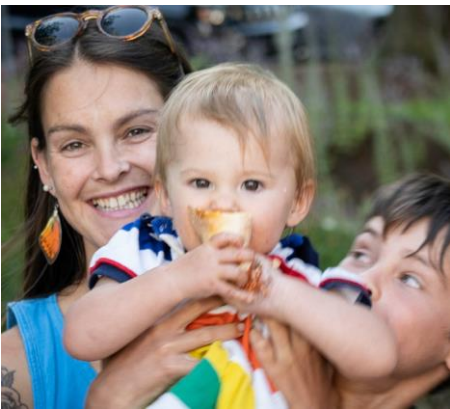


Turning Point Center
OF CHITTENDEN COUNTY

Turning Point Center of Chittenden County 2025 Strategic Plan

Adopted by the Board of Directors: May 2025



Real empathy. Real connections. Real solutions.

Background & Context

The continuously changing context in which the Turning Point Center of Chittenden County (TPCCC) has provided its services between 2020 and 2025 is radically transformational. We changed our delivery of service to accommodate, with the rest of Vermont, the U.S., and the world a pandemic, and have emerged to find a somewhat changed environment in which to provide recovery services. We have also found an increasingly polarized society. We have emerged with new energy and commitment to our singular mission – to ensure that all in Vermont who are ready to explore recovery from substance use disorder are able to find support for their recovery.



We have worked to be resilient, adaptable, and creative. The pandemic taught us how to blend on-line and in-person coaching in order to serve all, regardless of their access needs. We launched an outreach campaign to draw people to our website and services, which has also expanded our reach. 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 – Stand Up for Recovery returned with national-headlining talent. These have allowed us to focus our efforts in areas that are most beneficial and effective.

Today, TPCCC remains the largest and leading peer-led and peer-driven recovery center in Vermont; serving over 1,200 individuals in program services, continuing 365-days a year operation, and having over 21,000 visits to the center in downtown Burlington. Recovery from SUD can never take a day off. Our home has never been busier.

The Strategic Planning Process

TPCCC's previous 3-year strategic plan ended during the middle of the fiscal and calendar year (June 6, 2024). Prior to the end of the plan's 3-year term, our Board of Directors, Executive Director and staff leaders participated in a 6-month evaluation of our performance. We found we had accomplished many of our goals, and found others to be "completed and ongoing." This 2025 Strategic Plan reflects this evaluation, focusing attention on those goals which remain high priorities, with continued work to be done. We now simultaneously embark upon a three-year strategic planning process to be completed and put into effect before the end of 2025. This document is our one-year Strategic Plan. It speaks to our collective responsibility for mission driven, vision focused, strategic goals for our organization.

The Strategic Planning Team

Board of Directors (Elected Annually)

Maureen Leahy, President, 2021-present
Jonathan Goffe, Vice-President, 2022-present
Rose Gowdey, Secretary, 2019-present
Eric Sokolowski, Treasurer, 2022-present
Sam Hemingway, At-large, 2019-present

Craig Weatherley, 2013-2024
Cyndi Haselton **in memorial*, 2019-2024
Bethany Mahler, 2023-present
Njama Braasch, 2024-present
William Allen, 2024-present
Ian Schwartz, 2025

Staff

Cameron Lauf, Executive Director
Emily Korkosz, Associate Director
Christie Holmes, Director of Development

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. 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.
5. 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: Use the Fundraising Sub-Committee to support staff efforts with drafting and implementing TPCCC's annual fundraising schedule and plan.

Objective 1.2: By summer of 2025, increase TPCCC's private donation base by 25% showing a total 125% increase in donors total since 2023.

Objective 1.3: Create a Board of Directors Policy Manual to support implementation of recent by-laws revisions, and to support directors' ability to meet TPCCC's responsibilities for fundraising.

Objective 1.4: Refine online giving options for 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: Further increase funding contribution and participation from local municipalities within Chittenden County beyond existing support.



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

Objective 2.1: Further engage existing partnerships with local cultural diversity mission-oriented organizations to promote shared services and mutually beneficial business relationships that will benefit under-represented communities throughout Chittenden County.

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: Pursue consulting relationships with recommended licensed program and service evaluators to assess and recommend enhancements/improvements to TPCCC's quantitative and qualitative reporting, data collection, and outcomes measurement.

Objective 3.2: Strengthen communications of positive/desirable program outcomes in communications with the community, guests, and donors, through social and print media and presentations; present and discuss with staff (for transparency, boosting and understanding).

Objective 3.3: Develop a staff-oriented, staff-led schedule of annual programmatic audits with quarterly data review promoting staff development, internal accountability, and practice-driven feedback for quality service assurance.

GOAL 4: 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 4.1: Pursue supplemental funding in support of additional pay, benefits, and more staffing for Emergency Department Recovery Coaching, congruent with sustaining all on-call costs for 24/7 Emergency Department coverage, and advanced training for the coaches.

Objective 4.2: Review compensation and benefits and expand or enhance where possible and appropriate, based on funding, to ensure equity and to support strong performance.

Objective 4.3: 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 4.4: Recruit an increasingly diverse talented and skillful staff that reflects the cultural richness of Chittenden County.



GOAL 5: 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, while carrying intent to grow the Center’s community relationships, and to increase the Center’s ability to engage with all facets of our community, whether represented within staff, or in our external relationships, through effective, forward-looking policies and practices.

Objective 5.1: Engage the board and staff in continuous awareness-raising work through ongoing learning experiences.

Objective 5.2: Strengthen cooperation between board and staff through formal and informal activities.

Objective 5.3: Build a full, strong and diverse board of directors.

Objective 5.4: Continue and complete a review and revision of by-laws, policies, procedures, and programs to align all aspects of TPCCC’s work with our values, goals and priorities.



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MORE INFORMATION:
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