



# 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 of the association through innovation for membership.

## 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 5% each year b. Maintain the current composition of the members: i. Subs - 50% ii. GC/Owner - 20% iii. Affiliates - 30%.

**Membership 2** - a. "75%" 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.

**Education** - a. Graduate one class per year from the Leadership Development Academy and Launch into Leadership, impacting a minimum of 40 individuals b. Provide a minimum of one quarterly educational opportunities for members, specifically geared towards topics relevant to subcontractor members

**Governance** - a. Achieve a minimum committee balance of 50% subcontractors b. Achieve 25% diversity within the subcontractor members

**Connection** - a. Host a minimum of five networking events annually, scoring 80% satisfaction rate from attendees b. Actively engage (defined as 1+ social media interaction) with 90% of members on social media on an annual basis