



CROSSROADS
Youth & Family Services, Inc.

ANNUAL REPORT 2021





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OVERVIEW

For more than half a century, Crossroads Youth & Family Services has provided services to help the home lives of infants, children, and teens. Crossroads YFS knows that home is the only way to improve lives, strengthen communities, and foster long-lasting efficacy in the lives of youth. Working hand-in-hand with local partners, Crossroads engages community members at every level of the program.

Our Fiscal Year 2021 Annual Management Report summarizes agency accomplishments and financial information under relevant guidelines by The Office of Head Start/ Early Head Start and Oklahoma Department of Juvenile Affairs.

Despite challenges presented by the pandemic, Crossroads remains focused on achieving the goals outlined in the 2021 Strategic Plan. This year, we achieved many important milestones in our efforts to build a firm foundation for positive employee morale, savvy business infrastructure, and plans for growth.



Wendy Swatek, MPA, J.D.
Executive Director



Our Story So Far

Our Mission

Our mission since 1969 is to support the healthy lifestyles and emotional well-being of children, youth, and families through the provision of effective community-based programs.

Crossroads Youth & Family Services commits to the success of families in Cleveland, Comanche, Lincoln, Pottawatomie, and Seminole Counties, which impacts the state of Oklahoma positively since our communities account for 515,382 citizens and 4,000 square miles in Central and Southwest Oklahoma.

Over the past fifty-three years, there are many achievements we want to highlight. This past year includes:

- Serving as the interim program for Lincoln and Seminole County Head Start program.
- Implementing psycho-educational groups in Norman Public Schools.
- Building community partnerships hosting "Stress breaker" events at Norman Library.
- Cultivating a culture of learning among similar organizations
- Celebrating the achievements of staff and volunteers

Through our counseling program, our purpose is to develop and implement prevention, intervention, and outpatient treatment for children and their families.

Head Start/ Early Head Start focuses on giving young children a "head start" in life with tools and resources for families during a child's formative years.

Our CERC undertook a massive renovation and program development to provide a safe home away from home for displaced youth.

Crossroads
accounts for
515,382 citizens
and 4,000 square
miles in Central
and Southwest
Oklahoma.

Our 2021 Goals

2021 goals surround the company strengths of focusing on trauma-based approaches to treatment, parent satisfaction, increasing funding opportunities, and maintenance activities for each facility. Many goals also relate to some areas of growth including staffing, obtaining in-kind funding, funding for Youth Services, and infrastructure issues. There are many opportunities present that also impacted the 2021 goals such as increased technology for parent and staff, re-establishing our community presence, and implementing new ways to grow programs and services to meet the needs of the community.



1 To increase the level of individual and family functioning, stability, and communication through behavioral health services.

Crossroads' Behavioral Health program targets Cleveland County children under the age of 18 and their families who need counseling services. BHOP services include individual, group, and family counseling; emergency crisis counseling; first-time offender and diversionary services for teens; education in child's wellbeing for divorcing parents; etc. Our goal for 2021 was to increase the level of individual and family functioning, stability, and communication through behavioral health services. We track this through the analysis of quarterly assessments using the level of service measures, effectiveness measures, efficiency measures, and client satisfaction.

2 Grow relationship with Norman Public Schools

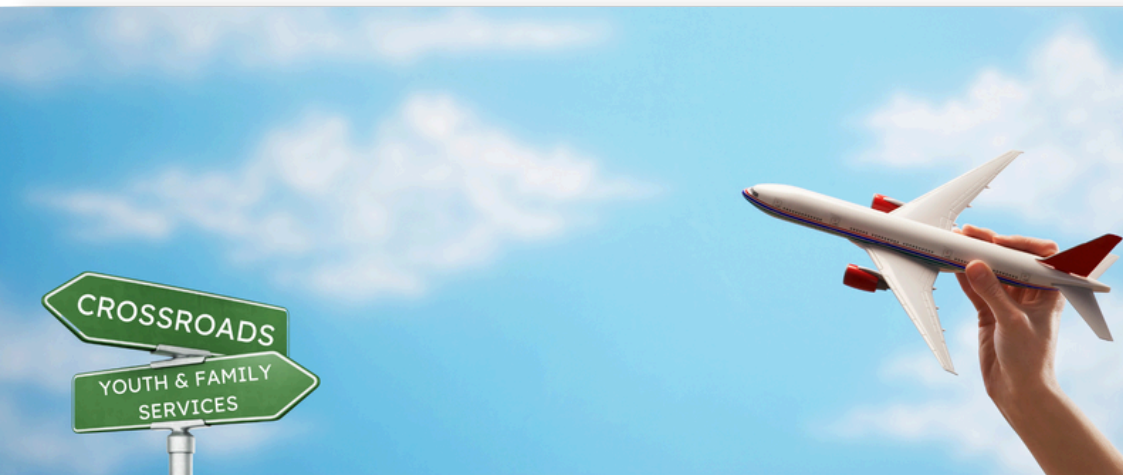
A major goal for the 2020-2021 school year was to further develop the relationship with Norman Public Schools through psychoeducation groups. This goal is crucial as the number of youth dealing with mental health issues post-pandemic continues to increase. The groups cover a variety of topics to help students create positive outcomes.

3 Shelter Renovation

Since 1969, the Emergency Youth Shelter has been a haven for youth displaced from home. This year, the focus of creating a home-like environment with some updates started with receiving the Norman North SPUD nomination. Shortly thereafter, Crossroads connected with Ideal Homes and many other community partners to complete the project. The updates provide a healthy, trauma-informed environment for youth.

Our 2021 Goals, cont'd

We often inform our goals because of perceived threats, such as state funding concerns, filling key roles because of high retirement rates, lack of space, and the ongoing effects of Covid-19. Primary corporate goals include ensuring employees are knowledgeable of the issues surrounding serving culturally diverse populations, addressing and removing any barriers to accessing services, assessing, preventing, or resolving potential and actual risks to persons served, to the staff, and to the public.



4 Successfully transition everyone to the new HR/ Fiscal System

As the world changed, so did many infrastructure practices at Crossroads. Some of these changes included updates to the HR and Fiscal Systems. These changes bring about a streamlined system that allows staff to communicate clearly about job functions.

Above and beyond this goal, included an updated goal of transitioning to a new technology system that provides better security and more digital options to help improve job functionality.

5 Successfully Complete Focus Area 2

Focus Area 2 is a component of the Head Start/ Early Head Start program that monitors Crossroads' demonstration of the effectiveness at implementing the Head Start program through observations, interviews, discussions, and CLASS assessments. This review by the Administration for Children and Families (SCF) took place on April 5-9, 2021. "This report contains information about the grantee's performance and compliance with the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, Improving Head Start for School Readiness Act of 2007."

6 Continue to enhance activities and enhance virtual learning experiences.

Training and growth are key components to Crossroads' culture. This goal connects with new ways to train staff, families, and the community through enhanced virtual learning experiences.



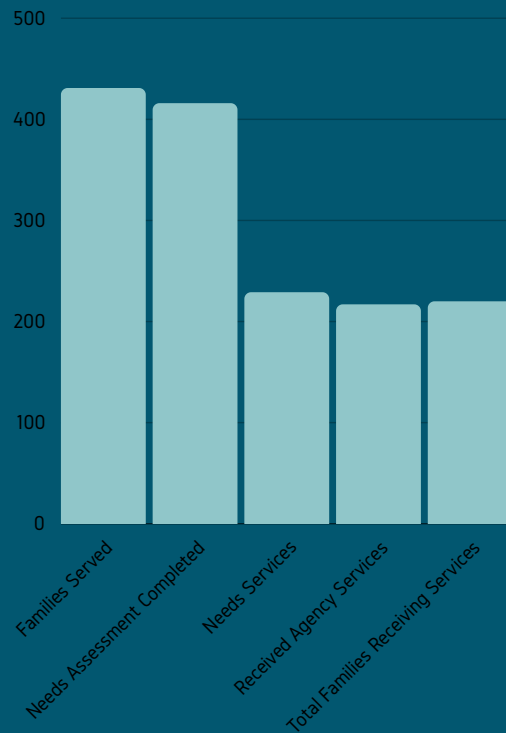
HEAD START

Crossroads YFS hosts Head Start sites in Cleveland, Comanche, Pottawatomie, Seminole, and Lincoln Counties.

This program's main focus is to provide research-based opportunities to ensure school readiness for toddlers prior to entering the school system.

2021 GOALS

- **Goal 1:** We will ensure financial solvency
- **Goal 2:** We will provide exemplary program leadership
- **Goal 3:** We will emphasize quality program outcomes through a fully centralized data management system that produces child & family outcomes.
- **Goal 4:** We will achieve improved COR scores of at least 85%
- **Goal 5:** We will continuously improve the program environment by remaining in compliance with all Head Start Performance Standards
- **Goal 6:** We will ensure excellent teaching and learning



CONCLUSION

This year created many opportunities to help engage with all communities after Covid-19. New opportunities like the reading program allow families to enjoy books at home. COR scores increased along with school readiness goals for 3- and 4-year-olds.

The number of families served is slightly lower than our pre-pandemic numbers, but the families all seem to be happy with services. There are new goals in place to help connect with the community to get enrollment in the program closer to funded slots.



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

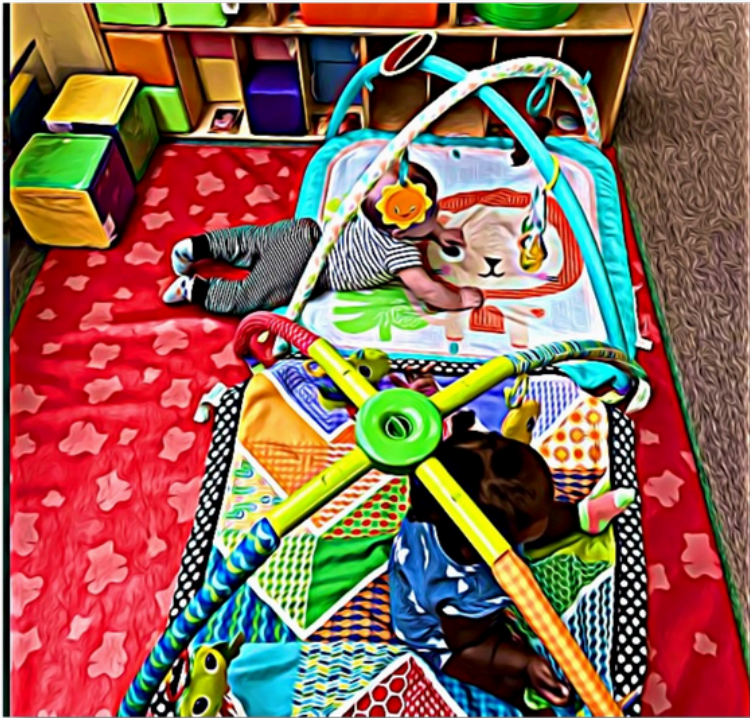
**FUNDED
ENROLLMENT**



Check out
our website to
learn more!



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All Roads Lead to Home



EARLY HEAD START

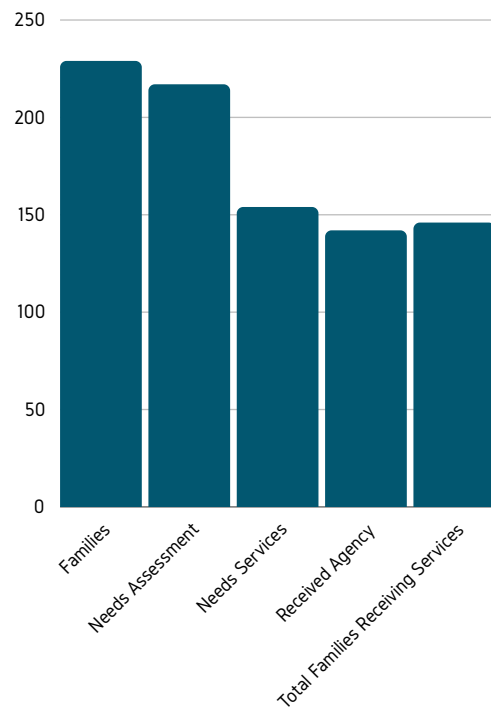
The Early Head Start program is a blossoming program currently serving families in Cleveland, Comanche, Pottawatomie, and Seminole Counties.

This child development program uses research-based programs to measure growth, progress, and areas of improvement for each individual child.

WINTER SURVEY REPORT

Parents surveyed provided feedback about the program's efficacy. Some of the key positive outcomes of the program include improved behavior, learned parenting skills, learned life skills, and increased new job opportunities.

"At the November parent meeting on the topic Education and Employment, I had a parent express a desire for higher education, but talked about it being unaffordable. She was not willing to go into debt for it. I asked her if I could work with her and see what we could figure out. After talking to her and giving her information about costs, Pell Grant, and other possible funding sources, I encouraged her to go talk to the admissions office at the college. She did! She is now enrolled in college for next semester and has filled out her FASFA."



CONCLUSION

The Early Childhood program continues to meet the growing demand of families needing care and development for infants and toddlers from zero to three. There is a growing need for this program in all service areas and Crossroads is working with community partners to meet the needs of each community.

Coming back from COVID-19, Crossroads plans to implement programs to get the number of families enrolled to the expected amount for the program. Crossroads adjusted to post-pandemic life with a new reading program, different volunteer opportunities, and innovative ways for families to connect with us.

115 Families Served

The Early Head Start program is a blossoming program currently serving **115** families. This program is in partnership with CAP Tulsa as a part of the Oklahoma Early Childhood Program.

This child development program uses research-based programs to measure growth, progress, and areas of improvement for each individual child.



Images from Education Engine

OECP Lawton Early Childhood Program

The Early Head Start programs allow young children from lower economic backgrounds the opportunity to enter school ready to learn. Our program consistently provides care, education, and development for children and their families. Each child selected has a family advocate, counselor, teacher, and other supports to develop the whole child. We focus on child development, but also family development. The funding provided ensures this program allows parents to provide young children with quality care in some of the most economically distressed areas in Lawton.

The main goal is to work with families to build a strong foundation for their children. Crossroads YFS collaborates with a wide range of partners including Cameron University, Acelero Learning, DHS, and many local businesses and nonprofits to create a network for our families to thrive. This program incorporates early identification and resources for families with children with learning disabilities and autism as well. This program seeks to provide an opportunity for 125 families with these wraparound services to help improve outcomes and parent efficacy.



Images from Education Engine



Images from Reading Program Bag



2021 GOALS

Behavioral Health Outpatient

- **Goal 1:** Provide individual screening, evaluation, and assessment to 150 consumers who seek behavioral health services from Crossroads.
- **Goal 2:** Write a treatment plan for 75 clients who received behavioral health services.
- **Goal 3:** Increase the level of individual and family functioning, stability, and communication for 100 families, 140 children, and 4 truancy groups.
- **Goal 4:** Provide community education and community development activities to Cleveland County residents.

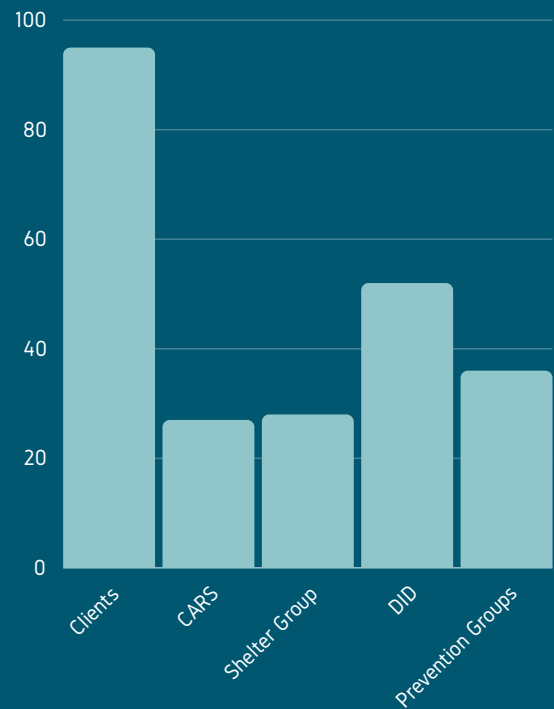
First Time Offender Program and Community At Risk Services

- **Goal 1:** Decrease continued risk for juvenile delinquency in pre-delinquent youth or first-time offenders in Cleveland County.
- **Goal 2:** Decrease continued risk for juvenile delinquency in pre-delinquent or high-risk youth in Cleveland County by providing 45 family assessments and 350 direct service hours.



COUNSELING

An annual report is a comprehensive report on a company's activities throughout the preceding year. Annual reports are intended to give shareholders and other interested people information about the company's activities and financial performance.



CONCLUSION

2021 is a year to remember from the counseling program. Implementing new programs within Norman Public Schools helps Crossroads connect with the community at large. These groups run at various elementary and middle schools in Norman, OK.

Some of the numbers of clients served are a bit lower than years past due to the lingering effects of the pandemic. For example, many dockets were backlogged. Crossroads connected directly with schools and other community partners to meet their needs directly.





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!



CROSSROADS

Youth & Family Services, Inc.

All Roads Lead to Home



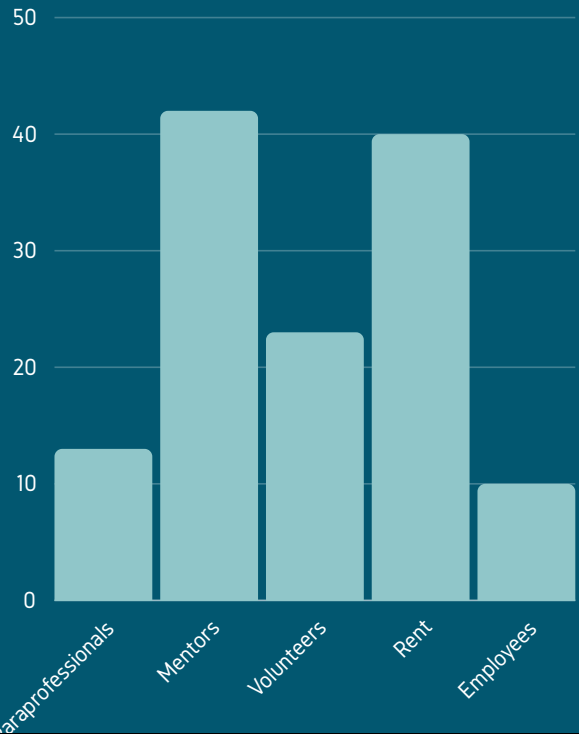
YOUTH SERVICES/ PRACTICUM & MENTORSHIP PROGRAM

An annual report is a comprehensive report on a company's activities throughout the preceding year. Annual reports are intended to give shareholders and other interested people information about the company's activities and financial performance.

2021 GOALS

Practicum/ Mentorship Program

- **Goal 1:** Offer structured and supervised volunteer opportunities within Crossroads YFS for 50 practicum students/ mentors



CONCLUSION

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"Stress breaker" Workshops

The City of Norman provided the funding through the SVSC program for mental wellness camps throughout the year held at Norman Central Library on a monthly basis. This partnership helps students learn from counseling staff about ways to deal with stress, anxiety, and other hurdles to their success.



Fuzzy



EPIC Box

It started with the Launch Grant by the United Way and was later backed by the Kirkpatrick Foundation and the Wegener Foundation. These boxes provide mental wellness resources to students in Norman and Central Oklahoma.

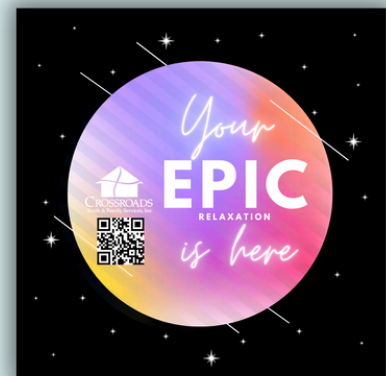


Fidget



Add a little bit of body text

Dream



115
Students
Served



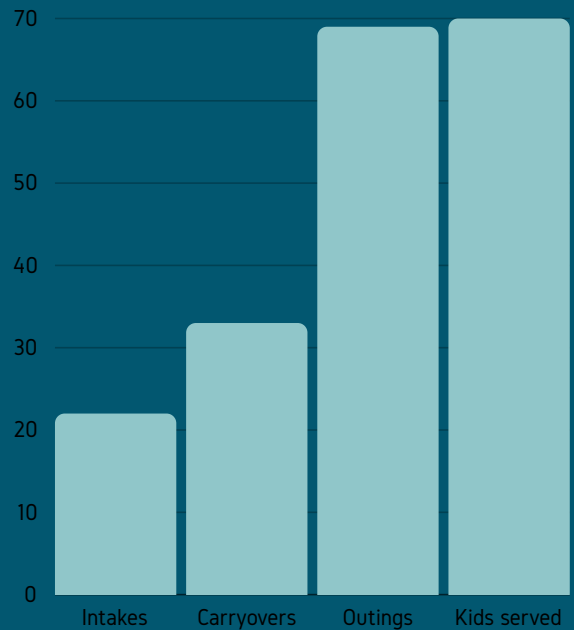


CERC

The Crossroads' Emergency Resource Center received some updates this year thanks to community partnerships. This program incorporates spacious, newly remodeled areas for displaced youth to feel safe and comfortable. The program also incorporated a new mentorship and paraprofessional program, as well as counseling integrations that help provide healing and tools to deal with trauma.

GOALS 2021

- **Goal 1:** Provide a safe non-threatening environment of 24-hour care to meet the immediate physical and emotional needs of 180 children experiencing a crisis.
- **Goal 2:** Provide 5 hours (weekly) of recreational, volunteer, and other structured activities for residents.
- **Goal 3:** Provide a shelter-based educational program, staffed by a certified Norman Public School teacher.



CONCLUSION

The CERC is a place to make a home and provide healing for youth. This past year, there is a slight decline in the number of youth served, but the length of stay is, on average, longer. Incorporating additional outings, community partnerships, mentorship, and counseling helped make the space comfortable for residents.

The community partnerships are key for this year starting with being selected as the 2021 SPUD recipient. Later, connecting with Ideal Homes, Cleveland County, and many of their connections, the CERC was completely remodeled.

Follow the Remodel





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



2020 AT A GLANCE



**Company valuation
(as of Q4 2020)**



\$1,090,000

BUDGET BREAKDOWN

35%

to new technology development

40%

to investment in people and talent

25%

to operations and equipment

KEY CHALLENGES:

Shift to work-from-home setup

Employee pool expansion

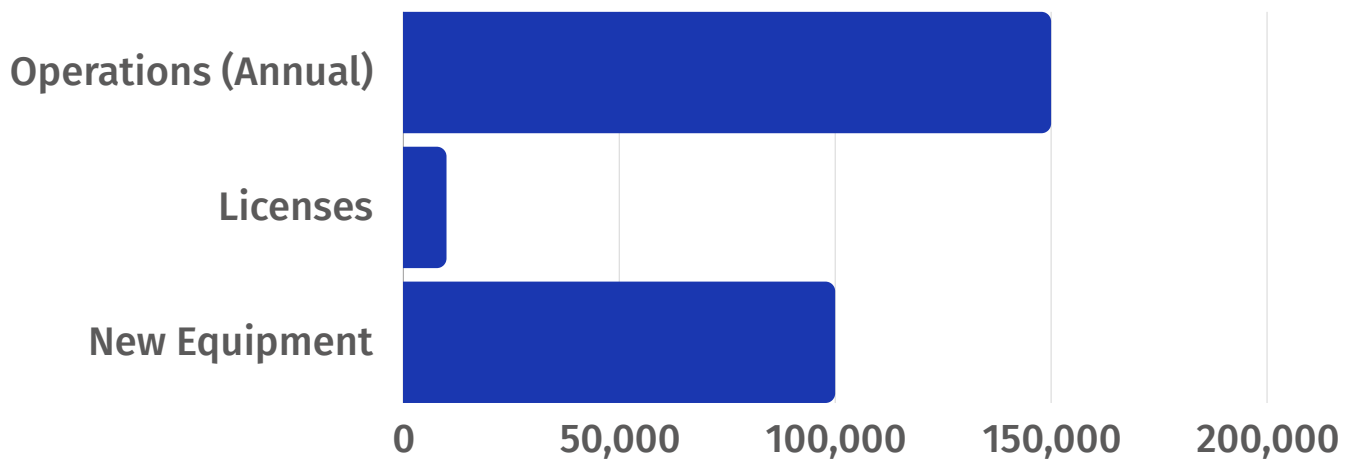
Income statements



Main sources of Revenue



Company Expenses



2021 Financial Strategy

FINANCIAL TARGETS

Partnerships	\$400,000
Clients	\$1,500,000
Subscriptions	\$1,000,000

FUTURE PLANS FOR GROWTH

New App Development	\$200,000
Optimization of Current Products	\$200,000

ADDITIONAL SOURCES OF REVENUE

Customized App Development	\$1,000,000
Tiered Subscriptions	\$500,000



A Special Thanks to our Donors and Contributors

Brett Battiest

Leslie Battiest

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Lawton Community Foundation

McMahon Foundation

Network for Good

Presbyterian Women's Thrift Shop

United Way of Norman

United Way of Norman- Launch Grant

The University of Oklahoma Foundation

Wegener Foundation

A Special Thanks to our Donations and Contributions for the CERC Remodel

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Foxworth Galbraith Lumber Company

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Scott Ward (Ward Wood Products)

Victory Family Church

Norman North SPUD (Norman Public Schools)

A Special Thank you to Rhonda McGowan for all your contributions, time, love, and joining the mission of creating a home away from home for these kids.



CROSSROADS
Youth & Family Services, Inc.

We thank you for your continued support in our programs.

Contact

Crossroads Youth & Family Services

11333 W. Main St; Norman, OK 73069

405-292-6440

www.crossroadsyfs.org

info@crossroadsyfs.com