



Turnstone

Strategic Plan

2014 – 2017

Vision

Turnstone will evolve and expand to respond to the needs and desires of all people with disabilities and their families throughout our regional community.

Mission

Provide therapy, wellness, educational, sports and recreational programs to empower people with disabilities.

Values

- Inclusive
- Entrepreneurial
- Financial Stewards
- Collaborative
- Consumers as Partners
- Outcomes Oriented



The Board of Directors of Turnstone is devoted to an aggressive vision that broadens how the organization will serve the disability community. Captured in this strategic plan, Turnstone's leadership plans for the growth of its physical plant, programs and services that will catapult Turnstone onto the national stage.

The 2014-2017 strategic plan includes:

- The completion of a new state of the art, multipurpose, world-class athletic facility
- Developing a high caliber governing body that can forward agency work through extending connections and increasing revenue
- Developing a motivated, supported and continuously trained staff
- Turnstone becoming a leader in the Paralympic Sport world
- An ever increasing responsiveness to the needs of its consumers and their changing needs

Turnstone Strategic Goals

- I. Infrastructure and Operational Efficiency:** Develop a thriving and cutting edge campus of exceptional ability programs that are consumer centered and help people with disabilities reach their full potential.
- Complete capital campaign and construction of facility
 - Emphasize programs that have the greatest impact on the greatest number of clients
 - Maintain a strong workplace through effective human resource policies and practices, performance measures and strong leadership
 - Seek partnership opportunities that enhance programs for people with physical and intellectual disabilities and seniors
 - Strengthen the relationship with universities to support human resources and program delivery
- II. Resource Development, Financial Stability and Marketing:** Ensure Turnstone is financially sound, well recognized and respected in the disability community.
- Diversify funding sources regionally, nationally and at the corporate level
 - Promote and grow planned giving
 - Develop sponsorship opportunities around athletic events and teams
 - Create and promote membership fee structure
 - Explore alternate revenue opportunities including hosting events that drive revenue and expand programs
 - Create and implement integrated marketing and communications plan to include emphasis on economic impact

Turnstone Strategic Goals

III. Develop the Paralympic Brand: Gain affiliation as a United States Paralympic training facility.

- Seek partnerships, alliances and collaborations with the United States Olympic Committee and National Governing Body to enhance athletic training program
- Identify primary Paralympic sport to develop athletic training program
- Strengthen the relationship with universities and corporations to enhance and sustain athletic training program

IV. Program and Services: Achieve recognition as a national leader of programs and services for people with disabilities.

- Continue to provide core programs to children and adults with disabilities –demonstrating best practices for outcomes, efficiency and consumer satisfaction
- Move from individual therapeutic intervention to health and wellness, sports and recreational programs
- Explore programs or services that result in sustainable revenue source
- Increase educational opportunities for clients and families
- Focus expansion of adaptive sports and recreational opportunities for people with physical and intellectual disabilities

V. Governance: Develop a board of directors that can provide exemplary leadership and drive revenue.

- Transition to a transformational CEO to build a visionary, nimble leadership team
- Continue board development through intentional educational opportunities
- Recruit and grow the board strategically to support growth of programs and increase funding