



Crossroads
OF MICHIGAN

Annual Report

2023



We are Crossroads.

OUR MISSION

We use experience, caring power, and a human-centered approach to improve the lives of people in need.

OUR VISION

We envision a community where everyone has the resources and opportunity to reach their potential.

OUR HISTORY

Crossroads of Michigan was founded by Father James McLaren in 1971 in response to a growing number of people in the community who did not have access to the same resources and were not being treated the same as others. More than 50 years later this continues to be important to us and influences our approach to finding better and sustainable solutions to people living in poverty than has been available to us.

“Of all our traits,
kindness may have
the greatest impact
upon our lives.

Bill Sullivan

Original photography
throughout by Rod Arroyo
www.portraitsbyrod.com

From the President and CEO



“ Our work is to serve, but we feel that is insufficient to our capabilities, so we feel our work is to serve as powerfully as we can to transform lives.

Welcome to our 2023 annual report where you will learn what is important to us, how we have been performing toward our mission, our unique approach to the work, and the strength of our stability.

We are an organization that is about people. People are our strength, helping people is our calling, and caring for people using our experience and authenticity without condition is our superpower. Equally, our successes are about people, our daily efforts are about supporting people, and our financial goals are for serving more people better. Therefore, this report is centered around people and our ability and interest to measurably affect their lives. It is a story of focus, love, courage, and lives. It is our story.

We look much different in 2023 than we did even a year earlier. We are on a quest to improve, innovate, and grow because we learned we had developed the tools from our 53-year experience to help people more substantially. To meet this challenge, we have reorganized and redesigned

nearly every function within our operation to accommodate the growth, which includes processes, talent, service levels, reporting, training, funding, and policies to name a few. While change can often be unwelcoming, we have mostly found an exhilaration within ourselves and volunteers to build and create new ways of working that are logical, motivated by improving lives, and are seated in best practices. Let us give you a tour and show you around so you too can experience the excitement and see how we elevated our performance and outcomes.

When asked where all this improvement and growth is going for Crossroads, the answer lies again in the people we serve. Our work is to serve, but we feel that is insufficient to our capabilities, so we feel our work is to serve as powerfully as we can to transform

lives. This raises the bar and sets a different set of expectations of ourselves that require us to learn more, try again, choose courage, embrace the lessons of failure, and use our expertise to better understand the inner lives of our clients. This is a journey that will never stop, but it's a journey that guarantees us becoming better along the way. The better we become at helping others, the better the influence Crossroads has to ensure sustainability, relevance, and being worthy.

This is the story of Crossroads that is unfolding before us, and you are a part of this story.

Bill Sullivan
President and CEO

Growth and transition

Crossroads celebrated significant increases in our ability to serve clients.

Our staff and volunteers counseled more than 11,000 clients—a 36% increase from 2022. Our attention to the client’s experience, that is intended to build trust with us, produced a 75% reduction in call wait times, while conversely, we saw a 263% increase in the volume of calls received. Our staff has expanded 47% from 19 to 28 and we have promoted three of our staff to leadership positions, which includes women, mothers, and people of color. We are proud that the quality of our work was able to attract the talent of 60% more Bachelor and Master level academic interns over the prior year. These strategic partnerships benefit students

by providing real-world experience working with social experts and a vulnerable population, and benefit Crossroads by increasing our capacity to serve more people and learn from gifted students.

Our partnerships are growing at a consistently rapid speed, primarily due to drawing the interest of other human service providers to the three signature programs within our Human-Centered Poverty Reduction Plan.

Our commitment to diversity, equity, and inclusion continues to grow, evidenced in our board room, hiring practices, policies and procedures, and from whom we learn its importance.

11,000 NUMBER OF
CLIENTS SERVED
IN 2023

36%↑ INCREASE IN
CLIENTS SEEN
OVER 2022

75%↓ REDUCTION IN
PHONE CALL
WAIT TIMES

263%↑ INCREASE IN
PHONE CALLS
RECEIVED

47%↑ INCREASE
IN STAFF
FROM 19 TO 28

3 PROMOTIONS
TO LEADERSHIP
POSITIONS

Resources

provided to clients

11,788

BUS TICKETS
DISTRIBUTED

3,175

FOOD PANTRY
VISITS

1,601

PERSONAL CARE
ITEMS DISTRIBUTED

2,580

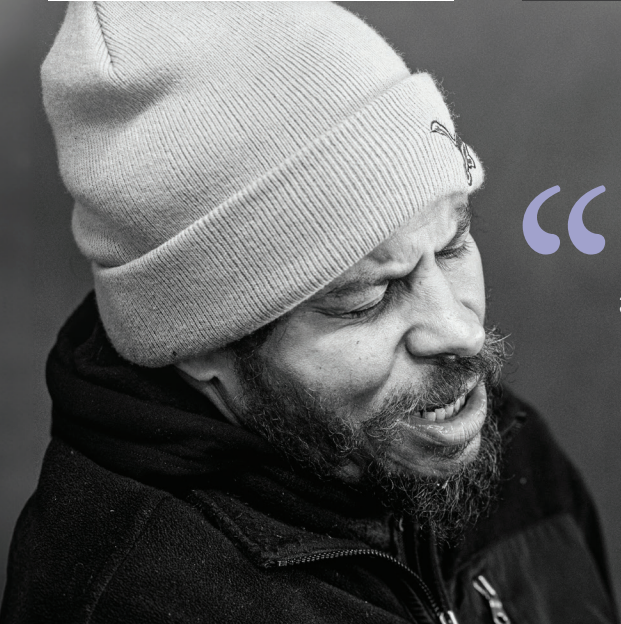
ITEMS OF CLOTHING
DISTRIBUTED

3,090

BIRTH CERTIFICATE
REQUESTS FOR
STABLE HOUSING

790

GOVERNMENT
I.D. CARDS
RETRIEVED



“ Crossroads has been here for me for over twenty years. Crossroads helped me get all my credentials.

Children support services



We supported children and their caregivers in many ways during 2023.

The Child Opportunity pilot program worked with over 300 children and their caregivers to pursue strategies for disrupting generational poverty. For 11 weeks during the summer, Children's Summer Lunch fed 3,332 meals to children and their caregivers. Throughout the year, the Parenting Support program provided over 113,000 children's diapers to mothers.

EVERYTHING COUNTS

"I have two daughters," said a new Crossroads client and mother. "Recently, their father passed away unexpectedly, leaving me to provide for my family alone. It's been so hard just to keep my head above water. I feel fortunate to have heard about Crossroads.

"Crossroads has been such a big help in maintaining our wellbeing and my dignity. Everything counts; everything from the big bags of food to the small socks I found for my youngest daughter. The organization provided such a lifeline for me, and I hope they will continue to aid the community for a long time."

300+

FAMILIES SERVED BY THE
CHILDREN'S SUMMER
LUNCH PROGRAM

3,332

CHILDREN'S SUMMER
LUNCHES DISTRIBUTED
OVER 11 WEEKS

113,000

CHILDREN'S DIAPERS
DISTRIBUTED
BY THE PARENTING
SUPPORT PROGRAM



Food services

If you ever doubt your ability to change someone's life, feed them when they're hungry and you will forever remove the doubt.

295,479

POUNDS OF FOOD DISTRIBUTED
THROUGH OUR CLIENT-CHOICE PANTRY
AND FORGOTTEN HARVEST

112%↑

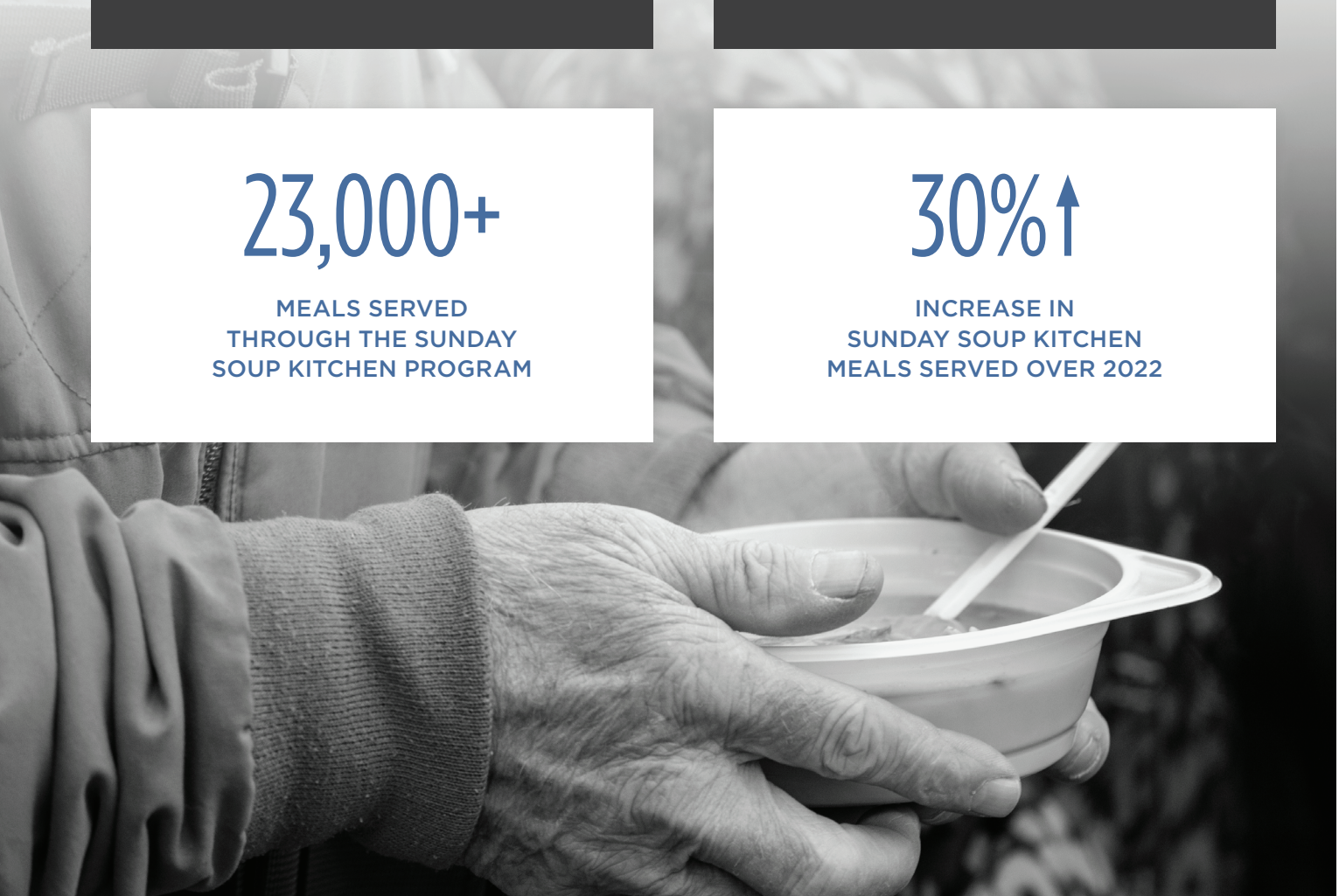
INCREASE IN
FOOD DISTRIBUTION OVER
THE PRIOR TWO YEARS

23,000+

MEALS SERVED
THROUGH THE SUNDAY
SOUP KITCHEN PROGRAM

30%↑

INCREASE IN
SUNDAY SOUP KITCHEN
MEALS SERVED OVER 2022



Impacting lives



Poverty Reduction Plan
CROSSROADS OF MICHIGAN

In 2023, we embarked to develop a new series of programs unlike anything we've done before.

Our Human-Centered Poverty Reduction Plan offers a series of programs meant for individuals who have shown readiness for real change toward improved stability. People who are dedicated to the work it takes to get there.

“When people are confident in their survival or growth, they can begin to develop a relationship with their potential.”

Bill Sullivan



Impact Success Program

QUIETING CRISES, SECURING STABILITY

The Impact Success program is for the person who has a plan for achieving stability but needs help to get started. The program begins with a group of caring volunteers who work to fulfill immediate, essential, and hard-to-find needs, including housing, food, and furniture. The resources we locate are the most difficult—and often unimaginable—to find, so much so that we are constantly surprising ourselves at the diligence which leads to success in our hunt.



Child Opportunity Program

CREATING OPPORTUNITIES FOR CHILDREN

The Child Opportunity Program offers parents the chance to identify the new life goals they want for their children, which will prevent them from staying in poverty when they become adults, as so many children who are born into poverty face. This is achieved through information sharing sessions, fun social networking, long-term goal setting, and individual coaching to address the personal barriers that keep people in poverty.



Workforce Readiness and Jobs Program

LASTING EMPLOYMENT IS WITHIN REACH

The Workforce Readiness and Jobs Program offers life coaching to assist clients in overcoming the personal barriers they face for maintaining the permanent employment that can lead them out of poverty.

Volunteers are superheroes

Our focus on volunteerism is not on placement as one might expect, but rather on fulfilling the purpose the volunteer is seeking through service to others.

In addition to offering opportunities for volunteerism, we are proud to partner on internships with leading academic institutions, including University of Michigan's Ross School of Business; University of Detroit Mercy Health Administration Capstone; University of Detroit Mercy Nursing Cohort; University of Detroit Mercy Friendship Bench Cohort; the University of Phoenix; Sacred Heart Major Seminary; and Cristo Rey High School.

We are always ready to welcome new volunteers and offer a variety of opportunities based on interests, skillsets, and availability. To activate your caring power, please scan the code to the right or register online at www.crossroadsofmichigan.org/serve.



1,600+

INDIVIDUALS VOLUNTEERED IN 2023

17%↑

INCREASE OVER 2022 IN VOLUNTEERISM

64

ACADEMIC INTERNS IN 2023

60%↑

INCREASE IN INTERNS OVER 2022

Funding development

In 2023, Crossroads experienced significant increases in funding sources, including individuals, corporate sponsors, churches, and foundations.

48%↑

INCREASE IN UNIQUE
FUNDING SOURCES OVER 2022

“Your soul guides the life you want. Your mind guides you to achieve it. But your heart gives meaning to both.” *Bill Sullivan*

669 48%↑

INDIVIDUAL
CONTRIBUTORS

INCREASE
OVER 2022

63 90%↑

CORPORATE
SPONSORS

INCREASE
OVER 2022

43 48%↑

CHURCH
SUPPORTERS

INCREASE
OVER 2022

28 115%↑

FOUNDATION
SUPPORTERS

INCREASE
OVER 2022



Crossroads successfully reached a larger audience and communicated more effectively, resulting in larger donations by more people.

20%↑

INCREASE IN
SOCIAL MEDIA REACH

60%↑

INCREASE IN FUNDRAISING INITIATIVES
FROM FIVE YEARLY TO EIGHT

\$560,150

RECEIVED IN
GRANT FUNDING

\$308,297

RECEIVED IN
INDIVIDUAL CONTRIBUTIONS

\$193,272

RECEIVED IN EVENTS
AND NEW FUNDING CAMPAIGNS

Top 3

PROGRAMS RECEIVING FUNDING

- Client Services Basic Needs Resources
- Workforce Readiness and Jobs Program
- Child Opportunity Program

Fiscal responsibility

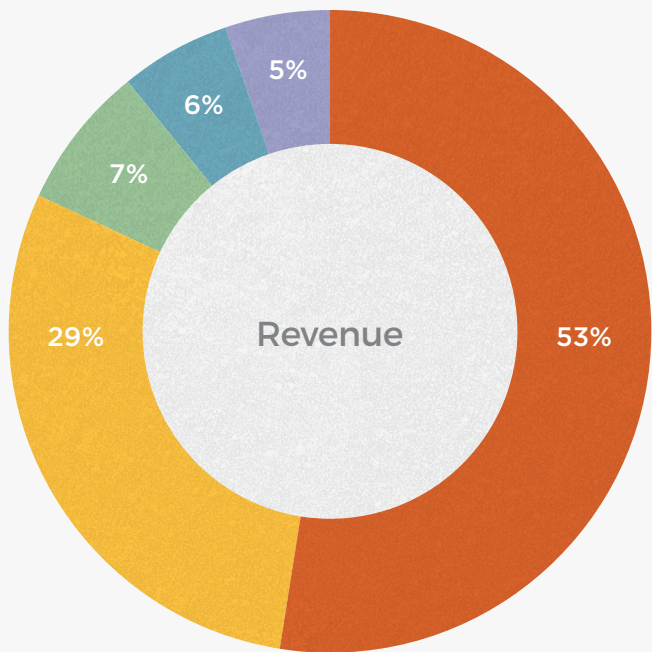
In fiscal year 2023, Crossroads of Michigan invested in its future by co-funding strategic and innovative programs to reduce poverty.

This was evident by a roughly 40% increase in direct programmatic spend while reducing administrative overhead costs when compared to the prior year. The organization finished with a balanced profit and loss for the fiscal year when accounting for a budgeted \$200,000 investment in itself. This investment jump-started the development of the Human Centered Poverty Reduction programs. These signature programs are expected to be critical to Crossroads's growth in 2024 and beyond.

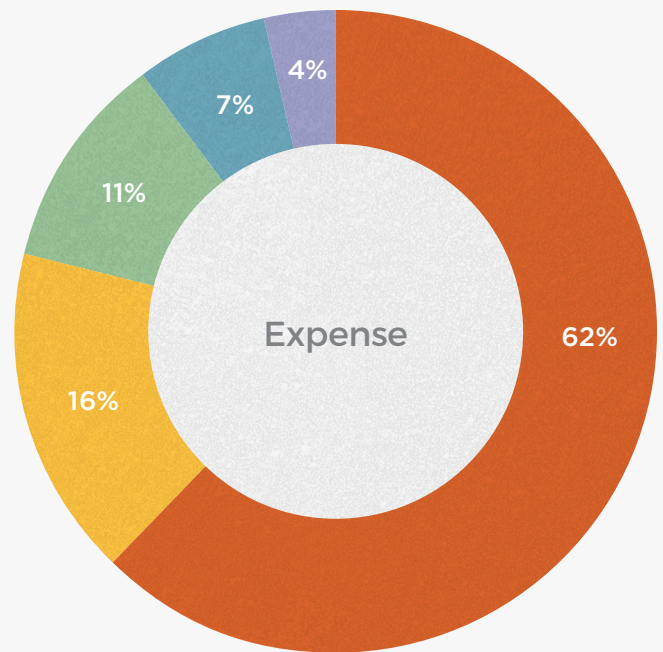
40%↑

INCREASE IN DIRECT SPEND
ON CLIENT PROGRAMMING OVER 2022

FY2023 By the Numbers



Grants	\$560,150
Contributions	\$310,969
Gala event	\$75,602
Memorial grants	\$60,754
Events and other sources	\$54,244



Staffing	\$787,964
Programs	\$207,142
Administrative	\$138,309
Operating	\$83,205
Development	\$44,441

2024

strategic vision

*Closing thoughts from
President and CEO Bill Sullivan*

The historical account and study of poverty in our nation enlightens us to how society evolves or devolves over the years and how our responses to suffering people remain consistent in being troubled by it.

Oddly, the historic consistency of this reaction in all its emotional power does not seem to alter the quality of solutions we as a nation periodically flirt with, but never fully take up. If the solutions were sound and adoptable, this issue would not hold its decades long staying power as an unanswerable ill of society.

I do not believe this is because people do not care enough or are not smart enough to find effective

to the community, without seeking solutions to poverty, is vulnerable as these resources are not always available yet they ensure the basic needs of people are met. So, with our new expanded value proposition of choosing to also be solution-oriented, we challenged ourselves and asked what we can uniquely do to solve poverty from our strengths so we can be equally proactive against poverty and reactive to poverty. We found those answers

“ We arrest generational poverty by helping parents to identify and pursue poverty prevention opportunities for their children. The immediate impact is upon the parents. The long-term impact is transformational to children. And to the world.

solutions. I think it is because no one is asking us for solutions. We as a nation have come to value strong reactions to poverty like public assistance over potential solutions that never become realized or adopted by the private sector. However, the influence, autonomy, and flexibility of nonprofits positions us perfectly to seek bold solutions or test theories with little risk. In fact, I believe we have a moral and social obligation to use our unique assets to try. Because we at Crossroads embrace social innovation, we understand our strengths, and we choose to be courageous in our work, we have chosen to lead the way and stand out front seeking solutions, ready to explore and test and measure that which we have worked a lifetime to develop. This will be our value to the world, and this will be the source of our growth.

Equal to our growth is the mastery we have created over 53 years in resource distribution. As excellent as we have become at it, providing resources to people in need is again, reacting to poverty, but will not solve it. Providing resources as our exclusive value proposition

in a lot of research and began to develop the Crossroads Human-Centered Poverty Reduction plan that consists of three distinct programs that reduce different parts of poverty—generational poverty, consistent long-term employment, and the ultimate sustainability of stability when people are able to find it.

2023 was a busy and fulfilling year. We found escalating successes, great clarity, and have become inspired by what we can produce that significantly improves lives. We didn't fully know we had this gift until we worked together as a team to combine our different talents around possible solutions where we also found our best selves as social investigators and ideators. We promised to always challenge ourselves and each other to keep growing and learning for the clients in the world who are waiting for solutions not yet formed. Welcome to the future state of Crossroads of Michigan where *people* drive us, *solutions* excite us, and *courage* defines us.

From the Board Chairman

As Chairman of the Board of Trustees, I am filled with immense pride at what we have achieved together, along with your immense generosity and support, to make a tangible difference in our community.

Our dedicated staff, volunteers, and advocates are the heart and soul of Crossroads. Their commitment to serving others exemplifies the best of humanity, and I am continually amazed by their selflessness, dedication, and talent. I am also humbled by the generosity of donors, particularly the 48% increase in individual donors. You are the lifeblood of our organization.

And finally, at the heart of any successful nonprofit is a strong and dedicated Board of Trustees whom I am proud to guide us. Their diverse expertise, unwavering dedication, and passionate advocacy are instrumental in shaping our strategic direction.

Together, we have accomplished so much, but there is still work to be done. By working together, we can overcome any obstacle and build a brighter, more inclusive future for all.

In closing, I want to express my deepest gratitude to each and every one of you. I am honored to stand beside you in this important work.

Davis Strobridge
Chairman of the Board of Trustees



Crossroads of Michigan Board of Trustees

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Chef Seth Spann
Tyler Walz, CPA
Anthony Altovilla
Lawrence Carter
Frank Wilson
Edidiong Adiapkan
Martha Bangs

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Volunteer Director
Operations Director
Development Manager
Development Team
Soup Kitchen Director
Impact Director
Food Service Director
Finance Director
Administration Manager
Client Impact Manager
Client Resource Manager
Administration Specialist
Client Impact Specialist

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Madison Coil
Pam Cunigan
Justin Grant
Faith Groves
Leland Harrison
Amalia Helton
Cathy Jensen
Kaileigh Leannais
Stephanie Lett-Perry
LaToya Riley

Emela Pilica
Shyra Bates

Bookkeeper
Client Impact Specialist
Receptionist
Maintenance Team
Client Impact Specialist
Maintenance Team
Client Impact Specialist
Administrative Assistant
Administrative Assistant
Call Center Supervisor
Client Impact Specialist
and Welcome Center Coordinator
Administration Specialist
Call Center Scheduler



“ I don't drive to work.
I drive to the place
that gives me purpose.



Crossroads

OF MICHIGAN

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www.crossroadsofmichigan.org

