



STRATEGIC PLAN 2009 - 2014

VISION	Turnstone will continue to provide quality services that strengthen persons with physical disabilities, their families and the community as a whole.				
MISSION	Turnstone educates, builds skills and advocates for persons with physical disabilities and their families to promote greater self sufficiency, functional independence, and emotional well being.				
SERVES	People with physical disabilities and their families. This includes infants, children, youth, adults and seniors with mild to severe disabling conditions who meet specific program admission criteria.				
BIG WIGS Wildly Important Goals	<p>Maximize Independence</p> <p>100% (All) of the programs will meet the established client outcomes / goals for that program.</p>	<p>Maximize Satisfaction</p> <p>98% of the clients will be satisfied / very satisfied with services (up from 97%) Good to Great – 85% will be very satisfied Stakeholder satisfaction will meet or exceed expectations / goal</p>	<p>Maximize Resources</p> <p>Program revenue / expense will meet or exceed budget goals for FY.</p> <p>Align ourselves within the community to provide exceptional service with minimal duplication and conservative stewardship of resources</p>	<p>Sustainability</p> <p>Agency Sustainability for another 70 years of service to the community</p> <p>100% of fundraising goals are met. Increase visibility, recognition, and referrals of the agency regionally.</p>	
Strategic Focuses	Programs and Services	Infrastructure and Operational Efficiency	Strategic Alliances	Resource Development and Financial Stability	Public Relations and Marketing
Targets for the next 5 years To be completed by 2014	<ul style="list-style-type: none"> Demonstrate best practices for outcomes, efficiency, and consumer satisfaction Increase access to education, programs and services. Increase educational opportunities for clients, families and the community related to advocacy, disability information, computers Expand youth opportunities for self advocacy, and access to role models that have disabilities. 	<ul style="list-style-type: none"> Explore and develop a plan to address space needs in the programs that are expanding (pool, fitness, ADS, gym) Continue to develop WIG, Lags and Lead indicators and accountability system Succession Planning for Leadership and key staff as Baby Boomer retirements loom on the horizon Invest in technology to enhance service delivery systems, evaluation and communication 	<ul style="list-style-type: none"> Seek partnerships, strategic alliances and collaborations to leverage opportunities and strengthen the organization. Partner with the community to accommodate growth in services areas: pool, fitness, adapted sports and recreation Increase community accessibility for the person with physical disabilities and their families Work with the community in providing increased 	<ul style="list-style-type: none"> Maintain financial solvency by continuing to monitor and efficiently utilize resources. Continue to solidify core funding sources. Expand additional funding sources within the community (corporate sponsor and donations). Review and revise on a regular basis the fee structure for clients to insure value and equitable support. Explore additional funding sources at the state and federal level. Commitment to maintain 	<ul style="list-style-type: none"> Increase links on the Turnstone Website for disability information, and increase Turnstone links on other Websites Increase physical visibility, and ease of access from public transportation Continue to increase community awareness of the agency and its mission, increasing PSA's, media coverage, etc. Promote agency programs and services based on proven reputation for quality,

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	<ul style="list-style-type: none"> Expand services in all programs with community partners and alliances being explored and developed when feasible Explore regional service provision for select services contingent upon regional funding Evaluate alternative program models for services to pre-school children and families. Focused expansion of Adaptive Sports; Fitness / Pool, Adult Day; and After School care Explore, and possibly develop, Turnstone as a Paralympics Sports Club Regularly review programs and services to ensure that needs of consumers are being met Utilize consumers in planning and evaluation processes 	<ul style="list-style-type: none"> Develop and utilize a paperless process system, providing training and the hardware / software to access information readily and easily on-line. Enhance the work environment through effective human resource planning, policy / procedure development, performance accountability and recognition programs Utilize trained volunteers, interns in all aspects of operations Continue Board Development through planned education and training opportunities 	<p>access to affordable, dependable accessible transportation services.</p> <ul style="list-style-type: none"> Work with the medical community to provide information and access to Turnstone services Work with the community and volunteers to provide personal care / assistance to maintain client's ability to remain in the home. 	<p>a three month operating reserve.</p> <ul style="list-style-type: none"> Develop and maintain an appropriate facilities reserve fund. 	<p>excellence, uniqueness and affordability</p> <ul style="list-style-type: none"> Increase marketing team with well trained client volunteers to reach referral sources and the community at large. Increase "Branding" of Turnstone services
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VALUES	Team Work	Consumers as Partners	Inclusiveness	Outcomes Oriented	Entrepreneurial	Financial Stewardship
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