



STRATEGIC PLAN 2022-2025

Approved 6/30/2022

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 quality programs that meet client needs while reducing dependency on philanthropy.	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 an Employer of Choice in Fort Wayne Region	Become recognized as the most reputable and effective non-profit board in Northeast Indiana	Manage ongoing Capital Investment Plan to Maintain and Enhance Campus and Facilities in a cost-effective manner
Metric	Meet or exceed client's needs as measured by client satisfaction survey Total Program HR Expense is 95% of Total Fees	Increase brand reach year over year by 20%	Reduce budget deficit Earned Revenue = at least 50% of total expenses by end of 3 years	Achieve Full-time turnover rate below 20%	Board reputation ratings from key stakeholders, year one and year three. Total number of people actively participating on the Turnstone Board, the Paralympic Training Site Advisory Board and all board/event committees.	Develop capital plan and budget annually
Metric Tracking	Aggregate % all programs:	Brand Reach-	% of expenses	FTE turnover rates	Survey Score Participation Rate	Capital Plan Capital budget
Oversight	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 Net Income derived from programs operations (22-25) • Increase capacity in ADS/MC, Therapy, and Counseling. ('22-'23) • Achieve Medicare Provider status (2022) 	<ul style="list-style-type: none"> • Increase Program Marketing Efforts and online visitors to priority program landing pages (December 2023) • Leverage Turnstone Website as a Brand Hub with increased monthly website traffic compared to 2021 following the launch of the new website 	<ul style="list-style-type: none"> • Establish other sustainable sources of revenue • Increase the number of individual donors. • Review the Endowment Fund, determine 	<ul style="list-style-type: none"> • Recruitment: Enhance Turnstone's recruitment and hiring process. (2022-24) • Compensation: Provide a competitive and comprehensive pay & benefit package. (2022-24) 	<ul style="list-style-type: none"> • Develop a quantitative survey to measure Turnstone board reputation and identify key stakeholders to complete the survey. Board reputation will include board effectiveness characteristics such as 	<ul style="list-style-type: none"> • Annually update a comprehensive capital budget • Update and Enhance a Corporate Partnership Program and Capital Endowment

	Provide high quality programs ('22-'25)	<p>(December 2023)</p> <ul style="list-style-type: none"> • Support Increased Donor Acquisition Efforts with increased visits to donation page(s) by 5% year over year (2022-2025) • Leverage Turnstone's expertise with an emphasis on disability advocacy to further Turnstone's mission and vision, resulting in a break-even Advocacy Budget by 2025. 	<p>appropriate goal for fund and target draw amount. Create a plan for potential fund drive/planned giving campaign to increase giving to the endowment. Assess need for Endowment Committee</p> <ul style="list-style-type: none"> • Utilize the Paralympic Training Site Advisory Board to establish new partnerships and revenue streams. 	<ul style="list-style-type: none"> • Retention: Create systems to assess, develop, reward and engage top talent. (2022-24) • Create a Turnstone employment brand that encompasses recruitment, compensation and retention where diversity is valued and recognized and the Turnstone culture/mission are clearly integrated throughout. 	<p>knowledge of Turnstone, engagement in fundraising, volunteerism, work of the board and organizational success. (by 2023)</p> <ul style="list-style-type: none"> • Qualitative discussions • Develop an enhanced board education program to include orientation of new members, ongoing board member education and board leadership development. (2023) • Utilize key stakeholder and board effectiveness surveys to identify areas for improvement and associated action plans. (ongoing) • Continue development of the Paralympic Training Site Advisory Board. (ongoing) 	<p>(June 2023)</p> <ul style="list-style-type: none"> • Finalize acquisition of 435 Livingston, resolve environmental, develop into parking lot (June 2023) • Create a comprehensive space programming analysis (April 2023) • project (April 2023) Plan, Budget, and prioritize a Space renovation program (April 2024) • Complete a full analysis on a Solar power
VALUES	Inclusive	Collaborative	Consumers as Partners	Outcomes Oriented	Entrepreneurial	Financial Stewards