



**Turning Point Center**  
OF CHITTENDEN COUNTY

**Turning Point Center of Chittenden County**  
**3-Year Strategic Plan**  
**2021-2024**

**Adopted by the Board of Directors: June 9, 2021**



**Real empathy. Real connections. Real solutions.**

# Background & Context

The context in which the Turning Point Center of Chittenden County (TPCCC) has provided its services in 2020-2021 is radically transformational. We have experienced with the rest of Vermont, the U.S., and the world a pandemic, polarization in how we think of democracy, and a deep call for fundamental honesty and action to improve justice, equity, diversity and inclusion, in all we do.

Some things, however, do not change. Recovery from substance use disorder continues to be a critical need, and our reason for being. We have worked to be resilient, adaptable, and creative. We transitioned coaching to telephone and on-line to keep staff and guests safe from the virus. We launched an outreach campaign to draw people to our website and services. We re-imagined our big events: the Circle of Stars recognition gala was transformed into the \$100,000 in 100 Days campaign, and Comedy Night went on line. We implemented safety protocols to make face-to-face connection possible again.



## The Strategic Planning Process

In this context, the board of directors launched our 2021 strategic planning process knowing that we could not rely on the assumptions of earlier plans, past successes, or traditional outcomes. Nor could we rely on face-to-face meetings and walls covered with newsprint and sticky notes.

Our process included a round of interviews with partner organizations in the community, to gain insight into our current standing and what our partners hope for us going forward. The board reviewed the mission and vision to ensure alignment. A steering committee provided connection and communication, as working groups broke down by priority area to develop goals and objectives based on input, feedback, and an assessment of our environment. The Executive Director reflected with staff on the priorities and provided staff perspective. Staff and board developed annual action plans to continually carry out the objectives.

## The Strategic Planning Team

*This strategic plan is the result of the hard work of many, and we are grateful.*

### Steering Committee

Cathy Aikman, Jesse Bunch, Rosi Gowdey, Cyndi Haselton, Roger Kilbourne, Craig Weatherly

### Working Group Members

Cathy Aikman, Patrick Brown, Rosi Gowdey, Sam Hemingway, Cam Lauf, Maureen Leahy, Hailey Ronconi

*The process was facilitated by Anne Lezak and Christine Graham, who helped us to navigate these turbulent waters.*

### Board of Directors (Elected Annually)

Cathy Aikman, Vice-President, 2017 - present  
Sarah George, 2018 - present  
Rose Gowdey, President, 2019 - present  
Cyndi Haselton, Secretary, 2019 - present  
Sam Hemingway, 2019 - present  
Roger Kilbourn, Treasurer, 2020 - present

Maureen Leahy, 2021 - present  
Shawn Nolan, 2013 - present  
Chris Powell, 2020 - present  
Ron Redmond, 2020 - present  
Hailey Ronconi, 2020 - present  
Craig Weatherly, At-Large, 2013 - present

# Vision

The Turning Point Center of Chittenden County envisions a strong and vibrant community where no one faces recovery alone and people in all our diversity achieve long-term recovery and successful lives.

# Mission

The Turning Point Center of Chittenden County is an inclusive, compassionate community supporting those on multiple paths to recovery through peer-driven services in a safe, substance-free environment.



# Board & Staff Statement on Racial Equity

In June, 2020 the Turning Point board and staff adopted this statement in response to the murder of George Floyd. It has served as a starting point for reflection and learning , and informs revisions in our mission, plans, and programs in order to be part of the solution to achieve greater justice and equity in our community and our society.

The Turning Point Center of Chittenden County stands in solidarity with the Black community in the fight against systemic racism and injustice. To be silent is to be complicit, and we have a duty and commitment to our Black guests, employees, volunteers, and extended recovery community to join our voice and our actions against such injustice. We acknowledge that we have work to do in the fight against the ongoing discrimination against people who are Black, Indigenous, and People of Color (BIPOC), and we are listening and educating ourselves. As we take this moment to express our condemnation of racism and our call for justice for all, we also commit to examine and grow our anti-racism practices. We hold ourselves accountable to ensure our practices and services are extended to all people in recovery in Chittenden County and beyond, and to incorporate, in particular, the perspectives and needs as expressed directly to us from BIPOC communities. **Black Lives Matter.**

# Goals

1. Develop a more mature and diverse philanthropic financial base that enables the Turning Point Center to make significant progress in funding operations on a long-term sustainable basis.
2. Increase culturally appropriate programming for more diverse populations.
3. Document program efficacy in a quantifiable way and use that data to strengthen and promote programs.
4. Increase mental health supports in alignment with programs.
5. Create an educational campaign about substance use disorders to decrease stigma, increase participation in Turning Point Center services, and expand financial and community-based support.
6. Create and adopt consistent branding and marketing guidelines for all outreach and marketing materials to reach a diverse audience.
7. Ensure staff is well-supported, well compensated and has the expertise and competence they need to carry out Turning Point Center's mission for our increasingly diverse community.
8. Develop the board's ability to support and guide the vision, mission and direction of the Turning Point Center through board recruitment, continuous learning, and team-building that grow the Center's community relationships to increase the Center's diversity, inclusion and equity policies and practices throughout the organization.

# Goals & Objectives

## **GOAL 1: Develop a more mature and diverse philanthropic financial base that enables the Turning Point Center to make significant progress in funding operations on a long-term sustainable basis.**

**Objective 1.1:** Form a standing fundraising committee in June 2021, comprised of board members and the Executive Director, to cultivate and better inform larger individual and business contributors with a goal to expand the Center's private donations by 25% overall over the next three years.

**Objective 1.2:** In 2021, complete the planned giving design project with Leadership Champlain to implement in 2022 and subsequent years.

**Objective 1.3:** Launch two major fundraising appeals annually, starting Fall 2021. These appeals will be coordinated with and promoted during the Turning Point Center's events and activities.

**Objective 1.4:** Refine online giving options in Summer 2021 to encourage small donors to become sustaining supporters through monthly gifts, and to participate as volunteers in the Center's outreach, education, and fundraising activities both online and in-person.

**Objective 1.5:** Beginning Fall 2021, present the Center's programs to and request financial support from Chittenden County townships not currently contributing, beginning with at least seven of the 14 townships. In 2022, begin making annual requests of all 14 townships.

**Objective 1.6:** In 2021, introduce recovery services as an option to businesses in cooperation with Vermont Business for Social Responsibility, Lake Champlain Chamber of Commerce, and/or other business associations to expand recovery education and services under contract to area businesses.



## **GOAL 2: Increase culturally appropriate programming for more diverse populations.**

**Objective 2.1:** Meet with leaders of at least three organizations that represent/serve diverse people and groups the Turning Point Center does not currently reach, to determine specific needs, develop partnering/contract relationships, and identify personnel from partnering organizations who will participate in recovery coaching training, post-training support and supervision, and then be available on site at their organization.

**Objective 2.2:** Provide information, services and programming in ways that are welcoming and culturally appropriate for the diverse populations of Chittenden County, and collaborate with organizations serving diverse populations as we do so.

## **GOAL 3: Document program efficacy in a quantifiable way and use that data to strengthen and promote programs.**

**Objective 3.1:** Collect data from participants in each program (questions, frequency, validity, process, Results Based Accountability); and analyze and summarize the data to better understand the impact of programs and services and what gaps exist.

**Objective 3.2:** Review what data is currently collected; determine what is useful, what else is needed, operational definitions and how best to collect it while ensuring confidentiality, easy access to programming, and data reliability (assessment and standard development).

**Objective 3.3:** Highlight the good outcomes in communications with the community, guests, donors, through social media and print media and presentations; present and discuss with staff (for transparency, boosting and understanding).

**Objective 3.4:** Scrutinize the less than satisfactory outcomes and determine next steps toward improvement.

## **GOAL 4: Increase mental health supports in alignment with programs.**

**Objective 4.1:** Partner with mental health agencies to provide ongoing training for Center staff to recognize and effectively work with guests with mental health issues.

**Objective 4.2:** Collect mental health resources available and share with guests (i.e. pamphlet, poster, discussion, website).

**Objective 4.3:** Apply for grants to support an on-site mental health provider for referrals and easy access to care.



## **GOAL 5: Create an educational campaign about substance use disorder to decrease stigma, increase participation in Center services, and expand community-based support.**

**Objective 5.1:** Develop and deliver a presentation to 7-10 businesses, civic organizations, towns, and schools annually on the science behind addiction, the recovery path, and eliminating stigma.

**Objective 5.2:** Partner with other organizations, including those serving diverse populations, to create and promote a stigma reduction campaign using mainstream media/marketing, video, digital, and/or PSA, educational materials, messages at events, social media platforms, and our website.

**Objective 5.3:** Integrate these materials into orientation and training of the Center's staff, volunteers, and interns.

## **GOAL 6: Create and adopt consistent branding and marketing guidelines for all outreach and marketing materials to reach a diverse audience.**

**Objective 6.1:** Work with a creative consultant to develop new branding and marketing materials and guidelines.

**Objective 6.2:** Revise Turning Point Center's materials, in print, on website, and through all social media platforms, to reflect updated branding and marketing content and guidelines.

**Objective 6.3:** Ensure all materials follow guidelines by implementing a development, review, and approval process, which includes diversity and inclusion standards.

## **GOAL 7: Ensure staff is supported and well compensated, and has the expertise and competence they need to carry out Turning Point Center's mission for our increasingly diverse community.**

**Objective 7.1:** Pursue UVMCC funding in 2021 in support of health benefits for the Emergency Department coaches, on-call costs for 24/7 Emergency Department coverage, and advanced training for the coaches.

**Objective 7.2:** Review compensation and benefits and expand or enhance where possible and appropriate, based on funding, to ensure equity and to support strong performance.

**Objective 7.3:** Review and channel resources toward professional development opportunities for all staff, to enrich career development and to grow a culture of awareness and inclusion within the organization.

**Objective 7.4:** Recruit an increasingly diverse staff that reflects the richness of Chittenden County in cultures, sexual orientations, gender, race, socio-economic status, abilities, and more, both today, and in the unfolding future.

**GOAL 8: Develop the board’s ability to support and guide the vision, mission and direction of the Turning Point Center through board recruitment, continuous learning, and team-building. This is with the intent to grow the Center’s community relationships, and to increase the Center’s diversity, inclusion and equity policies and practices throughout the organization.**



**Objective 8.1:** Engage the board in outreach and fundraising opportunities, including the development of a board-based speaker and networking team to launch by January 2022 to act as ambassadors at-large throughout Chittenden County.

**Objective 8.2:** Engage the board and staff in continuous awareness-raising work through ongoing learning experiences.

**Objective 8.4:** Strengthen cooperation between board and staff through formal and informal activities.

**Objective 8.5:** Build a full, strong and diverse board membership by May 2022.

**Objective 8.6:** Complete a review of by-laws, policies, procedures and programs by the end of 2022, to align all aspects of TPCCC’s work with diversity, equity and inclusion priorities. Outside expertise may be sought to do this.



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**MORE INFORMATION:**

[www.turningpointcentervt.org](http://www.turningpointcentervt.org)

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