



STRATEGIC PLAN

2016 – 2019

MISSION	Turnstone empowers people with disabilities to achieve their highest potential by providing comprehensive services and programs.					
VISION	Turnstone aspires to a world that accepts and values people based on their abilities.					
Big WIGS Wildly Important Goals	Provide Stellar Programs and Services	Results Driven & Revenue Generating Strategic Marketing	Financial Sustainability	Exceptional Team and Organizational Infrastructure	Strategic Collaboration	Exemplary Board Effectiveness
Governance	Program Committee	Marketing Committee	Development and Finance Comm.	Human Resource Committee	Executive Committee	Governance Committee
Strategic Initiatives To be completed by 2019	<ul style="list-style-type: none"> Explore new programs and services that will bring in sustainable revenue. Provide programs demonstrating evidence based practices for optimal outcomes, efficiency, effectiveness, accessibility and satisfaction. Further develop and maintain a comprehensive continuum of programs and services to meet the needs of clients, with disabilities, and their families. Maximize Independence -the programs will meet the established 	<ul style="list-style-type: none"> Elevate marketing, communication, and outreach within the organization to ensure that the resources allocated are consistent with Turnstone's goals. Create and fill CMO position. Provide staff training and communicate that Turnstone is at a turning point; staff's expectant role as brand ambassadors -Adhere to brand standards and raise standards for design and copy overall. Create and lead an integrated marketing, communications and outreach plan across the entire organization that emphasizes revenue generation. <ol style="list-style-type: none"> Develop strategies and tactics to make 	<ul style="list-style-type: none"> Explore new programs and services that will bring in sustainable revenue. Diversify and balance funding sources, to avoid over dependence upon a single funding source. Develop additional sponsorship opportunities around athletic events and teams. Activate Sustainability Committee to create operational reserve fund and sponsor unfunded liabilities associated with the construction of Plassman Athletic Center. 	<ul style="list-style-type: none"> Maintain adequate and diverse human resources to align with Turnstone's growth and consumer base. Maintain a culture of servant leadership, teamwork and engagement. Review and enhance internal communication strategies. Develop and implement a competitive nonprofit compensation philosophy. Maintain a strong workplace through effective leadership that includes human resource policies, practices, and performance 	<ul style="list-style-type: none"> Cultivate strategic relationships that grow and improve programs and services for people with intellectual, developmental and physical disabilities. Establish and grow partnerships with USOC, HPPO's and NGB to enhance sports programs at Turnstone. Achieve Paralympic Training site designation. Explore / define / develop affordable and accessible housing initiatives for people with disabilities. In collaboration with other 	<ul style="list-style-type: none"> Build Board and Executive Leadership Capacity to excel in fulfilling the Mission. Grow Board member engagement in identifying and accessing donors for Turnstone. Engage community business leaders and policy makers with Turnstone in fulfilling its mission. More effectively engage Turnstone Board Committees in meeting goals of the organization. Ensure the Board of Directors and Committees reflect the diversity of clients and families we serve.

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	<p>client goals for that program.</p> <ul style="list-style-type: none"> Maximize Satisfaction –the clients will be satisfied/very satisfied with services. Advocate for an accessible and inclusive community for all people with disabilities and their families. Continue to develop a cutting edge campus of exceptional programs and services that empower people with disabilities maximize their potential. Explore and develop programs to increase the employment opportunities for people with disabilities. Achieve affiliation with USOC as a Paralympic Training facility. 	<p>Turnstone relevant not just locally, but where applicable, regionally and nationally.</p> <p>b. Invest in targeted marketing to prospective clients and families; invest in efforts to convert clients, families, and supporters into advocates.</p> <p>c. Develop outreach strategies to engage veterans with disabilities, active military, healthcare orgs and other groups in Turnstone program and services.</p> <p>d. Evaluate and improve the website consistently.</p> <p>e. Maximize the potential of earned and social media.</p> <p>f. Improve the use of technology to make communication more efficient and effective.</p>	<ul style="list-style-type: none"> Increase rental income from Plassman Athletic Center while prioritizing use of space for Turnstone programs, services and clients. Implement strategies to increase revenue generation derived from special events, foundations, individual donors. Promote and grow legacy fund. <i>Develop and monitor board report demonstrating self-sufficiency as result of Plassman Athletic Center related revenues.</i> 	<p>measures demonstrating best practice standards.</p> <ul style="list-style-type: none"> Develop a robust volunteer / student program to maximize agency's ability to effectively provide programs and services. 	<p>developmental / intellectual disability agencies, develop recreation activities for persons with intellectual / developmental disabilities utilizing Turnstone and combined agency resources.</p>	<ul style="list-style-type: none"> Ensure consumer representation at all appropriate levels of decision making. Ensure processes for achieving strategic measurable goals and outcomes are efficient and effective.
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VALUES	Inclusive	Collaborative	Consumers as Partners	Outcomes Oriented	Entrepreneurial	Financial Stewards
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