

To: Turning Point Board Members

From: Lori Sywensky

Re: Planning Process

Date: March 2, 2017

At the February Board meeting, we discussed the need to affirm the direction of Turning Point over the next two years by developing and adopting priorities and goals. I appreciate your request to provide the Board with information on the vision and strategies the staff and I have been developing over the past year. I hope this planning outline will provide a great starting point for discussion and ensure we all are active in charting the course for the ongoing success of Turning Point!

The last year and a half has been a time of significant transition. The Board has embraced its governance responsibilities - first through the board restructure and then by bringing in leadership to serve as a change agent as Turning Point continues to grow and evolve. The Board's dedication to creating clear standards for the organization and improving both the quality and reach of the agency are laudable. This type of process requires dedication, commitment, compassion for the clients we serve and a need to occasionally find consensus among valid and conflicting options. I appreciate the Board's ability to embrace this role as agents of change and have enjoyed working with you to implement some of the pressing and initial changes this required.

Most of the improvements prioritized over the past year have been in the area of operational improvement, or "fixing our foundation" as I've come to affectionately refer to these changes. As you know, identifying and implementing systems to improve our accountability, efficiency, and responsiveness were our most pressing needs. Highlights included the selection of and transition to a new financial accounting system, a new HR and payroll management system, and selection of new phone and IT vendors to reduce costs and improve performance. We also streamlined our management structure and "flipped" the organizational chart to encourage professionalism and allow for an environment that is driven in all ways by empowerment of those who need our services. Equally important, the Board amended its by-laws to reinforce a renewed focus on governance responsibilities and to help prepare the agency for future growth in community engagement and donor relations.

A planning process like the one we are launching involves a bottoms up and top down look that allows us to frame the path forward with a larger viewfinder on the role and purpose

of the organization and sufficient specificity to support a practical action plan for execution. The Turning Point team has been working on both parts of this equation.

Through discussions at team meetings, we articulated the driving tenets and filters for our work as expressed in our Mission: *eliminating domestic violence in the Lehigh Valley through empowerment, education and engagement*. In certain cases, this reaffirms the important work we have been doing for years. In others, it has led to creative ideas from team members to try new methods to doing our work in order to inch us closer to fulfilling our important mission.

In preparing the internal goals being shared with you, I have gathered feedback from the management and team members of our administrative, counseling, court services, safe house, and outreach staff over the past six months. Each team has created annual objectives, with each staff person developing quarterly action plans in coordination with their respective supervisors, to help further these annual goals. As you may expect, these are detailed plans that focus largely on meeting our funding commitments over a one-year period.

Attached you will find a presentation with a high level summation of the direction I see Turning Point heading in the next two years based on discussions with the Board and our staff. My hope is that it will help guide the Board as this process unfolds and support a robust dialog on where we are going. The Board's input and support are essential to this process.

My thanks to you all for supporting my participation in the Rider-Poole Foundation's Collective Impact Fellowship, which has provided me with some very helpful resources in mapping out this process.

I look forward to our discussion on this at our meeting on March 7th!