



# ISI Strategic Plan 2026-2029

Driving Business. Strengthening Southern Indiana.



## From Leadership to the Region



Dear Investors, Members, and Community Partners,

I am proud to share the 2026–2029 Strategic Plan for One Southern Indiana. With the adoption of this plan by our Board of Directors, we are beginning a new chapter, one that is intentionally focused on strengthening the foundation of our organization so we can continue to elevate business growth and regional economic development across Southern Indiana.

Over the past several years, One Southern Indiana has experienced meaningful momentum—from historic levels of capital investment in Clark, Floyd, and Scott counties to achieving 4-Star Accreditation from the U.S. Chamber of Commerce. As we look ahead, we recognize that sustained impact requires more than strong programs; it requires strong systems. This plan reflects that understanding.

Our strategy is organized around four pillars:

**Pillar 1: Integrated Board Excellence** – We are deepening our commitment to high-performing governance by strengthening performance systems, building strategic leadership pipelines, clarifying ownership structures, and investing in board capacity. A strong board is essential to long-term mission success.

**Pillar 2: Operational Infrastructure Alignment** – To serve our members at the highest level, our internal operations must be aligned, efficient, and scalable. This pillar focuses on administrative systems, program alignment, leadership development, and internal communication to ensure our team is equipped to execute with excellence.

**Pillar 3: Sustainable Financial Growth** – Financial stewardship and growth are central to our future. We will strengthen long-term financial systems, enhance member engagement strategies, and increase financial transparency to ensure sustainability and resilience.

**Pillar 4: Unified Strategic Messaging** – Clarity of message drives clarity of mission. Through stronger brand alignment, public storytelling, internal communication systems, and stakeholder engagement, we will communicate with consistency and purpose—reinforcing our role as the leading voice for business in Southern Indiana.

What makes this plan distinct is its inward focus. While our mission remains externally driven—supporting business success and advancing regional economic development—we understand that durable external impact requires disciplined internal excellence.

Sincerely

**Lance Allison, CCE, IOM**  
President & CEO  
One Southern Indiana

## Our History

In 2005, leaders in both Clark and Floyd counties volunteered their time to discuss the need for a plan that would help ensure a viable future for Southern Indiana. Driven by a desire to implement change that would establish stronger economic growth, a better educated and better paid workforce, and a structure of advocacy within the State of Indiana, the boards of Southern Indiana 2020, the Southern Indiana Chamber of Commerce and the Southern Indiana Economic Development Council came together to form an organization that speaks with one vision and one voice.

The new organization, One Southern Indiana, Inc. (1si), was official on July 1, 2006 and has become a more aggressive resource to the business community and government leaders in building on the strengths and vision of all three predecessor organizations.

Proudly, 1si works with both large and small businesses. We offer services such as new business attraction, retention and expansion of existing business, networking opportunities, workshops and educational programs and events geared for the business professional.

1si is an advocate for the local business community. Through engagement at all levels of government, 1si is building a reputation as the primary advocacy resource for members, for the region and for key decision makers. We support public policy that facilitates high wage/ high skill job creation, entrepreneurship, capital investment and existing business retention and expansion. We also support actions that contributes to a strong quality of life that attracts and retains jobs and investment.

To achieve our mission and vision, we collaborate with many partners representing private businesses, not-for-profit organizations, public entities and learning institutions. One primary partner is the OSI Foundation, Inc., which is an Indiana not-for-profit charitable organization established to operate exclusively for the benefit of, or to perform the functions of, or carry out the purposes of economic development. The OSI Foundation is the receiving entity for any grant funds and investments to support economic development activities. The OSI Foundation is a tax-exempt organization and operates under its own Board of Directors.

## From Focus to Action

Before exploring how we deliver for Southern Indiana, it is helpful to understand how this plan is organized. The following section, *Strategic Direction at a Glance*, introduces the foundation; our focus, our commitments, and the shared direction that guides this work. What follows translates that direction into action.

Our strategy is built on four Strategic Pillars; the core areas that anchor our long-term priorities. Within each pillar, Strategic Goals define what success looks like and break the strategy into clear, achievable outcomes. Key Initiatives then outline the actions and systems that will bring those goals to life.

Each pillar begins with *What This Pillar Is*, establishing the purpose and scope of that focus area within the overall strategy. It concludes with *Why It Matters*, reconnecting the strategy to real-world impact for our members, partners, investors, and community. Together, they form a connected story, one where focus leads to direction, direction leads to action, and action leads to measurable impact for Southern Indiana.

## Strategic Direction at a Glance

The 2026–2029 Strategic Plan represents a decisive step forward. It strengthens how we lead, how we operate, how we invest, and how we communicate, so that Southern Indiana remains competitive, connected, and positioned for long-term prosperity. This is more than a roadmap for programs; it is a commitment to disciplined execution, measurable impact, and regional leadership.

### Our Commitment to Business Growth

At 1si, our work begins with a clear belief: strong businesses build strong communities.

- ❖ Our **Vision** is bold and direct:

***To see Southern Indiana as an innovative and collaborative region where business grows, talent thrives, and prosperity is shared by all.***

- ❖ Our **Mission** reflects our daily commitment:

***To help businesses thrive in Southern Indiana.***

Strategic Direction at a Glance

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## The Principles Behind Our Work

Our organizational values define how we show up in relationship with our members, investors, partners, staff, and the broader Southern Indiana community. They shape and guide how we engage with one another, make decisions, steward resources, and uphold our commitments in every interaction. These values represent our shared agreement about how we lead, collaborate, and deliver results together.

### **Integrity**

We lead with honesty, transparency, and accountability because the businesses and communities of Southern Indiana deserve nothing less. We commit to thoughtful, data-informed decisions and responsible stewardship of resources so that trust remains strong across our region. Integrity is how we earn confidence and deliver on our promises.

### **Collaboration**

We believe Southern Indiana grows stronger when we work together. We actively bring businesses, educators, public leaders, and community partners to the same table to listen, align, and build shared solutions. Collaboration is how we unite our region around opportunity and lasting progress.

### **Growth**

We are committed to helping our businesses and our region grow and thrive. We continuously invest in leadership, innovation, and scalable systems so that Southern Indiana remains competitive, resilient, and future-ready. Growth means expanding opportunity for today while preparing for tomorrow.

### **Leadership**

We step forward with courage and vision to shape a stronger future for Southern Indiana. We accept responsibility for guiding regional conversations, elevating bold ideas, and empowering others to lead. Leadership means we do not wait for change; we help create it.

### **Excellence**

We strive to deliver meaningful results that create real value for our members and our communities. We align our programs, investments, and communications with clear outcomes that strengthen business success and regional vitality. Excellence means we measure our impact and continually raise the standard for what is possible.

### **Purpose**

We are driven by a shared belief that our work matters. Every initiative, partnership, and investment is rooted in advancing opportunity, prosperity, and quality of life across Southern Indiana. Purpose keeps us focused on service and committed to making a lasting difference.

## Where We Will Focus

Over the next three years, 1si will focus on strengthening the systems, leadership, and partnerships that allow Southern Indiana businesses to grow and compete. Our strategy is designed to support entrepreneurs, employers, workforce development partners, investors, and community leaders by ensuring that 1si operates with clarity, accountability, and measurable impact.

We recognize that meaningful regional progress requires more than strong programming; it requires strong leadership, disciplined operations, financial sustainability, and a unified voice. The four strategic pillars outlined below represent the organizational commitments that will allow us to better serve our members and advance economic vitality across Southern Indiana.



### 1. Integrated Board Excellence:

This reflects the focus on performance systems, strategic leadership pipelines, ownership structures, and board capacity building.



### 2. Operational Infrastructure Alignment:

Captures the emphasis on administrative systems, aligned programs, staff pipelines and internal communication.



### 3. Sustainable Financial Growth:

Highlights long-term financial strategy, aligned financial systems, member engagement, and financial transparency.



### 4. Unified Strategic Messaging:

Summarizes brand clarity, public storytelling, internal communication systems, and stakeholder engagement.

## How We Deliver for Southern Indiana

The following four pillars are not isolated priorities; they are interconnected commitments designed to better serve Southern Indiana. Strong governance supports responsible leadership. Operational clarity ensures effective delivery. Financial sustainability enables investment. Unified messaging amplifies impact.

Together, they ensure that 1si remains a trusted convener, advocate, and catalyst for businesses and communities across the region. Over the next three years, our focus is clear: strengthen our organization so we can better strengthen Southern Indiana.

### Pillar 1: Integrated Board Excellence

#### What This Pillar Is

Strong regional leadership begins with strong governance. The Governance pillar focuses on ensuring that 1si's Board of Directors operates with clarity, accountability, diversity of perspective, and strategic foresight.

As the guiding body responsible for oversight, direction-setting, and stewardship, the board plays a critical role in advancing business growth and regional prosperity. Over the next three years, 1si will strengthen governance systems to ensure disciplined performance, measurable engagement, and sustained leadership continuity.

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#### Strategic Goal 1: Establish an Integrated Performance System

1si will design and implement a comprehensive governance performance system that strengthens engagement, accountability, and effectiveness across the board.

**Measure of Success:** Increase in tracking and visibility of board engagement and performance.

**Intended Impact:** Stronger participation and reduced performance gaps.

#### Initiatives:

- Implement structured onboarding, mentorship, and buddy systems to accelerate new board member contribution.
- Define and adopt clear board performance standards outlining expectations, responsibilities, and accountability measures.
- Develop a real-time board performance dashboard to monitor participation and strategic contribution.
- Conduct annual board self-assessments to support continuous improvement.

## Strategic Goal 2: Build a Diverse and Sustainable Board Leadership Pipeline

To ensure long-term regional leadership, 1si will implement a skills-based and inclusive board recruitment and succession strategy that reflects the evolving needs of Southern Indiana's business community.

**Measure of Success:** Board members aligned within a strategic board matrix.

**Intended Impact:** Identified competency and diversity gaps are addressed through recruitment and succession planning.

### Key Initiatives:

- Develop and maintain a board competency matrix to guide recruitment and succession planning.
- Ensure that all board positions are aligned with identified strategic skills and diversity priorities.
- Strengthen equitable onboarding and mentorship processes.
- Facilitate collaborative strategic visioning sessions with board, staff, and stakeholders to reinforce shared ownership of direction.

## Strategic Goal 3: Institutionalize a Culture of Accountability

Effective governance requires clarity of ownership and disciplined follow-through. 1si will institutionalize systems that ensure every strategic goal approved by the board has documented oversight and measurable progress tracking.

**Measure of Success:** Board-approved strategic goals assigned clear ownership.

**Intended Impact:** Documented follow-through and regular progress reporting.

### Key Initiatives:

- Establish formal strategic plan execution tracking processes.
- Develop and implement committee charters that clearly define structure, scope, authority, and responsibilities.
- Integrate governance performance standards into regular board reviews.
- Utilize dashboards and structured reporting to inform decision-making and reinforce accountability.

## Strategic Goal 4: Strengthen Board Capacity for Strategic Leadership

Beyond oversight, the board must serve as a strategic thought partner and regional catalyst. 1si will deepen board capacity for long-term visioning, innovation, and collaborative leadership.

**Measure of Success:** Increase in board cohesion, strategic dialogue, and vision-setting capability.

**Intended Impact:** Strengthening 1si's leadership readiness and regional influence.

### Key Initiatives:

- Conduct annual strategic alignment retreats to recalibrate priorities and foster cohesion.
- Redesign board meeting formats to elevate strategic dialogue and streamline decisions.
- Develop a concise strategy roadmap to ensure shared clarity.
- Use self-assessment insights to tailor board development and strengthen governance effectiveness.

### Why Integrated Board Excellence Matters

The Governance pillar ensures that 1si's leadership structure is not only compliant, but high-performing and future-ready. By strengthening board engagement, building a sustainable leadership pipeline, institutionalizing accountability, and elevating strategic capacity, 1si reinforces its ability to guide economic growth and serve as a trusted regional convener.

Strong governance enables disciplined execution across all other pillars. It ensures that decisions are aligned with business priorities, investments are responsibly stewarded, and long-term regional prosperity remains at the forefront of every action.

## Pillar 2: Operational Infrastructure Alignment

### What This Pillar Is

Behind every successful initiative, workforce program, advocacy effort, and member engagement opportunity is a strong operational foundation. The Administration pillar focuses on strengthening the systems, processes, and internal coordination that allow 1si to consistently deliver value to businesses and communities across Southern Indiana.

This pillar ensures that our internal infrastructure supports strategic priorities, reduces operational risk, preserves institutional knowledge, and enhances collaboration across teams. By aligning programs and operations to measurable outcomes, 1si increases its ability to serve members efficiently, adapt to change, and scale impact over time.

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### Strategic Goal 1: Build a Comprehensive Organizational Infrastructure

1si will develop and formalize administrative systems that improve clarity, continuity, and institutional resilience. Strong infrastructure reduces transition risk, strengthens accountability, and ensures that organizational knowledge is preserved and accessible.

**Measure of Success:** Improvement in institutional continuity and reduction of transition-related and role clarity risks.

**Intended Impact:** Stronger operational stability.

#### Key Initiatives:

- Develop a comprehensive administrative operations manual to standardize processes and clarify roles.
- Establish structured onboarding and role-readiness systems to streamline staff integration and reduce inefficiencies.
- Implement business continuity and knowledge management systems to preserve institutional memory.
- Strengthen internal People & Culture practices to enhance alignment, morale, and communication.

### Strategic Goal 2: Align Programs and Operations to Strategic Outcomes

To maximize impact, every program, event, and administrative process must directly support strategic priorities. This goal ensures that resources are allocated intentionally and that member services generate measurable value.

**Measure of Success:** Alignment of programs, events, and administrative processes with strategic priorities.

**Intended Impact:** Ensuring maximum impact and efficient use of resources.

**Key Initiatives:**

- Develop a Return-on-Investment (ROI) evaluation framework to assess program effectiveness and inform decision-making.
- Conduct a comprehensive program audit to align offerings with strategic goals.
- Optimize the event calendar to reduce redundancy and increase engagement.
- Implement cross-functional collaboration protocols to improve coordination and execution.

**Strategic Goal 3: Strengthen Leadership Capacity and Succession**

Long-term effectiveness depends on developing internal leadership and reducing dependency on individual roles. This goal focuses on building leadership pipelines and preparing the organization for smooth transitions.

**Measure of Success:** Key leadership roles supported by documented succession plans and development pathways.

**Intended Impact:** Reduction of transition risk and building internal capacity.

**Key Initiatives:**

- Develop and implement a formal leadership development and succession framework.
- Audit and update job descriptions to align with strategic needs.
- Deliver structured onboarding for new leaders.
- Strengthen systems that support knowledge transfer and leadership continuity.

**Strategic Goal 4: Improve Administrative Communication and Collaboration**

Clear communication strengthens execution and builds organizational trust. This goal focuses on institutionalizing structured communication systems that enhance transparency and cross-functional coordination.

**Measure of Success:** Increase in satisfaction with cross-functional collaboration, measured through structured staff and volunteer feedback.

**Intended Impact:** Enhanced transparency and cross-functional collaboration and coordination.

**Key Initiatives:**

- Establish consistent internal communication protocols.
- Implement structured collaboration standards across teams.
- Create feedback mechanisms to elevate staff input and continuous improvement.
- Monitor and improve cross-functional satisfaction and coordination.

### **Why Operational Infrastructure Alignment Matters**

Operational excellence allows 1si to focus on what matters most, supporting businesses, strengthening workforce initiatives, advocating for economic priorities, and driving regional growth.

When infrastructure is aligned, programs are measurable, leadership is prepared, and communication is clear, the organization becomes more agile, resilient, and impactful. The Administration pillar ensures that 1si's internal strength directly supports its external mission to advance prosperity across Southern Indiana.

## Pillar 3: Sustainable Financial Growth

### What This Pillar Is

A strong and sustainable regional organization requires disciplined financial stewardship and diversified investment. The Financials & Fundraising pillar ensures that 1si has the resources, systems, and financial resilience necessary to serve Southern Indiana businesses today while preparing for tomorrow.

This pillar focuses on strengthening reserves, aligning financial planning with strategic priorities, deepening member and investor relationships, and enhancing transparency. By building long-term financial stability and trust, 1si positions itself to invest strategically in workforce development, business advocacy, economic growth initiatives, and member services that advance regional prosperity.

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### Strategic Goal 1: Build a Thriving Financial Growth Model

1si will strengthen its long-term financial position through diversified revenue strategies, disciplined investment practices, and responsible asset management.

**Measure of Success:** Increase in organizational assets and financial reserves.

**Intended Impact:** Strengthening long-term sustainability and strategic investment capacity.

#### Key Initiatives:

- Develop and activate a reserve and investment growth strategy to strengthen financial resilience.
- Establish a comprehensive financial policy framework to guide oversight and decision-making.
- Implement structured investment oversight processes to ensure responsible stewardship.
- Align financial growth targets with strategic organizational priorities.

### Strategic Goal 2: Align Financial Systems to Strategic Outcomes

Financial systems must directly support strategic execution. This goal ensures that budgeting, forecasting, and financial planning are fully aligned with organizational priorities and measurable impact.

**Measure of Success:** Alignment of budgeting, forecasting, and financial planning processes with strategic priorities.

**Intended Impact:** Ensuring disciplined and intentional resource allocation.

#### Key Initiatives:

- Implement a strategic budgeting process that ties financial resources directly to strategic goals.
- Deploy forecasting and scenario-planning tools to anticipate risks and opportunities.
- Develop customized case statements that clearly connect investment to measurable outcomes.
- Utilize dynamic financial modeling to support data-informed decision-making.

### Strategic Goal 3: Institutionalize Member Stewardship and Fund Development

Strong relationships with members and investors are essential to long-term sustainability. This goal focuses on formalizing stewardship practices, diversifying revenue streams, and deepening engagement.

**Measure of Success:** Increase in member retention and revenue diversification.

**Intended Impact:** Stronger engagement and long-term partnership.

**Key Initiatives:**

- Develop a comprehensive fund development strategy to guide outreach, cultivation, and retention.
- Launch a structured member stewardship program to strengthen relationships and engagement.
- Personalize investor and member case statements tied to strategic impact.
- Track retention and diversification metrics to strengthen the support base.

### Strategic Goal 4: Strengthen Financial Transparency and Stakeholder Confidence

Trust is strengthened through clarity and communication. This goal ensures that stakeholders, members, and investors understand how resources are managed and how investments translate into measurable regional impact.

**Measure of Success:** Consistent publication of transparent financial reporting and stakeholder updates.

**Intended Impact:** Increased engagement and confidence among members and investors.

**Key Initiatives:**

- Release regular financial performance updates to stakeholders.
- Integrate financial data with impact storytelling to demonstrate return on investment.
- Enhance reporting tools that clearly connect funding to strategic outcomes.
- Align funder communications with measurable progress indicators.

### Why Sustainable Financial Growth Matters

Financial sustainability is not simply about balance sheets, it is about ensuring that 1si remains a reliable, forward-looking partner for Southern Indiana businesses.

By strengthening reserves, aligning financial systems with strategy, formalizing stewardship, and enhancing transparency, 1si builds the confidence and capacity required to invest boldly in regional growth. The Financials & Fundraising pillar ensures that resources are managed responsibly, relationships are nurtured intentionally, and every dollar supports measurable impact across the region.

## Pillar 4: Unified Strategic Messaging

### What This Pillar Is

Southern Indiana has a powerful story of innovation, workforce growth, entrepreneurship, and collaboration. The Marketing & Communications pillar ensures that 1si clearly and consistently tells that story while strengthening engagement with businesses, investors, partners, and the broader community.

This pillar focuses on unifying our brand identity, deepening stakeholder relationships, building structured internal communication systems, and expanding public visibility. By aligning messaging with measurable outcomes and regional priorities, 1si strengthens trust, attracts engagement, and reinforces its role as the leading advocate for business growth in Southern Indiana.

### Strategic Goal 1: Strengthen Member and Stakeholder Engagement

Meaningful engagement begins with listening. 1si will deepen relationships with members, investors, public partners, and staff by implementing intentional feedback systems and coordinated outreach strategies.

**Measure of Success:** Increase in member and stakeholder engagement and satisfaction.

**Intended Impact:** Deeper connection and participation.

#### Key Initiatives:

- Conduct regular stakeholder needs assessments to refine engagement approaches.
- Establish a centralized external engagement calendar to improve coordination and reduce duplication.
- Implement structured feedback mechanisms to capture insights and inform continuous improvement.
- Strengthen participation pathways across events, programs, and advocacy initiatives.

### Strategic Goal 2: Build a Structured Internal Communication System

Strong external messaging begins with strong internal alignment. This goal focuses on ensuring that leadership, staff, and board members are consistently informed, aligned, and equipped to communicate strategic priorities.

**Measure of Success:** Consistent internal communication systems.

**Intended Impact:** Increased alignment and clarity across teams, supporting stronger cross-functional collaboration.

#### Key Initiatives:

- Establish formal internal communication protocols that promote clarity and consistency.
- Launch regular internal newsletters and executive briefings to reinforce strategic focus.

- Implement structured staff-to-board feedback loops.
- Align internal messaging with strategic priorities and performance updates.

### **Strategic Goal 3: Clarify and Unify 1si's Brand Identity**

Clarity builds credibility. This goal ensures that 1si presents a unified identity that accurately reflects the full scope of its work, advocacy, workforce initiatives, economic development leadership, and member services.

**Measure of Success:** Completion and implementation of a unified brand strategy.

**Intended Impact:** Elimination of identity confusion and strengthening of recognition across the region.

#### **Key Initiatives:**

- Conduct a comprehensive brand audit to identify inconsistencies and strengthen positioning.
- Develop and implement a unified brand communication plan across all platforms.
- Align advocacy messaging with strategic priorities and stakeholder values.
- Ensure visual and narrative consistency across digital, print, and public engagement channels.

### **Strategic Goal 4: Expand Public Visibility Through Strategic Storytelling**

Regional leadership requires visibility. 1si will elevate its digital presence, storytelling platforms, and public engagement to ensure that businesses, investors, and community members understand the opportunities and progress shaping Southern Indiana.

**Measure of Success:** Increase in digital reach and public visibility.

**Intended Impact:** Strengthening 1si's influence and regional presence.

#### **Key Initiatives:**

- Launch a coordinated regional brand awareness campaign.
- Build and manage a content platform that highlights impact, partnerships, and economic progress.
- Develop and maintain a unified public engagement calendar.
- Establish baseline metrics and a phased growth plan to expand digital reach and engagement over three years.

### **Why Unified Strategic Messaging Matters**

Clear and unified messaging strengthens trust, attracts investment, and aligns stakeholders around shared opportunity. When businesses understand available resources, when investors see measurable impact, and when the public recognizes regional progress, momentum grows.

The Marketing & Communications pillar ensures that 1si not only advances economic development but also clearly communicates the value of that advancement. By amplifying Southern Indiana's voice and aligning engagement strategies with strategic priorities, 1si reinforces its role as a trusted convener and champion for business success.

## Thriving Business. Collaborative Growth.

The 2025–2028 Strategic Plan positions 1si to lead with clarity, discipline, and measurable impact. By strengthening governance, aligning operations, securing financial sustainability, and unifying our regional voice, we are building the internal strength necessary to expand our external influence.

This plan is designed to ensure that Southern Indiana businesses are supported by strong advocacy, responsive programming, sustainable investment, and coordinated regional leadership. It reflects our commitment to serve entrepreneurs, employers, workforce partners, investors, and community stakeholders with excellence and accountability. Every initiative outlined in these pillars is intentionally aligned to strengthen economic vitality and create opportunity across our region.

Over the next three years, we will measure progress, track outcomes, and transparently report on performance. Success will be reflected not only in improved systems and engagement metrics, but in stronger partnerships, increased business participation, expanded visibility, and sustained financial growth. As we institutionalize accountability and enhance alignment across teams and leadership, our capacity to drive meaningful change will grow.

Southern Indiana stands at a moment of opportunity where innovation, workforce development, and collaborative leadership can accelerate long-term prosperity. 1si is committed to being a catalyst in that progress: convening partners, advocating for business priorities, investing responsibly, and amplifying the region's story.

This Strategic Plan is both a Future-Ready Roadmap and a Promise. A roadmap for disciplined execution and strategic growth. A promise that 1si will continue to serve as a trusted leader focused on impact, aligned with community priorities, and dedicated to helping Southern Indiana thrive.

Together, we move forward with purpose, partnership, and confidence in the future we are building.

## Strategic Planning Process

This Strategic Plan was developed through a structured and collaborative process designed to ensure clarity, alignment, and measurable outcomes. In partnership with Ascension Strategies LLC. And Ashley Rountree and Associates, 1si engaged its board, executive leadership, and key stakeholders in facilitated workshops, strategic assessments, and focused priority-setting discussions that shaped the direction outlined in this document.

The result is a rigorous, actionable framework that will provide direction for teams and staff, reinforce trust among investors and stakeholders, and strengthen the organization's impact across the region over the next three years.

