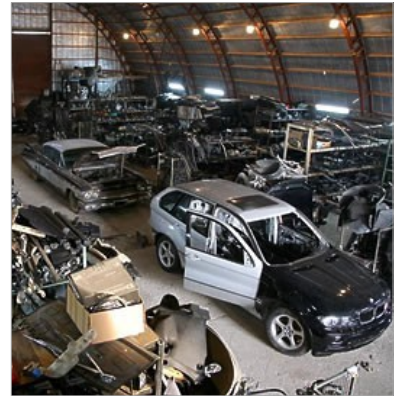


International Association of Auto Theft Investigators



Strategic Plan 2021-2026

"If you don't design your own life plan, chances are you'll fall into someone else's plan. And guess what they have planned for you? Not much."

Jim Rohn



President's Message

The release of IAATI's new five year Strategic Plan has come at an important time. Over the last 12 months while preparing this plan, the local, national and international environment has undergone profound change. The worldwide coronavirus pandemic's impact on the way we all work has been significant. These impacts have created an urgency for IAATI to respond to the changing environment. We must adjust to the new needs of our members and industry/government partners and review our modes of delivery.

Our members and corporate partners require even more frequent, timely and responsive information. They need the information to be accessible via new channels and on demand. During this time of change it is even more important that we rely on our networks and share information so we can all adapt and modify as needed.

We have made significant progress over the course of the previous five years, but far more needs to be achieved in the next five years for IAATI to be the recognized global leader of training on the deterrence, prevention, investigation and prosecution of vehicle crimes.

The development of this new Strategic Plan is designed to build on these past achievements and to take them further. It will enable us to weather the current uncertainties, while also growing the Association as we focus on our vision.

Developing future products and services desired by stakeholders is dependent upon close engagement with governments, industry and members. To this end, IAATI will continue to forge and maintain high quality relationships and to consider and involve stakeholders in our work at every opportunity.

I would like to thank the Committee Chair Brad Anderson, Deputy Chair George Baker, and all the members of the 2019-2021 Strategic Planning Committee for their commitment to this planning process.

Strategic planning keeps an organization on track over time, and allows the organization to respond to change while remaining faithful to their mission and vision.

Our earnest challenge now is to follow through with this Plan and implement the tasks and projects identified in it.

I encourage you to read it thoroughly and think about what you can do to support IAATI in its vision over the next five years.



Tinus Odendal
International President,
2019 – 2021



Strategic Plan 2021-26

Our Vision

To be the recognized global expert and leading provider of training on the deterrence, prevention, investigation and prosecution of vehicle crimes.

Our Mission

To provide a global approach in the fight against vehicle crime while providing effective, specialized training and unparalleled networking to our members.

Our Values

- Integrity** We always strive to do what's right, according to our Code of Ethics.
- Commitment** We do what we say we are going to do.
- Professionalism** We require high standards of conduct by our members and affiliates.
- Teamwork** We work together as a team for the greater good of the organization.
- Respect** We always treat others with honesty and courtesy.

Strategic Objective 1: Membership

Goals:

- Maintain a greater than 90% current member retention rate each year ; and
- Increase new member recruitment by more than 10% each year

Suggested Task and Projects (see note):

Membership Committee

- Consult with Executive Director to compile accurate numbers on member retention and new (first year) membership;
- Conduct an annual retention analysis, benchmark results with previous years and identify tipping point when members are most likely to let their membership lapse;
- Develop, implement and regularly review strategies to retain members and encourage new members;
- Monitor and follow up on all 'incomplete membership applications' on the website; and
- Review membership initiatives being implemented by other organizations.

Vehicle Crimes Today

- Publish guest columns by members highlighting cases;
- Offer "Welcome New Members" feature;
- Publish Chapter/Branch news; and
- Feature sponsor advertising.

The APB

- Publish news from IAATI, Chapters & Branches on membership numbers and progress;
- Publish stories by committees about their members' successes and progress; and
- Publish stories of winners and runners-up provided by Chairs of awards committees.

Chapters and Branches

- Invite IAATI members to speak at local auto theft meetings, distributing information fliers;
- Promote membership drives;
- Provide "The APB" & "VCT" with their annual membership numbers along with recruitment strategies and successes;
- Ensure that all seminar and training attendees are or become IAATI members;
- Collaborate with public and private organizations to provide training while promoting IAATI to potential members; and
- Publicize the connection between vehicle theft and other serious crimes such as fraud, money laundering, and financing terrorism.

Directors and Associate Directors

- Provide input and strategies on how to meet membership goals;
- Provide stories to "The APB" of winners and runners-up of various awards;
- Develop strategies to re-brand IAATI from a focus on "auto theft" to "vehicle crime."

Strategic Objective 2: Seminars / Training

Goals: *(Common metric: obtain improved scores in each post seminar survey)*

- Increase vendor/sponsor/supporter contributions and representation each year;
- Continue to provide world-class training and networking activities within budget;
- Generate increased revenue each year;
- Optimize virtual participation to increase member engagement from across IAATI; and
- Identify ways of increasing training opportunities for members.

Suggested Tasks and Projects (see note):

Seminar /Education and Training Committees

- Continue to vary the types of presenters;
- Put more emphasis on our Certification Program;
- Contact other organizations to benchmark training;
- Make the banquet a special celebration, working to keep length appropriate. Possible solutions to seed up the banquet include:
 - Eliminate guest speakers at event; and
 - Remember attendees want to network on the last night.
- Continue use of *Whova* app or similar tools to instantly create more discussion, more networking and put our younger members in a better position to enjoy the training more;
- Benchmark other associations to emulate their conference models, as appropriate;
- Discuss with IAATI Treasurer what profit is expected or required;
- Plan fewer meetings to allow networking by the members during the conference;
- Set expectations regarding joint seminars;
- Where permitted by the presenters, encourage all branches and chapters to record and share their webinars/ video training via links on the members-only section of the website;
- Work with sponsorship committee to solicit ideas/suggestions from vendors and sponsors about the sponsorship program; and
- In concert with NICTA and other partners, explore the possibility of developing IAATI video training courses/modules for inclusion on the NICTA platform.

Survey Committee

- Survey all participants (attendees, sponsors, speakers, etc.) immediately following the seminar to measure satisfaction levels, capture recommendations/lessons learned and benchmark results against past seminars.

Strategic Objective 3: Revenue

Goals:

- Create advertising opportunities: revenue generated through “VCT” (“Vehicle Crimes Today”), “The APB”, and IAATI website advertising opportunities to increase by 10% annually.
- Offer revenue-generating training outside of IAATI Seminar: revenue generated from associated attendee or sponsor registration fees to increase by 5% annually.
- Acquire grant/donation funding: utilize IAATI 501(c)(3) designation to acquire a minimum of \$500 annually in corporate donations/ foundation funding and/or government grants to purchase goods or services that benefit IAATI and its members (contingent upon IAATI receiving 501(c)(3) designation).
- Generate revenue through wise investments: annual resulting interest/dividends of at least 30% (over 5-year plan).

Suggested Tasks and Projects (see note):

Marketing Committee

- Create Corporate Partner Program separate from IAATI Seminar Sponsor/Exhibitor opportunities;
- Invite third parties with vested interest in IAATI mission to advertise in “The APB” and “VCT”;
- Invite supporters and/or sponsors to advertise on the IAATI website;
- Engage like-minded associations in cross-promotion via publication advertising, conference/seminar appearances, and co-branded webinar training;
- Consider 501(c)(3) designation to request grants/donations offering tax breaks; and
- Assist other committees as needed.

Finance Committee

- Invest in high-yield but low-to-moderate risk financial opportunities; and
- In consultation with relevant committees, conduct an annual review of all fees charged;

Training Committee

- Invite companies to sponsor/co-host IAATI training webinars; and
- Create paid webinar training resulting in certification.

Information Technology Committee

- Facilitate the ability to generate advertising income on the website.

Strategic Objective 4: Organizational Effectiveness

Goals: *(Common metric: obtain improved scores in each annual board/member survey)*

- Review the relationship of IAATI International with chapters/branches to clarify duties and enhance cooperation;
- Optimize nominating committee process to engage the Board, boost enthusiasm, and ensure our best qualified members are selected to lead the Association; and
- Review/update our committee structure to optimize performance while allowing a balanced distribution of workload across Board membership.

Suggested Tasks and Projects (see note):

Review the relationship of IAATI international with chapters/branches to clarify duties and enhance cooperation:

- Interview chapter and branch leaders for input;
- Interview key individuals who have fostered effective cooperation between International and the chapters/branches;
- Review Board meeting processes and procedures to optimize efficiency yet remain in keeping with Robert's Rules of Order; and
- Develop a RASIC chart or similar document to delineate roles and responsibilities.

Optimize nominating committee process to engage the Board, boost enthusiasm, and ensure our best qualified members are selected to lead the Association:

- Ensure this review is conducted by neutral Board members;
- Benchmark other respected associations (IACP, IAFC, etc.) to understand their approach to selecting leadership; and
- Consider if and how to allow the nominating committee to screen applicants and the Board to elect their leaders.

Review/update our committee structure to optimize performance while allowing a balanced distribution of workload across members enthused to support the Association:

- Determine which committees should remain active, which need new leadership or membership, which need to be merged, and which need to be disbanded;
- Define expectations for all Board members to serve actively on a certain number of committees;
- Ensure committee membership is equitable, stable and selected by committee chairs with timely approval by the incoming president;
- Publicize committee membership opportunities to all members; and
- Recognize and reward active committee participation and provide other opportunities of service to inactive members.

Strategic Objective 5: Communications

Goals: *(Common metric: obtain improved scored in each annual board/member survey)*

- External – optimize communication to and from:
 - Prospective members;
 - Media;
 - Government entities;
 - Related associations; and
 - Third parties/potential alliance partners.
- Internal – optimize communication amongst:
 - Association members;
 - Chapters/branches; and
 - Board members.
- Utilize appropriate information technology in support of all strategic objectives.

Suggested Tasks and Projects (see note):

Information Technology / Marketing / Media (e.g. APB, VCT and Public Outreach), Finance Committees

- Continue to enhance/update the website;
- Communicate/promote website features to the members;
- Survey members for website ideas;
- Archive older information;
- Differentiate positioning of “The APB” vs. “VCT” in the marketplace;
- Promote and utilize members forums, message boards, blogs etc.;
- Leverage a current and appropriate seminar app for conferences and events;
- Investigate and promote use of computer-sharing tools for virtual meetings and events;
- Create an assigned, separate social media (sub)committee to promote IAATI; and
- Determine and utilize a means of managing international media.

Note: Suggested tasks and projects are not to be considered mandatory for successful goal achievement. Committees may choose to complete other tasks and projects as appropriate to reach their goals.