



Strategic Foundation Executive Summary

VISION

ISA is the unified subcontractor advocate for building better businesses and better relationships.

MISSION

Promote the interests of the Indiana subcontracting community through enhancing relationships and encouraging the continual improvement of the construction industry.

VALUES

Nonpartisanship - The ISA values promoting all Indiana subcontractors and construction partners regardless of political or labor affiliation.

Inclusion - The ISA values the acceptance, positive interactions, diversity, and value for all types of relationships.

Excellence - The ISA values a strong commitment to providing members high quality benefits and services and for its members to provide high quality services and products.

Innovation - The ISA values the determination for continual improvement through innovative services and products.

BRAND PROMISE

Connection - Create opportunity for general contractors, subs, owners and affiliates to connect with one another in a meaningful way on a frequent basis.

Dialogue - Represent a trusted and respected voice of the subcontractor industry. This position provides us with the opportunity to have meaningful dialogue with the general contractors and owners throughout the year.

Innovation - We are committed to identifying, clarifying and promoting trends that will help provide our members with a competitive advantage.

CORE CUSTOMER

Commercial construction trade subcontractors

SANDBOX

Indiana

STRATEGY

Promoting the interests of the subcontractor - Provide forums to bring industry partners to the Indiana subcontracting community so that they may promote themselves in a positive manner.

Education - Provide educational sessions throughout the year that assist members with learning about new opportunities, how to do business with industry partners, business best practices, and more.

Networking - Provide several forums a year for ISA members and others in Indiana's construction industry to network including the Annual Construction Networking Event of the Year, GC Receptions, Project Rollouts, the Annual Membership Reception, and Future Leader Forums.

Partnerships - Establish industry partners for collaboration efforts with other organizations - i.e. BCA, Advisa, etc.

CSFs

Financial Stability

Membership Retention & Engagement

Membership Growth

Education

Governance

Event Programming

Workforce Development Through

Partnerships

KPIs

Membership 1 - a. Grow by at least 7% each year b. Maintain the current composition of the members: i. Subs - 50% ii. GC/Owner - 20% iii. Affiliates - 30%. c. Membership represents X% of the major trades.

Membership 2 - a. "x%" of members are actively engaged, defined as attending 3 or more ISA functions per year.

Financial - Maintain a cash reserve of at least 50% of the budgeted operating expenses.

Workforce - a. Endorse/support industry initiatives focused on getting youth involved in the trades and management of Indiana trade subcontractor companies.

Education - a. Graduate one class per year from the Leadership Development Academy b. Foster future leaders through the future leaders program c. Hold 2-4 educational seminars.

Governance - a. achieve committee balance (50% trade subs) b. formalize committee reporting c. commitment to adding diversity in leadership consistent with that of ISA membership.

Events - a. hold 3-4 GC receptions annually. b. hold 2-3 project rollouts annually. C. 2 exec to exec events d. hold an annual trade show. e. hold 3-4 networking events annually. F. Score 4 or better on post event survey.

Sponsorship - Maintain 3 Platinum, 5 Gold and 30+ Silver sponsors.