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
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.

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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

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.

Impact Success Program

QUIETING CRISSES, 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.

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

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

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

- **48%↑**
  - Increase in unique funding sources over 2022

- **669**
  - Increase in individual contributors over 2022

- **63**
  - Increase in corporate sponsors over 2022

- **43**
  - Increase in church supporters over 2022

- **28**
  - Increase in foundation supporters over 2022

48% increase in unique funding sources 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.

**FY2023 By the Numbers**

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<thead>
<tr>
<th>Revenue</th>
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<td>Grants</td>
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<td>Events and other sources</td>
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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 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 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.

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.
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*

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**Crossroads of Michigan Board of Trustees**

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<th>Position</th>
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<td>Vice Chairperson</td>
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<td>Secretary</td>
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<td>Fritz R. Damm</td>
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Crossroads of Michigan Staff

Bill Sullivan
President and CEO
Brooke Ahles
Volunteer Director
Dr. Joseph D. Daniel-Hoste
Operations Director
Aja Gregorowicz
Development Manager
Bridgett Lomax
Development Team
Chef Mariah Moore
Soup Kitchen Director
Tina Smith
Impact Director
Chef Seth Spann
Food Service Director
Anthony Altovilla
Administration Manager
Chef Mariah Moore
Client Impact Manager
Chef Seth Spann
Client Resource Manager
Frank Wilson
Administration Specialist
Edidiong Adiapkan
Client Impact Specialist
Martha Bangs

Dawn Bunkley
Chef Mariah Moore
Madison Coil
Soup Kitchen Director
Pam Cunigan
Impact Director
Justin Grant
Food Service Director
Faith Groves
Administration Manager
Leland Harrison
Client Impact Manager
Amalia Helton
Client Resource Manager
Cathy Jensen
Administration Specialist
Faith Groves
Client Impact Specialist
Leland Harrison
Call Center Supervisor
Amalia Helton
Administration Specialist
Cathy Jensen
Client Impact Specialist
Faith Groves
Leland Harrison
and Welcome Center Coordinator
Amalia Helton
Emela Pilica
Cathy Jensen
Shyra Tates
Faith Groves

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