



Crossroads

Making a Brighter, Happier and
Healthier World for Children

Strategic Plan

2009—2012

Crossroads Values

Crossroads believes that to accomplish its mission it must identify and integrate the use of a strong value system into the operations of the organization at all levels. These values are accepted as the foundation for decision-making.

Consumer-Centered

Cost-Effective

Accessible

Quality and Outcome-Based

Goal 5: To attract abundant resources to support increasing our financial independence and a growing mission

Objective 5.1: To built a Development Department

Strategies

- 5.1.1 - Develop and implement an effective marketing plan
- 5.1.2 - Identify and implement the staffing and budget necessary to support resource development
- 5.1.3 - Create and implement a resource development plan that includes development of an expanded donor base

Objective 5.2: To establish a more diverse and expanded funding base

Strategies

- 5.2.1 - Based on program mission, develop a mechanism to identify new funding streams
- 5.2.2 - Seek acquisitions/mergers of financially strong entities in aligned fields
- 5.2.3 - Seek strategic alliances that will allow for maximum utilization of resources
- 5.2.4 - Expand our geographic exposure/reach

Objective 5.3: To be a leader in identifying and executing state of the art resource development

Strategies

- 5.3.1 - Benchmark centers of excellence in "State of the Art" resource development
- 5.3.2 - Gain national exposure with professional development organizations
- 5.3.3 - Recruit board members with the ability to attract financial resources
- 5.3.4 - Increase contributions from board members

Goal 4: To become a comprehensive and integrative system of collaborative services that maximizes availability and accessibility and respects the diversity of our community

Objective 4.1: To create and implement a more holistic approach to the delivery of services

Strategies

- 4.1.1 - Assess the capability of complementary service
- 4.1.2 - Continue to develop collaborative relationships with community partners

Objective 4.2: To reach more families in their “natural” environment

Strategies

- 4.2.1 - Complete geo-access mapping of our client base
- 4.2.2 - Implement more creative strategies to engage school systems not currently served by Crossroads
- 4.2.3 - Continue the work of the “Strategic Alliance” / ADAMHS executive directors’ council

Objective 4.3: To expand our availability and accessibility to the most at-risk populations

Strategies

- 4.3.1 - More diversity in the recruitment and hiring of staff
- 4.3.2 - More diverse representation on the board of trustees
- 4.3.3 - More collaborative programming with institutions identified with diverse populations
- 4.3.4 - Expand operating hours

Introduction

The Nonprofit and Public Service Center at Lakeland Community College designed and facilitated two half-day strategic planning sessions. The first day participants included a mix of community stakeholders along with representatives of Crossroads’ Board of Trustees, and executive, management, and line staff. The second day did not include the external stakeholders. The components of the sessions – a mind mapping exercise, an assessment of current status and a preliminary gap analysis – were designed to help participants better understand the organization’s situation and begin identifying strategic directions for the future.

The two sessions, held on June 30 and July 1, 2008, in Concord, Ohio, were facilitated by Dr. Morris Beverage, President of Lakeland Community College; Sharon Blankenship, Manager of Special Projects in the Office of the President; Dr. Carol Willen, Manager of the Nonprofit and Public Service Center; and Dione DeMitro; Coordinator of Special Projects in the Office of the President.

Since there was no consensus on a vision statement at the conclusion of the second comprehensive planning session, the team from the Lakeland Nonprofit and Public Service Center facilitated a follow-up discussion on October 29, 2008, focusing on the development of a statement. Many of the same people who were involved in the second day of the compression planning process were engaged in the creation of the vision statement.

This Strategic Plan will serve as a roadmap for Crossroads to follow in moving toward our newly established vision, while maintaining our mission-focus over the course of the next three years. It is intended that this will be a living document that will be re-assessed annually to positively address identified client, staff, and community needs.

Through shared leadership, we will continue working together toward our vision, seek opportunities for improvement, and value the challenges that face us. We will continue to focus on our mission critical goals, make mistakes and learn from them, while collaboratively supporting one another in the process.

Acknowledgements

We wish to thank the following professional team from The Non-profit and Public Service Center at Lakeland Community College for the expert facilitation services that resulted in a quality Strategic Plan:

- Dr. Morris Beverage, President of Lakeland Community College;
- Sharon Blankenship, Manager of Special Projects in the Office of the President;
- Dr. Carol Willen, Manager of the Nonprofit and Public Service Center; and
- Dione DeMitro; Coordinator of Special Projects in the Office of the President.

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- Melina Bennett, Parent and Family QI Committee Member
- Kim Fraser, Executive Director, Lake County ADAMHS Board
- Pat Kohut, Family and Children First Council
- Dr. Linda Williams, Superintendent, Lake County Educational Service Center

Also, we very much appreciate the time and effort volunteered by the following members of the Crossroads' Board of Trustees whose wisdom and dedication to our mission helped us to hone a meaningful guide for the future:

- Harold Abraham
- Beth Cassella
- Debra Chormann
- Mike Crislip
- Anne Johnson
- Josephine Jones
- Don Mausar
- Debbie Rorick

Goal 3: To recruit, develop and retain highly qualified staff.

Objective 3.1: To attract the best candidates

Strategies

- 3.1.1 - Market in the right places
- 3.1.2 - Network and link with other websites
- 3.1.3 - Offer competitive compensation
- 3.1.4 - Plan for employee growth, development and actualization
- 3.1.5 - Have sufficient resources to support employee development

Objective 3.2: To develop the best workforce

Strategies

- 3.2.1 - Increase mentoring and supervisory opportunities
- 3.2.2 - Provide education and learning opportunities
- 3.2.3 - Strengthen knowledge around performance standards
- 3.2.4 - Identify resources to enable staff to take advantage of learning opportunities and that facilitate successful performance

Objective 3.3: To retain the best workforce

Strategies

- 3.3.1 - Promote employee wellness
- 3.3.2 - Improve communication
- 3.3.3 - Develop professional growth plans
- 3.3.4 - Enhance salary and benefit plans
- 3.3.5 - Enhance technological capabilities
- 3.3.6 - Partner with staff to problem solve and engage in change process

Objective 1.5: To advocate for the well-being of children and families

Strategies

- 1.5.1 – Identify and engage in opportunities to change public policy in the best interests of children and families
- 1.5.2 – Communicate to business community that investment in children is sound return on investment

Goal 2: To provide a continuum of programs that effectively respond to the needs of the community.

Objective 2.1: To identify community needs

Strategies

- 2.1.1 - Participate in a comprehensive community needs assessment
- 2.1.2 - Identify community priorities
- 2.1.3 - Target issues from parent feedback

Objective 2.2: To develop programs in response to identified needs

Strategies

- 2.2.1 - Research evidenced-based best practices
- 2.2.2 - Collaborate to share resources
- 2.2.3 - Research programs that support recovery and resiliency
- 2.2.4 - Develop new ventures to partner with parents/ youth and enhance their recovery and resiliency

Objective 2.3: To create Centers of Excellence

Strategies

- 2.3.1 - Increase funding
- 2.3.2 - Recruit staff at competitive salaries
- 2.3.3 - Train staff in evidence-based models
- 2.3.4 - Provide ongoing support, professional development and reflective supervision to staff
- 2.3.5 - Conduct applied & outcomes research to contribute to EBP knowledge and demonstrate value and impact to the community

Lastly, the following staff committed their best thinking to a deliberative process that will benefit Crossroads for years to come, and they are deserving of acknowledgement for not only the contributions associated with this effort, but for those they make each and every day:

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- Susie Walsh
- Bill White

Thank you,



Wayne W. Lindstrom, PhD
Chief Executive Officer

Crossroads Strategic Plan

Purpose

Crossroads joins with families and youth to do what it takes to create better lives.

Mission

Crossroads promotes the health and well-being of children, adolescents and their families by providing the highest quality, efficiently delivered, behavioral health services that are accessible, comprehensive and integrated within the community.

Vision

To be the leading provider, partner, and employer of choice, responding to community needs with integrated services that assure holistic health and well-being.

GOAL 1: To be positioned as the Behavioral Healthcare Center of Excellence

Objective 1.1: To educate/orient in recovery/resiliency models

Strategies:

- 1.1.1 – Sponsor EBP workshops
- 1.1.2 – Develop educational campaign focused on recovery and resiliency
- 1.1.3 – Find new models of practice
- 1.1.4 - Work closely with referral sources

Objective 1.2: To raise Crossroads' visibility

Strategies:

- 1.2.1 - Sponsor open houses/community party
- 1.2.2 - Develop a marketing plan
- 1.2.3 - Create a volunteer mentoring program
- 1.2.4 - Work closely with referral sources

Objective 1.3: To listen and be responsive

Strategies:

- 1.3.1 - Create parent partnerships
- 1.3.2 - Conduct community partnerships
- 1.3.3 - Maintain ongoing dialogue with community leaders
- 1.3.4 - Create child/youth partnerships

Objective 1.4: To educate the community about the causes and symptoms of behavioral healthcare issues

Strategies

- 1.4.1 – Maintain NAMI membership
- 1.4.2 – Become the state of the art regarding recovery and resiliency
- 1.4.3 – Increase capacity for early intervention