

# STRATEGIC PLAN

2023



**CROSSROADS**  
Youth & Family Services, Inc.

# OUR MASSIVE TRANSFORMATIVE PURPOSE

Creating a healthy future for children begins with nurturing healthy families. At Crossroads Youth & Family Services, we firmly believe that home is more than just a physical space—it is the foundation of love, hope, and dreams. We recognize that within the walls of a home, individuals become the essential building blocks that shape our lives. Each person represents a little brick in the house we construct throughout our lifetime, forming a sanctuary brimming with cherished memories and invaluable skills.

Inevitably, challenges will arise, but our mission is to ensure that families, staff, children, and youth have the necessary tools to fortify their homes with unwavering strength. Our programs and services are designed to serve as those vital bricks, solidifying the foundations of families and empowering them to overcome any obstacles that come their way. By prioritizing the well-being of families, we lay the groundwork for a brighter, healthier future for the next generation.

Our 'Why'

This plan outlines how Crossroads YFS is engaging employees, volunteers, and families to have a shared mission.. We work with community partners to help meet the needs of our growing organization and families.

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## Vision

We are committed to promoting achievement and success for the children and families whose lives we touch and who touch ours.

## Mission

The mission of Crossroads Youth & Family Services, Inc. is to support the healthy lifestyles and emotional well-being of children, youth, and families through the provision of effective community-based programs.

# Our Programs

## Youth & Family Counseling



**Youth & Family Counseling**

The Youth and Family Counseling Program at Crossroads YFS specializes in the person-centered outpatient behavioral health services that can help resolve the emotional challenges that children and families face.

**Our services**

- Individual and Family Counseling
- Directions in Divorce
- Practicum and Internship Opportunities
- Psychoeducation Groups
- Community at Risk Services (CARS)
- Teens and Parents in Partnership (FTOP)
- Truancy Program

**Our impact** 2020/2021

- 1580 INDIVIDUAL THERAPY HOURS
- 93 FAMILY THERAPY HOURS
- 155 FAMILIES SERVED

Check out our website to learn more!



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All Roads Lead to Home

The main goal of Crossroads' Youth and Family Counseling is to provide prevention, education, child and family support counseling services for children from birth through seventeen (17) and their family members in Cleveland County.

## CERC

The main goal of the Crossroads' Emergency Resource Center (CERC) is to provide short-term emergency shelter care and other vital resources for children five (5) to seventeen (17) in Oklahoma.



**Crossroads Emergency Resource Center**

Crossroads' Emergency Resource Center (CERC) provides short-term emergency shelter care and other vital resources for children five (5) to seventeen (17) years of age in Oklahoma.

**What we do**

- Work with DHS for youth awaiting placement.
- Provide food, clothing, and other resources to youth in need.
- On-site counseling staff
- Dedicated Norman Public School's teacher
- Excursions and Outings
- Life-skills classes

**Our impact** 2020/2021

- 70 KIDS SERVED
- 439 HOURS OF SCHOOL
- 991 SHELTER CARE DAYS

Check out our website to learn more!



CROSSROADS Youth & Family Services, Inc.  
All Roads Lead to Home

## Head Start/ Early Head Start

The main goal of Crossroads' Early Head Start and Head Start program is to provide quality, research-based early childhood education for children and families in Cleveland, Comanche, Lincoln, Pottawatomie, and Seminole Counties. by providing them with the learning experiences necessary to close the achievement gap and enhance the quality of their lives.



**Head Start & Early Head Start**

Head Start and Early Head Start provides comprehensive child development, health, and social service programs for low-income families.

Serving 5 Counties:  
Cleveland  
Pottawatomie  
Comanche  
Seminole  
Lincoln

**Our impact**

- 636 FAMILIES SERVED
- 30 LOCATIONS IN 5 COUNTIES
- 1120 FUNDED ENROLLMENT

Check out our website to learn more!



CROSSROADS Youth & Family Services, Inc.  
All Roads Lead to Home

# Strengths

- Head Start/ Early Head Start has quick decision-making and implementation process.
- Mike Templeton- A strong Director of Facilities and Procurement overseeing several projects and renovations.
- Strong Board of Directors support.
- Adaptability and a community that fosters growth and change.
- Funding exists to purchase computers and to address IT needs.
- Buildings and playground equipment issues have been largely addressed in prior and current years.
- Maintenance personnel are hired to address routine facility maintenance needs and take care of issues quickly.
- Better security measures
- Communication within teams is strong.
- Website and newsletter updates cover the entire agency.
- Executive Director involvement at the shelter.
- The closeness of Lincoln/ Seminole team.
- Shelter GroupMe communication among staff

# Weaknesses

- Lack of working equipment.
- Speed of implementation of new technology.
- Increased workloads
- Reliability of current technology infrastructure.
- Lack of communication reaching all stakeholders.
- IT/ Increasing number of Smart Devices (Security, Telephones) has increased the number of issues that occur; therefore, increasing the need for staff/ consulting efforts to address such.
- Lack of consistent IT training
- Internet accessibility & lower speeds at various locations.
- Lack of land available for expansion in Norman.
- Follow through with plans
- Staffing retention and acquisition
- City of Norman
- Lose applications to surrounding communities and public-school systems.
- Involved board
- Lack of name recognition in all counties.

# Opportunities

- Partnerships with community organizations such as Quest Church or Local developers
- Early Head Start expansion
- Building a team
- Streamlined onboarding platforms secured with new technology potential
- Recruiting at colleges
- Executive Director and program director classroom visits (even via zoom)
- Word of mouth- Facebook
- Strengthen LEA partnership with child care centers
- Community Events
- Backup support for the Director of Shelter Services
- Hiring Specific Staff
- Create a flowchart with steps to take for IT issues
- EPIC boxes and other alternative programs
- Kids aging out of the system and creating alternative methods for helping them.
- Technology allows us to create a streamlined flow for purchasing.



# Threats

- Work from home and "gig" culture
- Public Schools taking staff and changing superintendents
- Legislation that directly or indirectly affects our programs and services or the families we serve.
- Aging facilities in the new counties acquired (Lincoln/ Seminole)
- Identify staff for leadership aging.
- Office of Head Start Direction= pandemic grace is coming to an end (under enrollment).
- Public Schools working with 3-year-olds.
- Leadership needed to run new programs.
- Economy issues
- OJA nor working with OAYS
- People aren't going into early childhood education
- People aren't invested in the program, rather it is more paycheck driven work.
- Lack of credentials for staff

# Our Village

## Head Start

- Center Directors
- Teachers
- Leadership Team
- Area Supervisors
- Administrative Assistants
- Staff
- Coordinators
- Applicants
- Fiscal
- HR

- DHS
- OJA
- Staff
- Counselors
- Volunteers
- Hotline
- Preteens
- Teens
- LGBTQ
- Admin
- licensing

## Youth Services

Children  
Youth  
Families  
Community

- Fiscal Department
- Grants
- Wendy
- Kate
- Terrie
- Mike T.
- End Users
- Venders
- Contracts
- Paycom
- employees
- Potential employees

## Administration

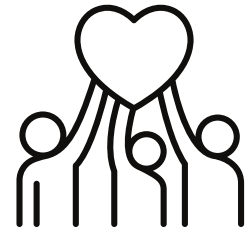
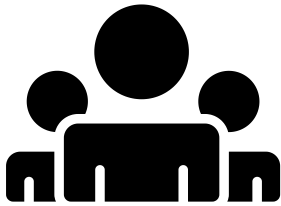
# Our Village Needs

# Major Goals for FY23

## Goal 1

To empower and inspire staff, children, youth, and families to create a world where every individual thrives in a holistic ecosystem of love, support, and opportunity by creating authentic relationships agency wide.

### The Villagers' Needs:

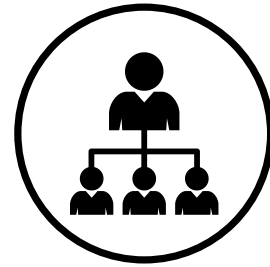
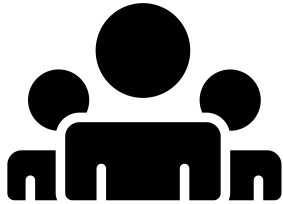


# Major Goals for FY23

## Goal 2

Being intentional with shifting the mindset from orientation to onboarding to include more training, hands on trainings, check-ins for the length of time needed for each individual.

### The Villagers' Needs



Collaborative	<p>Increase Staff engagement by 20% within the next year, as measured through surveys and feedback mechanisms. Establish regular communication channel to share ideas, concerns, and suggestions, such as a monthly townhall or an online platform</p>
Long-Term	<p>Develop and implement a comprehensive onboarding program for new staff members ensuring they feel welcomed, supported, and aligned with the organization's mission and values. Provide ongoing professional development opportunities for staff to enhance their skills, deepen their knowledge, and foster a sense of growth and fulfillment.</p>
Engaging	<p>Create interactive workshops or training sessions for staff to improve their communication and relationship-building skills, fostering meaningful connections with children, youth, and their families. Organize team-building activities or retreats to strengthen bonds among staff members promoting collaboration, trust, and a shared sense of purpose.</p>
Achievable	<p>Implement a system for staff members to connect with one another promoting a supportive environment and fostering knowledge-sharing and collaboration. Establish a recognition and appreciation program to acknowledge staff members' efforts and achievements, reinforcing a culture of gratitude and motivation.</p>
Results-Oriented	<p>Increase family participation rate in program events and activities by 25% within the next six months, measured through attendance records and feedback surveys. Conduct regular satisfaction surveys among children, youth, and their families to assess the quality of their experience and identify areas for improvement.</p>

# Major Goals for FY23

## Goal 3

Create an onboarding system for Crossroads as an organization that helps create connections with CERC, counseling, and Head Start/ Early Head Start staff.

### The Strategy:

- Organize the materials in a folder/ binder
- Create a timeline/ checklist for new materials

### Steps to Take:

1. Collecting Materials that we already have (make new, as needed)
2. Organize the materials in a folder/ binder/ digital version
3. Create a timeline/ checklist for new materials

### Key\_people/Departments

- Counseling- Jenn and Kaylee
- CERC- Ty Lewis
- Head Start- Content Area Specialist, Center Directors, Terrie

# Major Goals for FY22

## Goal 4

Develop a stronger community presence.

### The Strategy:

- Increased advertising through pamphlets, billboards
- Working with the Exchange Club

### Steps to Take:

1. Restart Exchange Club
2. Look for event fairs and create a calendar to attend fairs that lead to increased community engagement.

### Key\_people/Departments

- Communications, Human Resources, Community Partnerships, Executive Director, Leadership, Center Directors, and any staff interested in community development.



Collaborative	<p>Increase brand awareness and recognition in the five counties by achieving a 30% increase in social media followers and website traffic within the next year. Establish partnerships with at least three key community organizations or influential stakeholders in each county to enhance visibility and expand reach.</p>
Long-Term	<p>Develop a community outreach strategy that includes regular participation in local events, fairs, and conferences to foster connections and raise awareness about your organization's mission and services. Implement a community ambassador program, recruiting and training volunteers from each county to act as advocates, representing your organization in community activities and engaging with local residents.</p>
Engaging	<p>Organize regular town hall meetings or community forums in each county, providing an opportunity for residents to share their feedback, needs, and aspirations, while also presenting your organization's initiatives and listening to their input. Conduct focus groups or surveys among community members to gain insights into their perception of your organization, identify areas for improvement, and tailor services to better meet their needs.</p>
Achievable	<p>Establish a community newsletter or blog, providing regular updates on your organization's activities, success stories, and community impact. Aim to reach a subscriber base of 1,000 individuals within the next two years. Create a volunteer recognition program that acknowledges and appreciates the contributions of community volunteers, fostering loyalty, and encouraging continued involvement.</p>
Results-Oriented-	<p>Increase community engagement and participation by organizing at least one community-wide event in each county annually, with a target attendance of 500 community members per event. Measure the community's perception and satisfaction through annual surveys, aiming for an overall satisfaction rate of 80% or higher across the five counties.</p>

# On-going Corporate Goals

## Cultural Competence & Diversity

**Goal:** To ensure employees are knowledgeable of the issues surrounding serving culturally-diverse populations.

**Objective:** To provide professional development for staff on issues of cultural competence/ diversity as part of professional continuing education requirements.

## Accessibility

**Goal:** To address and remove any barrier to accessing services (architectural, environmental, attitudinal, financial, or employment related).

**Objectives:** (1) Ensure annual inspection of elevator at Main Street location; (2) Post notice of ADA compliance in all reception areas at a height and location accessible to those using mobility devices and in large print type; (3) Develop an accessibility plan for any Crossroads center or building that is not accessible.

# On-going Corporate Goals Cont'd

## Risk Assessment & Management

**Goal:** To assess, prevent, or resolve potential & actual risks to persons served, to the staff, and to the public.

**Objective:** (1) To make available to persons served, to staff, and to the public Health & Safety Handbooks outlining all health & safety procedures;

(2) Conduct regular practice drills for fires and workplace threats, including those related to active shooters, utility failures, medical emergencies, evacuations, & natural disasters;

(3) Conduct regular health & safety inspections of all facilities of the organization, in order to identify areas for improvement;

(4) Provide a written analysis of all critical incidents that identifies causes, trends, and actions for improvement to reduce the health & safety risk to staff, persons served, and the public.



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Youth & Family Services, Inc.

FY 2023

# PROGRAM AND FISCAL GOALS

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- YOUTH SERVICES
  - HEAD START
  - SCHOOL READINESS
  - FINANCIAL PLAN
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