

2008 Annual Report



Resiliency & Recovery

The Foundation of Mental Health



CROSSROADS COMMUNITY, INC.

Dear Neighbor,

This year we celebrate 25 years of service to our community! Every day of every year we live our Mission - to teach skills and access resources that empower people with mental health needs to live satisfying and productive lives. Over the past 25 years, Crossroads has helped several thousand children, adults and families in their recovery from mental illness through our day, residential, community support, employment, case management and homeless housing and supportive services in Kent, Queen Anne's, Caroline, Talbot and Dorchester counties.

This year we are unveiling a new Volunteer program. Although our overall volunteer effort includes individuals with a variety of gifts from Board membership to skilled presenter, the heart of the Crossroads program is simple: creating friendships between clients and volunteers.

Mental illness often results in a person being alienated from friends and family. As a person recovers it becomes more and more evident that having a friend will help keep the hope of recovery alive. Through friendship a volunteer supports the individual's recovery journey, helping to increase his or her self-esteem and self-confidence toward living independently in the community.

We provide thorough training and ongoing support for volunteers. Although the greatest need is matching a volunteer with an adult living in our residential program, volunteers are welcome to help younger clients, assist in the day or other program service or in our administrative office.

A modest commitment of time can truly make a tremendous difference in the lives of the people we serve and help to achieve our Mission. Please contact Suzanne Moore at 410-758-3050 x 26 for more information.

Thank you to all of our supporters over the past 25 years for contributing their time, talent and treasures!

Sincerely,



*Roger L. Harrell
Board President*



*John F. Plaskon
Executive Director*



Vision

Crossroads Community, Inc. envisions a community where people with mental health needs recover and are treated with dignity, respect and equality.

Mission

The Mission of Crossroads Community, Inc. is to teach skills and to access resources that empower people with mental health needs to live satisfying and productive lives. Crossroads promotes community acceptance through advocacy and community education.

Values

Deliver quality services through effective leadership and empowered professional teams who are focused on meeting the needs of our customers.



DELIVERING QUALITY SERVICES THROUGH EFFECTIVE LEADERSHIP... AND EMPOWERING PROFESSIONAL TEAMS TO MEET THE NEEDS OF OUR CONSUMERS IS OUR JOB, OUR PASSION, AND OUR COMMITMENT.

Persons with psychiatric diagnoses die, on average, 25 years earlier than the general population. Unfortunately, these individuals also suffer from a high prevalence of preventable risk factors.

On March 3, 2008 a healthy living campaign targeting the entire Crossroads community was announced. For a defined period of time 40 participants, clients and staff, began a journey through a regime of nutritional instruction, healthy eating and routine exercise culminating in weight loss for a number of participants. Our goal of changing habitual, unhealthy behaviors incorporated a secondary plan of preparing for the 2008 HOPE Walk/Run in Cambridge, MD sponsored by the Eastern Shore Hospital Center Auxiliary (ESHC).

Along with the attention to nutritional details, disciplined physical training in preparation for the event was added. The routine incorporated group walks - a visually unmistakable cadence of pride in Centreville and Chestertown. Not orchestrated were the multiple smiles - wide and broad. In the end, ten clients wore the t-shirt of HOPE proudly displaying their participation in the event.

While the program's primary focus was the adoption of a healthy lifestyle change, the benefits of trusting others to provide unconditional support along the journey were also realized by everyone who joined.



*Clients demonstrate healthy food choices.
Photo by Conrad Surowiec*

A Vision of Hope



AT CROSSROADS COMMUNITY, WE ENVISION A COMMUNITY WHERE PEOPLE WITH MENTAL HEALTH NEEDS RECOVER AND ARE TREATED WITH DIGNITY, RESPECT AND EQUALITY.

Imagine connecting with someone who curiously hesitates to smile - painfully aware of the imperfections caused by the lack of simple dental care. And consider the respondent in that exchange - making assumptions - maybe labeling - creating an unspoken barrier to communication. Sadly, it becomes a lost opportunity within our community.

Dignity often begins with a healthy smile denoting wellness and growing self-esteem for the wearer. Respect comes when the respondent recognizes the person as an equal absent of the stigmatizing effects of labeling thoughts, feelings and words. The smile grows broader. The community grows stronger.

During the 2007 fall direct mail appeal Friends of Crossroads donated nearly \$10,000 in support of essential health care for clients who were otherwise unable to access routine care. Dr. Neil Brayton, member of CCI Board of Directors, supplied the dental screenings and follow-up care, positively contributing to the overall health and wellness for people receiving Crossroads' services.

Thank you, Dr. Brayton and all of the generous Friends of Crossroads who through the success of this project gave tangible definition to our vision.



A smile broadens with care.



**OUR MISSION IS TO TEACH SKILLS AND ACCESS
RESOURCES THAT EMPOWER INDIVIDUALS.**

Imagine the face of triumph symbolically portrayed in a ribbon cutting ceremony. The ceremony represented the completion of a community project, a gazebo erected on the grounds of our Chestertown program, which began as a result of funds raised and voices honored.

Empowerment often grants voice for individuals to advocate for resources satisfying expressed needs or desires. Such was the case for the purchase and construction of a gazebo at the Kent Recovery Center. A flurry of consumer-led activities to raise funds spoke of the unmistakable commitment to erect the structure at the Chestertown site.

Voices strengthened, clients initiated a request of the Crossroads' Foundation for financial support to match the \$2500 raised by their fundraising efforts. Determined to see the structure erected, the clients stepped forward and successfully made their appeal. Choosing to invest in this dream, the Foundation agreed to match dollar for dollar and the construction began.



The ribbon is cut. A dream is realized.

Lives Forever Changed



THE BUTTERFLY

THE POTENTIAL IN ALL OF US TO GROW JUST AS THE
CATERPILLAR BECOMES A BEAUTIFUL BUTTERFLY.

THE STAR

THROUGH OUR INDIVIDUALITY WE ALL SHINE IN OUR OWN RIGHT.

THE CIRCLE

THE UNENDING SUPPORT AND UNITY OF PURPOSE
THAT WE PROVIDE EACH OTHER AT CROSSROADS COMMUNITY.

The butterfly, the central focus of our logo, is surrounded by a circle inside a star symbolizing the unending support for an individual to shine in his or her own right. As the caterpillar eventually transforms into a beautiful butterfly, we believe this symbol offers hope and represents the transformation to wellness and recovery.

Robbie Thomas never thought his relationship with Crossroads' Homeless Outreach Case Manager Mike Bargiband would include receiving the services he so selflessly offered. The Homeless Outreach Case Management Program assists individuals and families in the five mid-shore counties gain access to a full range of mental health services, as well as needed medical, social, financial, educational, vocational and housing support services.

Robbie, a cancer survivor, lost everything in a financially draining three month journey following his diagnosis. Moving their family of seven into a small trailer, the young parents accepted their situation as a temporary setback. Ultimately, that was not to be.

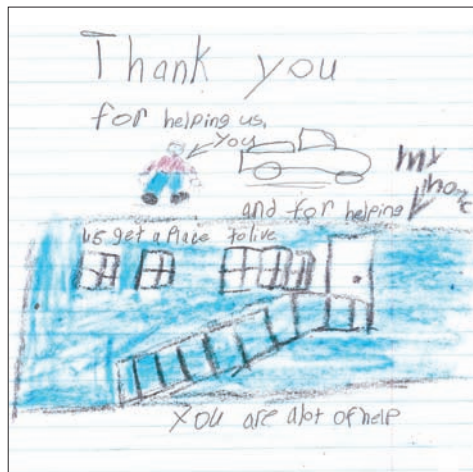
Robbie's grandmother, the late Doris Thomas, taught him that there was something greater than themselves. She taught him to "do as much as you can" and "be respectful of your elders". A native of the Eastern Shore and night manager at Hillside Quick Service and Motel in Centreville, Robbie became a valuable resource for Crossroads Community. Frequently, he approached the owner of the Hillside Motel on behalf of Mike Bargiband, requesting temporary housing for homeless clients. Experiencing the bond that shared values create, Robbie and Mike became friends.

Nurtured by his beloved grandmother's teaching, Robbie, in the midst of his own uncertain situation, moved ahead and organized a series of fundraisers on behalf of fellow Hillside employee, John Hill, who was tragically killed by a drunk driver. Robbie's sheer determination raised \$12,000 to help John's grieving family.

However, Robbie's situation dramatically changed and he and his family were faced with homelessness. He never expected to be in need of Crossroads' services, but was forced to contact Mike. He didn't leave a message with the first phone call, but as his situation became dire he punched the numbers in once again. This time the message was recorded.

His desire to independently provide for his family belied the tears he shed when Mike returned his call. Mike moved quickly to find the housing Robbie desperately needed and met with a long time friend, who after hearing the story, offered a newly acquired residence which fortunately met the program criteria and needs for the Thomas family.

Robbie not only understands but has experienced the concept of "paying forward". The memory of Mike's admonition to "hang in there" makes Robbie smile. His son's hand-created note to Mike says it all - a simple thank you. Robbie knows that Crossroads will be there for him and for others whose lives are inextricably tied to the mental health and wellness journey - providing unending support so that his light continues to shine brightly.



A note from a child's thankful heart.

Rehabilitation Services for Adults

At Crossroads Community, we believe people can recover from mental illness. Our goal is to offer hope, as staff partner with individuals receiving services to help them gain skills and confidence to perform everyday life activities and manage their illness if in fact they do not experience a cure.

We work with people where they are most comfortable. It may be that they choose to attend one of our day programs, often referred to as the Club or Recovery Center, where they find a network of peers and a selection of recovery-focused groups and classes to attend. They may prefer to meet with our staff one-on-one in their home or at another location in their community. Others find they benefit from the more intensive support found in a group living situation, and choose to spend some time in our residential rehabilitation program.

Many individuals who come to Crossroads are seeking to become part of the workforce, and benefit from our Vocational program. Staff are available to help clients prepare for, obtain, and retain employment.

Throughout Fiscal Year 2008:

- 167 individuals participated in adult psychiatric rehabilitation services
- 15 individuals were collaboratively discharged from services
- 48 individuals benefited from residential rehabilitation supports
- 11 individuals moved from an inpatient facility to our community-based residential services
- 24 individuals were competitively employed, with earnings of \$75,943

Child and Adolescent Services

We believe that early intervention is a key to success for young people with serious emotional disorders. The goal of Crossroads' Child and Adolescent services is to help children develop life skills and to assist in maintaining the family unit.

Rehabilitation services include one-on-one mentoring and skill development groups focused on resiliency and character enhancement.

Children in the Kent County school system identified to be at risk are provided services in school through the Therapeutic Mentoring program.

Respite for children provides overnight stays in a safe and nurturing environment as respite for both a child and his family.

Throughout Fiscal Year 2008:

- 114 Children received mentoring services
- 18 Children participated in the Intensive Support Services program
- 29 Children in 29 families benefited from Respite services



Crossroads Community's Case Managers assist adults, children, and families determine their needs and gain access to needed services. By linking people to services and monitoring those services, Case Managers assist the people we serve in their recovery journey.

Our Case Management programs include:

- Mental Health or Targeted Case Management for adults and children, linking to needed services, monitoring those services, and advocating for the individuals served.
- Community Service Initiative Case Management, intensive care coordination of wrap-around services for youth at risk of out-of-home placement
- Outreach and case management services for individuals and families who are homeless through the PATH program
- Supported Housing Case Management, assisting individuals and families obtain housing and attain self-sufficiency

Throughout Fiscal Year 2008:

- 155 Individuals received Targeted Case Management services with linkages to other needed services
- 16 Children received Community Service Initiative Case Management services
- 53 Individuals received services through the Homeless Outreach program
- 20 Individuals and families who were homeless obtained housing through the Supported Housing Case Management program



These individuals, businesses, and organizations, as well as many others not wishing to be publicly recognized, have generously contributed to Crossroads Community. They are making a difference in their community and we offer a sincere and grateful “Thank You”.

UNDERWRITERS

Dr. & Mrs. Neil Brayton
Roy Kirby & Sons

SPONSORS

Almon C. Barrell III
James Beck
Matthew & Janice Meehan
Stephen Z. Meehan
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T. R. Klein & Co.
Kent Island American Legion
Post #278
Kent Island Elks Lodge #2576
Knights of Columbus Council #07941
Sgt. Preston Ashley American Legion
Post #228

PATRONS

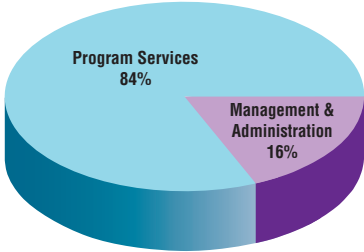
Jeanette Ayers
Mr. & Mrs. James H. Barton
Gordon & Jane Chapman
Mr. & Mrs. John T. Clark, III
Donald & Nancy Cook
Mr. & Mrs. John Evans, Sr.
Roger & Mary Pat Harrell
Lynn Knight

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McCrone, Inc.
Lions Club of Centreville

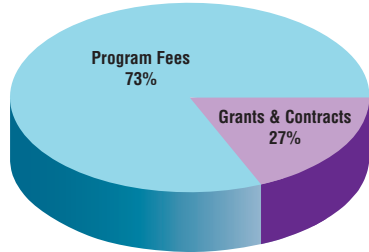
FRIENDS

Deborah Alexander
Glenna Brewster
Gerald Inglesby
Mr. & Mrs. Charles M. Meehan
Elizabeth Morris
Margaret Quimby
Marcy Ramsey
Stephen & Fannie Shenk
Bessie Smith
Mr. & Mrs. Dennis Smith
Del. Richard Sossi
Jo Ann Staples
Betty Sylvester
Mr. & Mrs. Donald Walls
Mr. & Mrs. William Wise
Pip’s Liquors
Queenstown Bank of Maryland

2008 Distribution of Expenses



2008 Revenue Sources



Comparison of Revenue 2007 vs 2008

	2007	2008
PPS/Grants/Contracts	\$ 737,248 (20.46%)	\$ 947,295 (25.92%)
Medicaid	2,634,518 (73.12%)	2,461,339 (67.34%)
Fee Collections	152,403 (4.23%)	159,723 (4.37%)
Other Collections	21,504 (0.60%)	21,401 (0.59%)
Interest	40,081 (1.11%)	33,482 (0.92%)
Other	17,188 (0.48%)	31,955 (0.87%)
TOTAL	\$ 3,602,940 (100%)	\$ 3,655,195 (100%)

Comparison of Expenses 2007 vs 2008

	2007	2008
Salaries	\$ 1,983,173 (57.63%)	\$ 2,140,446 (58.34%)
Fringe	408,243 (11.86%)	441,311 (12.03%)
Equipment	74,996 (2.18%)	69,496 (1.89%)
Operating Costs	942,801 (27.4%)	985,642 (26.87%)
Other	31,793 (0.92%)	31,787 (0.87%)
TOTAL	\$ 3,441,006 (100%)	\$ 3,668,682 (100%)

Funds contributed to Crossroads Community Foundation, Inc. totaled \$29,550. Independent auditors have performed an audit for the year ending 6/30/08. A complete report is available from Crossroads Community, Inc., 120 Banjo Lane, PO Box 718, Centreville, MD. 21617, phone: 410-758-3050.

Fiscal Year 2008 Board of Directors

Barry Barrell, President
Roger Harrell, Treasurer
Jerry Inglesby, Secretary
Carol Baker
Betty Ballas
Jim Beck
Neil Brayton, DDS
Gordon Chapman
Don Cook
Jacob Frego
Debbie Gootee
Stephen Z. Meehan
David North
Jo Ann Staples
Helen Womack

The Crossroads staff are caring professionals who help the people we serve to maximize their skills and abilities and achieve independence.

Current Senior Staff

John F. Plaskon, *Executive Director*
Helen Lampman, *Administrative Services Director*
Katherine Schoonover, *Finance Director*
Carla Stenger, *Program Director*
Joshua Webster, *Case Management Director*
Barbara Glenn, *Psychiatric Rehabilitation Coordinator*
Dora Best, *Residential Rehabilitation Coordinator*
Georgie Hindsman, *Psychiatric/Residential Rehabilitation Coordinator*
Tamara Thomas Mouring, *Case Management Coordinator*
Joyneka Moals, *Vocational Coordinator*
Suzanne Moore, *Resource Development Coordinator*



We recognize that our success as an agency depends on public confidence and trust. Crossroads Community, Inc. has voluntarily participated in the Maryland Association of Nonprofit Organization's Standards for Excellence program, subjecting our policies and practices to a rigorous set of ethics and accountability standards.

We have earned the Standards for Excellence certification, and proudly display this symbol. Based on fundamental values such as honesty, integrity, fairness, respect, trust, compassion, responsibility and accountability, the Code sets a high benchmark for program operations, governance, human resources, financial management and fundraising.



The earned Seal of Excellence is:

A symbol of trust

A symbol of excellence in nonprofit management

A symbol of excellence in leadership

A symbol of openness and disclosure



ENDOWMENT

Crossroads Community Foundation has partnered with Mid-Shore Community Foundation to establish an Endowment Fund. Mid-Shore Community Foundation is available to advise donors regarding planned giving.



CROSSROADS COMMUNITY PROGRAM LOCATIONS

Administrative Offices and
Queen Anne's County Program Services

PO Box 718, 120 Banjo Lane
Centreville, MD 21617
Phone: 410-758-3050
Fax: 410-758-1223
Email: cci@ccinonline.com

Kent County
Services

937 Gateway Drive
Chestertown, MD 21620
Phone: 410-778-9200
Fax: 410-778-9622

Dorchester, Talbot, & Caroline
County Services

404 LeCompte Street
Cambridge, MD 21613
Phone: 410-221-7540
Fax: 410-221-7541

Visit us at
www.ccinonline.com



CROSSROADS COMMUNITY, INC.

Crossroads Community, Inc. is an equal opportunity agency and provides services without regard to race, color, religion, national origin, sex, age, political affiliation or disability. Crossroads Community, Inc. and Crossroads Community Foundation, Inc. are private, non-profit 501 c (3) organizations incorporated in the State of Maryland. Donations to either Crossroads Community or Crossroads Community Foundation are tax deductible.