



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.					
Strategic Goals	Turnstone Strategic Goals: 1) Goal: Achieve Financial Stability and Sustainability 2) Goal: Be the agency of choice in the region among stakeholders					
Big WIGS Wildly Important Goals	Offer Competitive Programs and Services	Develop and Execute Strategic Marketing Plan (to build program awareness and increase revenue generation)	Lessen overall Dependence on Philanthropy while maintaining and increasing philanthropic revenue	Become Employer of Choice in Fort Wayne Region	Build Board and Executive Leadership capacity to execute the Strategic Plan to ensure we achieve our vision and fulfill our mission	Develop ongoing Capital Investment Plan to Maintain and Enhance Campus and Facilities
Metric	Decrease the % subsidy needed for program operations	Increase brand reach year over year by 5%	Reduce budget deficit Reduce phil. to total income ratio	Full-time turnover rate below 12%	Effectiveness Assessment– 100% of board members engaged	Achievement of formal capital budget and plan
Governance	Program Committee	Marketing Committee	Development, Finance & Exec. Comm.	Human Resource Committee	Governance Committee	Facility Committee
Strategic Initiatives To be completed by	<ul style="list-style-type: none"> • Increase Revenue derived from existing programs & services (2020-2022) • Develop business cases, for referral sources and payers, of client experiences from programs and/or services, demonstrating success in life. (2021) • Increase capacity in memory care. (2022) • Achieve Medicare Provider status (2022) 	<ul style="list-style-type: none"> • Deepen relationships with online audiences by telling 6 multi-channel stories to promote engagement relevant to programmatic and organizational goals. (2020) • Empower all visitors and Turnstone team members as brand ambassadors through concentrated engagement efforts which will increase word of mouth activity year over year by tracking online sharing via social media and peer-to-peer referrals during intakes and online forms. (2020) • Double the number of touches to potential and current clients and donors. (2022) 	<ul style="list-style-type: none"> • Establish other sources of revenue (2020) • Increase the number of individual donors <ul style="list-style-type: none"> ◦ Comprehensive giving plan (Jan 2020) • Utilize the Paralympic Training Site Advisory Board to generate regional and national sponsorships. • Pursue and Secure State funding by June 2020 	<ul style="list-style-type: none"> • Recruitment: Enhance Turnstone's recruitment and hiring process. (2020-2022) • Compensation: Provide a competitive and comprehensive pay & benefit package. (2021) • Retention: Create systems to assess, develop, reward and engage top talent. (2022) 	<ul style="list-style-type: none"> • Ensure the right members are on the right committee(s). (2020-2022) • Paralympic Training Site Advisory Board development. (2020) • Establish board and committee effectiveness evaluation tool and implement. (2021) • Maintain engagement with potential directors. (2020-2022) 	<ul style="list-style-type: none"> • Create a comprehensive capital budget and schedule (June 2020) • Formalize an in-kind corporate partnership program and capital endowment. (April 2020) • Build a robust Facilities Committee (June 30, 2022)
VALUES	Inclusive	Collaborative	Consumers as Partners	Outcomes Oriented	Entrepreneurial	Financial Stewards