
| • Streamline committee structure with clear charges and job descriptions to prevent overlap and duplication of efforts with staff or other volunteer work groups.   | High |
| • Create and environment for leadership development.  | High |
| • Conduct regular and systematic evaluation of the board and committees.  | High |
| • Review governing documents and revise as appropriate.   | High |

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## *Strategic Long Range Plan*

### Membership

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IAAO will be a thriving global organization of experts in the field of property appraisal, assessment administration and property tax policy.

#### OBJECTIVES:

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1. Increase membership across all categories.
2. Expand the number of chapters and affiliates.
3. Increase membership retention.
4. Increase member use and satisfaction with product and services.
5. Improve quality of course materials.

#### STRATEGIES:

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#### Priority

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Collect demographic information.	Medium
Develop plan for chapter and affiliate growth.	High
Expand feedback mechanisms.	High
Establish industry partner incentives.	Medium
Foster culture of positive relationships with industry partners.	High
Provide leadership opportunities.	Medium
Sponsor awards/recognize excellence.	Medium
Provide chapter/affiliates with tools and resources.	Medium
Produce publications with relevancy.	High
Explore/expand member benefits.	Medium
Develop mentoring opportunities.	High
Awareness of designations marketing.	Low

# VISION 2020

## *Strategic Long Range Plan*

### Research

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IAAO will be regarded as the recognized source and promoter of research related to mass appraisal and property tax policy.

#### OBJECTIVES:

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1. Increase and enhance the use of IAAO research.
2. Increase recognition of IAAO as the leading source of research.

#### STRATEGIES:

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- |   | Priority |
|---|----------|
| 1. Identify local, national and international trends and issues.                | High     |
| 2. Perform timely research and publications of innovative assessment practices. | Medium   |
| 3. Review, expand and promote library services.                                 | High     |
| 4. Promote research materials.  | Medium   |

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## *Strategic Long Range Plan*

### Standards

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Property Tax professionals will rely on IAAO for standards that represent fair and equitable appraisal practices, assessment administration and property tax policies.

#### OBJECTIVES:

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1. Increase acceptance and application of IAAO Standards.
2. Monitor and revise standards to maintain relevancy in the industry.

#### STRATEGIES:

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	Priority
• Actively monitor industry trends.	High
• Identify the core attributes of mass appraisal policy and administration.	High
• Promote the value of IAAO standards to allied organizations.	Low
• Determine the current relevance of each standard in the industry.	Medium
• Identify opportunities to promote the standards.	Low