



TURN90

2024-2026 Strategic Plan

About Turn90

Recidivism is a complex problem

People leave prison with the same problems they entered with: minimal education, living in disadvantaged neighborhoods, addiction, and a lack of positive support systems and coping skills. Upon exit, real life hits hard: housing instability, identification and transportation needs, strained family relationships, unfamiliarity with technology, barriers to employment, and financial stress. These compounding problems create a very challenging situation at prison's door where even the most motivated falter under extreme hardship.

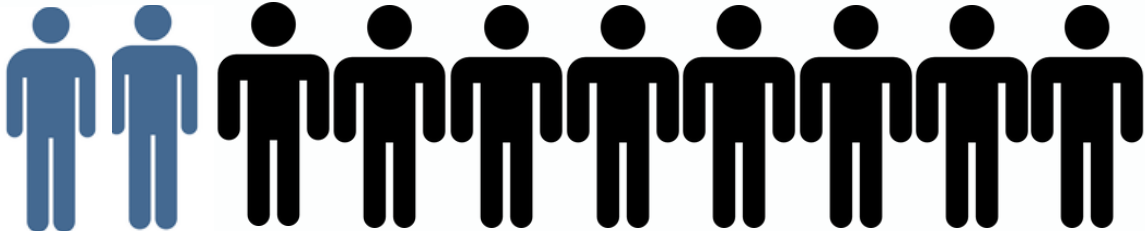
Turn90 is designed to address it.

Nationally



70% are re-arrested within 5 years

Turn90



22% are ever re-arrested

Vision Mission Strategy

Our vision is a future where every person leaving prison has the skills and opportunities to live free from incarceration.

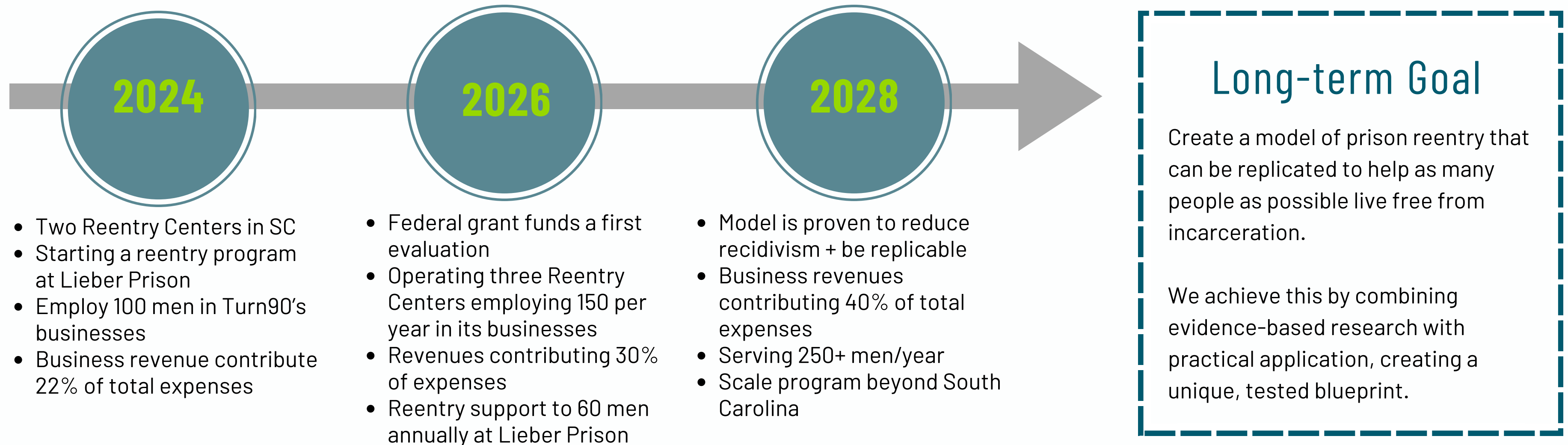
Our mission is to create a pathway to success after prison.

We run businesses to provide employment, job training, supportive services, and peer mentorship during the workday.

About this strategic plan

In March, Turn90 was one of 361 organizations selected from over 6,300 applicants nationwide to receive a \$2M Yield Giving grant as growth capital. This year we will also reach the final significant milestone in our statewide expansion plan with the opening of the Spartanburg Center. Against this backdrop, a new strategic plan was meticulously developed over a 10-week period between June and August 2024, incorporating input from all levels of the organization, to guide us into our next phase of growth.

This strategic plan is rooted in Turn90's long-term goal and a vision of how the next 3-5 years can contribute to that aim.



TURN90 Strategic Plan Overview

Pillars of Impact

To achieve our mission we will focus on 5 key areas and work towards 15 Strategic Goals.

**Operational
Excellence**

**Sustainable
Revenue**

**Enhance
Training**

**Strengthen
Programs**

**Broaden
Reach**

15 Strategic Goals



We pursue the 15 Strategic Goals through actions aligned with our values.

Quality & Excellence

Giving our 100% effort, not taking shortcuts and always striving to be the best

Caring & Compassion

Greeting every person we see, going the extra mile and putting relationships first

Innovative & Problem-Solving

Seeing setbacks as opportunities, flexible and collaborative team approach

Trusted & Reliable

Do what we say we will do, transparent and honest in our words and actions

TURN90



Pillar 1

Operational Excellence



Improved systems

Revise existing standard operating procedures and create new systems for expanded business with a focus on utilizing technology for organization and management.



Sustainable practices

Execute a sustainable resource management plan with goals to reduce waste, foster a conservation-minded workplace culture and responsibly manage assets.



Quality standards

Raise the bar on systems of accountability and training as well as standards for product packaging to enhance brand value and reduce rework.



Pillar 2

Sustainable Revenue



Business diversification

Strategically expand T90 Print Shop capabilities and grow T90 Logistics to enhance job training and open up additional revenue streams.



Increase sales

Upgrade tools to improve communication and awareness of Turn90's social enterprises and better planning and execution to generate new business.



Philanthropic growth

Build our support network throughout South Carolina, obtain grant funding from a national foundation and federal resources to facilitate a program evaluation.



Pillar 3

Enhance Training

Create learning pathways

Develop a roadmap of program journeys and learning pathways, identify training gaps, create content and implement a LMS to deliver training programs.

Program Manager training

Create a scalable training program for the Program Manager role, incorporating screening through intake, classroom facilitation, and delivering individual case management.

Trainee & Team Lead development

Improve on-the-job training in our social enterprises while expanding opportunities to earn skill-based certifications and launch a new Team Lead management training program.



Pillar 4

Strengthen Programs



Quality Assurance

Establish and implement a quality assurance framework to ensure program delivery consistently meets T90 standards across all three sites.



Job placement

Increase job placement outcomes by better addressing emergency and educational needs and strengthening our portfolio of job partners.



Classroom curriculum

Enhance our skill-building classroom curriculum by incorporating videos, participant workbooks and online learning tools.



Pillar 5

Broaden Reach



Build our team

Serve more men out of prison across the state and hire the team members critical to reaching our goal for program expansion and business growth.



Lieber Prison initiative

Collaborate with prison staff, volunteers, and community groups to improve living and working conditions at Lieber Prison and increase success after release.



Upstate expansion

Complete our statewide expansion plan with the launch of T90 Spartanburg, grow business for a job training program and build partnerships within the local community.

Near-Term Milestones

Each of these 5 Pillars is aligned with key milestones for implementation over the course of FY24-FY26

	By start of FY25	By mid FY25	By end of FY25
1 Operational Excellence	<ul style="list-style-type: none">• Two new positions filled: Operations & Finance• A security plan for 3 sites is in place	<ul style="list-style-type: none">• Print Shop SOPs are updated and in Slack• Quality standards for brand packaging in effect	<ul style="list-style-type: none">• Sustainability resource management plan in place
2 Sustainable Revenue	<ul style="list-style-type: none">• Sales plans developed for both social enterprises	<ul style="list-style-type: none">• Hubspot in place• Work contract secured with one large-scale manufacturing partner	<ul style="list-style-type: none">• Print shop capabilities expanded to specialty and in-demand options• New national foundation grant funding secured
3 Enhance Training	<ul style="list-style-type: none">• New LMS Solution in place• Video-based facilitator training program developed	<ul style="list-style-type: none">• Program map developed• Program Manager training created & launched	<ul style="list-style-type: none">• Team Lead management training program launched• Two additional in-house vocational certifications
4 Strengthen Program	<ul style="list-style-type: none">• Two new job partners added to Columbia portfolio• Restarted improved GED prep program	<ul style="list-style-type: none">• Launched quality assurance program to maintain delivery standards across all sites	<ul style="list-style-type: none">• Improved trainee-facing CBT delivery with videos and upgraded curriculum
5 Broaden Reach	<ul style="list-style-type: none">• Proposal developed to grow Lieber Prison program• T90 Spartanburg business operations in start-up phase	<ul style="list-style-type: none">• Program enrollment rollout at T90 Spartanburg• Hire T90 Spartanburg Center Director	<ul style="list-style-type: none">• 5-year personnel growth developed and in place with corresponding skills needs assessment

Growth capital will allow Turn90 to extend reach and increase impact

Turn90 is becoming a bigger story

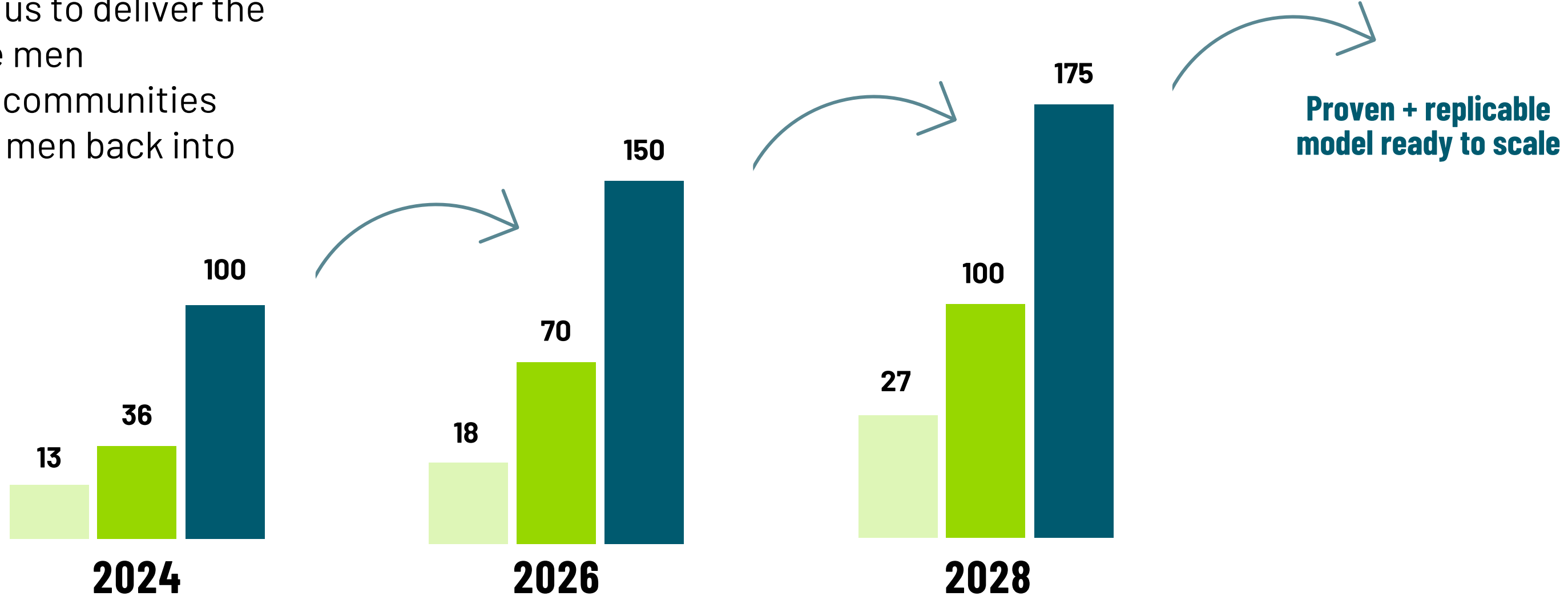
Turn90 was selected from 6,300 applicant nationwide to receive a Yield Giving grant as growth capital. This is allowing Turn90 to pursue a program evaluation, extend its reach and improve its efficiency.

Greater impact

- Growth capital will allow us to deliver the Turn90 program to more men
- Individuals, families and communities benefit from integrating men back into their communities

Number of men served

- Men hired to T90's permanent team
- Men served at Lieber Prison
- Trainees hired to work in T90's businesses

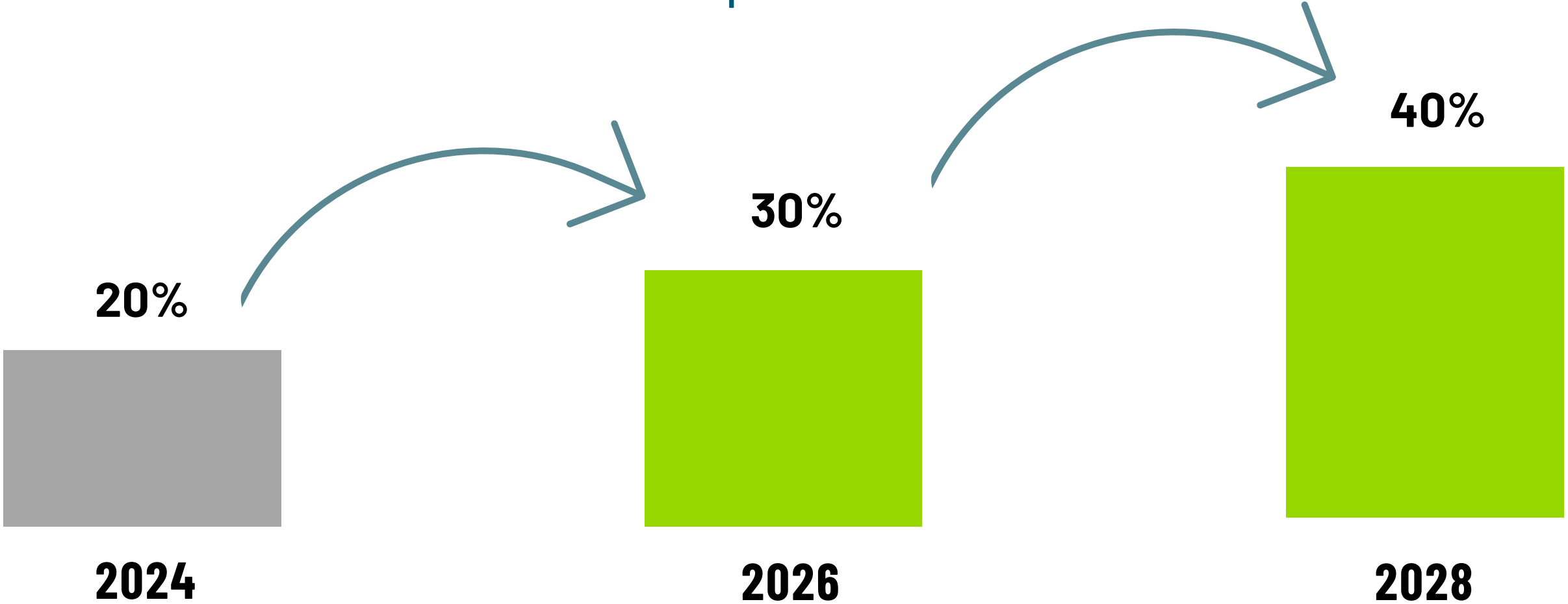


The plan calls for front-loaded investment in Turn90's social enterprises with a narrowing funding gap in later years as business revenue increases

Improved efficiency

- Revenue from commercial operations will cover a greater portion of operating expenses
- More of every dollar donated will go to program delivery that reduces recidivism

Contribution of business revenues to expenses



The plan requires funding of approximately \$2.7M through FY28 above estimated and ongoing funding sources

Turn90 received a \$2M growth capital grant this year, leaving \$700K needed to fund the plan

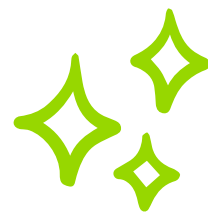
	Costs	FY24	FY25	FY26	FY27	FY28
1	Program Delivery <i>Daily classes, social work program, emergency services, wraparound support</i>	\$1,125,000	\$1,415,000	\$1,481,000	\$1,503,000	\$1,532,000
2	Social Enterprise Operations <i>Business costs to run T90's social enterprises</i>	\$861,000	\$690,000	\$879,000	\$1,196,000	\$1,650,000
3	On The Job Training <i>Costs to hire and train men to work in T90 businesses</i>	\$645,000	\$853,000	\$947,000	\$1,006,000	\$1,123,000
4	Program Expansion <i>Upstate expansion, Lieber Prison, work to scale nationally</i>	\$564,000	\$443,000	\$389,000	\$255,000	\$215,000
	Revenue					
5	Anticipated Philanthropy & Public Grants	\$1,685,000	\$1,850,000	\$2,113,000	\$2,142,500	\$2,690,000
6	Estimated Business Revenue	\$620,000	\$734,000	\$1,100,000	\$1,326,000	\$1,800,000
	Total Cost	\$3,195,000	\$3,401,000	\$3,696,000	\$3,960,000	\$4,520,000
	Total Revenue (Estimated)	\$2,305,000	\$2,584,000	\$3,213,000	\$3,468,500	\$4,490,000
	Philanthropic Growth Capital Required Per Year	\$890,000	\$817,000	\$483,000	\$491,500	\$30,000



Join Us

Together we can do so much more.

- VISIT US** to meet the team and see the classroom and job training in action.
- VOLUNTEER** to work directly with residents of our new in-prison program.
- ORDER** custom screen-printing or embroidery from T90 Print Shop.
- DONATE** to support our job training and reentry programs.
- HIRE** our graduates and create a more diverse, productive, and loyal team.
- PARTNER** with T90 Logistics or include mobile screen-printing at your event.



A special thanks to our Board of Directors for their dedication, time, and contribution to make this plan a reality.

- William Finn, Chair
- Paul Thurmond, Vice-Chair
- Nancy Bloodgood, Secretary
- Tracy Clifford, Treasurer

- Stuart Andrews
- Tim Askins
- Reggie Burgess
- Kenny Gardner
- Thomas Griffin

- Skip Holbrook
- Patrick Ilderton
- Susannah Knox
- Bridget Laird
- Ronda Muir

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