



2020
ANNUAL
REPORT

Our Mission:

- ▶ Creating Hope
- ▶ Empowering Lives
- ▶ Inspiring Communities



The Crossroads Vision:

For over 40 years Crossroads of Western Iowa has been devoted to empowering individuals with developmental disabilities, intellectual disabilities, chronic mental illness and brain injuries to reach their full potential at home, at work and in their communities.

Client Driven:

At Crossroads of Western Iowa, we believe in a holistic approach with an array of services. We offer a variety of services and programming geared towards independent living, employment and inclusion. Our services are built around what clients want and need as they integrate into the community.

Crossroad's Values:

- ▶ Respect for every individual, consumers as well as staff members.
- ▶ Basic Christian principles; the "golden rule."
- ▶ Everything we do can be done better.
- ▶ All we do must be done in an ethical and honest manner.
- ▶ We must be fiscally responsible.
- ▶ We value teamwork as well as individual contributions.



Dear Friends,

Thank you for your continued support of Crossroads of Western Iowa and our missions in Idaho, Recovery 4 Life and A New Path. To say 2020, with the strains caused by the pandemic,

has been challenging is an understatement. Nonetheless, the resiliency of our team and the sacrificial dedication of our direct support staff and mental health practitioners never cease to impress me. Serving our clients well and empowering them to shape extraordinary tomorrows is what we do—and we all can take peace in knowing the 400+ women and men delivering our mission cannot be deterred, even in a pandemic!

I share with you some updates on the key drivers and influencers in our business today:

Covid-19

- ▶ While I don't think any of us would call this last year easy, I'm proud of the strength and commitment shown by our staff and clients. Our essential DSPs took on new responsibilities and implemented enhanced safety measures and many of our staff transitioned smoothly into our voluntary work-from-home program, all for the benefit of our clients and communities.
- ▶ Clients are at the center of our planning, with their health and wellness remaining our top priority. During this pandemic, we have worked diligently and innovatively to give our clients access to services safely, including adopting a community and home-based L.I.N.K.S. model.

Expansion of Services

- ▶ With the acquisition of two Behavioral Health organizations in Idaho, Crossroads is expanding our service offerings and touching more lives.
- ▶ Acquiring Ida Services, a long-term support service company, means Crossroads now covers seven counties in Iowa and is serving and employing even more members of our communities.

Strengths Based Organization

- ▶ By investing in employees' CliftonStrengths development, we are helping our employees to be happier in their jobs, collaborate better with fellow employees, and feel connected to the mission of Crossroads, all of which will lead to better service for clients.
- ▶ When Crossroads previously implemented CliftonStrengths training for supervisors, we saw a decrease in staff turnover, as well as increases in client satisfaction, employee engagement, and employee referrals.

CARF Re-certification

- ▶ When Crossroads of Western Iowa was successfully CARF Recertified for the next three years, the CARF reviewer noted the inspirational aspect of our strategic plan, our strong financial practices, and the excellent benefits, communication, and training we provide to our staff. They highlighted our passion for what we do and our commitment to person-centered practices, leading to satisfied clients.

Crossroads is part of the fabric of the community. Our services are vital and our staff are essential! For over 40 years, Crossroads of Western Iowa has been a resource to the public, providing employment opportunities and teaching life skills to persons with disabilities. I am excited about our growth of populations served and our expanded reach; I am proud of the teamwork by our Board, staff, donors, and funders in positioning us to meet community needs in mental health and substance abuse treatment into the future.

Take care,

Brent Dillinger
CEO



Locations

Administrative Headquarters

Council Bluffs, Iowa
Phone: 712.256.7888

Atlantic, Iowa

Phone: 712.243.2668
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Battle Creek, Iowa

Phone: 712.365.4339
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Cherokee, Iowa

Phone: 712.225.4531
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Council Bluffs, Iowa

Phone: 712.256.3956
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Missouri Valley, IA

Phone: 712.642.4114
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Onawa, Iowa

Phone: 712.423.1477
Residential, Employment, and
L.I.N.K.S. Dayhab Services

Sioux City, Iowa

Phone: 712.522.3346
Residential, Employment, and
L.I.N.K.S. Dayhab Services



Our clients are driving their own lives.

crossroads
RESIDENTIAL
services

crossroads
EMPLOYMENT
services

291
INDIVIDUALS

**PARTICIPATE IN
EMPLOYMENT
SERVICES**

At Crossroads, our Supported Employment Services focus on discovering a person's interest, developing career goals and identifying a job that fits their needs. Other areas of emphasis include job placement, interview assistance and self-care. Once an individual secures employment, we provide on-the-job support and follow-up services.

Our Residential Services are an excellent fit for people who want to live independently with support provided in a house with two or three roommates.

Stewart

When Crossroads acquired Ida Services, Inc. this year, we were lucky enough to welcome Stewart into our services. Stewart had been with ISI nearly 30 years before he joined Crossroads.

Though he's retired now, Stewart worked in the Ida County workshop for many years, processing cans for recycling.

"We did cans in the workshop and I liked being with my friends and getting out," he said. "Sometimes when I didn't go there, I went to the church down the street to help them with the paperwork. Or if they had parties, we'd help with the setup."

Stewart also volunteered at the local movie theatre, making popcorn and passing out drinks and candy. He hasn't been to the cinema in a while due to the pandemic, but he still loves movies and sometimes watches them with his Residential Services staff.

"I play games with them, play cards or watch tv. I like Cowboy movies," Stewart said. "They help me pay my bills, help me cook, and go for walks with me. I like cooking spaghetti and goulash."

When Residential staff spend time with Stewart, they get to admire his collection of Elvis memorabilia that he's picked up on vacations.

"My brother bought me the first piece—my favorite—an old-fashioned car that has shaving lotion in it and it's real long, an old '50s or '60s type of car," he said. "Then I went to Memphis with my brother and sister and started looking and started picking up pieces there and now I have a bunch of Elvis stuff."

2 
**NEW HOMES
OPENED IN 2020**

653 
**INDIVIDUALS
SERVED
RESIDENTIALLY**



crossroads Day Habilitation services

NUMBER OF INDIVIDUALS
PARTICIPATING

367



L.I.N.K.S. Day Habilitation

Our L.I.N.K.S. Day Habilitation is a great choice for people who prefer daily client-driven structured activity centered on personal choice, individualized care and goal setting.

Aleta

After 25 years in Missouri Valley's L.I.N.K.S. Day Hab program, Aleta has made a lot of friends.

"I just roam around; wherever they need me, I'm around," she said. "A social butterfly, that's what I am."

Aleta's housemates from Crossroads' Residential Services usually join her in L.I.N.K.S., so it has been nice for her to keep socializing and engaging with them while L.I.N.K.S. has been undergoing some changes due to the pandemic. She's been sure to keep up with her puzzles, even working on one showing a winter scene during the first snow of the year.

"I like to do crafts and different things," she said. "I also do puzzles, jigsaw puzzles and wordsearch puzzles."

When her crafts can wait, Aleta likes going with different L.I.N.K.S. groups to volunteer out in the community. Her favorite activity every year is riding in the fire trucks during the county fair parades in the summer.

"I like doing things at the fire station," Aleta said. "We usually go to the fair parades and we get to be in them, get to ride in the fire trucks! They're fun!"

While the parades were not held this year, some L.I.N.K.S. clients had videocalls with local Fire Stations through our new Across the Road program; firefighters took them on virtual tours of the station, showed off the truck, and gave them fire safety tips. That behind-the-scenes look at the station should make parading in the fire trucks even more special next year!





RECOVERY·4·LIFE

Changing lives one family at a time

At Recovery 4 Life we specialize in helping adults, adolescents, and children who struggle with mental health and/or substance use or those who are living in homes where mental health and substance use have taken their toll. We employ Masters Level Clinicians, Case Managers and Peer Support Specialists/ Recovery Coaches who specialize in mental health and substance use recovery. Our experienced staff provides the environment and support needed to live a mentally healthy and substance free lifestyle. We know that recovery is not always easy, that's why we're here to help!

Carey

When Carey walked into Recovery 4 Life in Idaho, she wanted to make a change.

"Two months before I signed up at Recovery 4 Life, I had gotten out of jail and my life was completely lost," she said. "I wanted something different, I was tired of the same letdown of everything I was doing in my life at that point."

The staff at R4L immediately made Carey feel welcome and supported.

"When I sat down and talked with the intake person, she was extremely detailed about everything and that helped me understand the recovery process," Carey said. "They let you know it's not a quick fix, it's going to take work on both sides, and it's a process. If you want it to work, you really have to understand that and take it to heart."

Carey was willing to put in the work and began her program shortly thereafter.

"The techniques they teach you in these classes are hands down the best I've ever been given in my life. Honestly, I had a lot of issues I didn't even realize I had until taking these classes and having a few 'Aha Moments,'" she said. "They don't make you feel bad about things; in my previous program, I always felt guilty. Recovery 4 Life tells you being an addict is not who you are, you have the chance to make a change."

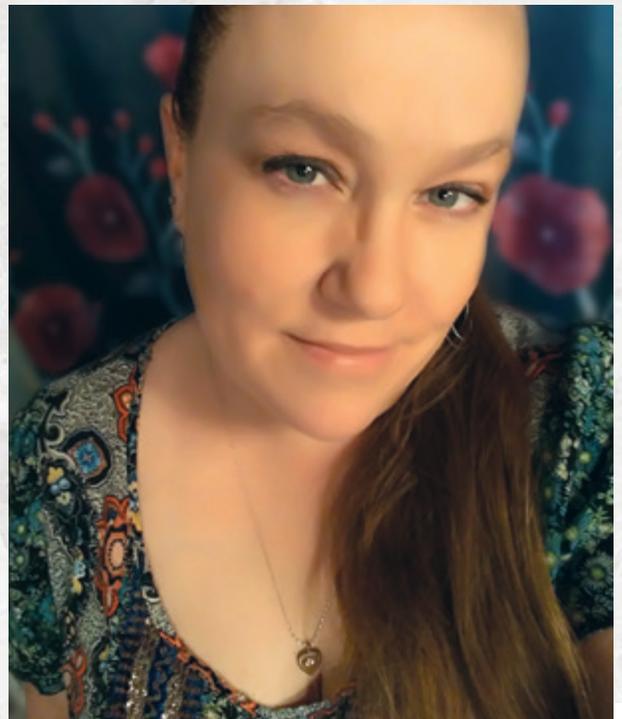
Plenty has changed for Carey since joining Recovery 4 Life, including her career path.

"Because of the great support I've had and my experiences with Recovery 4 Life, I've started

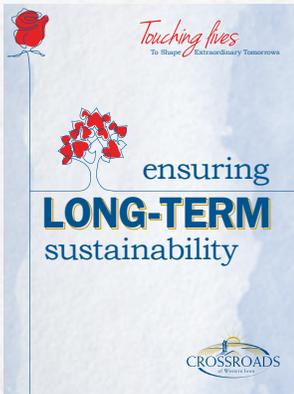
pursuing a career in peer support," Carey said. "There was a lot of encouragement and it snowballed from there. I know what people are going through because I've gone through it myself. I'm a single mom with six kids and it was really hard. Once you get an addiction, even short term like it was for me, it's difficult to get out; but if I can do it, anyone can do it."

Working towards a career as a Peer Support Specialist gives Carey purpose and lets her know she's making a difference.

"People like me, you feel lost and you don't have a direction," she said. "You're just hanging on and trying to survive. Now, I don't want to just have a job, I want to do something where I can help people."



Philanthropy



Philanthropy is alive and well at Crossroads because of you, our loyal stakeholders. Your generous response to our focus on building our endowment allowed us to meet our two-year philanthropy goal within just one year. Community members, organizations, Board members, our leadership team, and

family members of our clients joined to make the CWI philanthropic vision a reality. Thank you for your support!

As 2020 dawned, our world changed. Over the course of a few months, we began to understand the impact of COVID-19 on our clients and our mission.

The Philanthropy Team responded by engaging many of you, a ready and willing army of volunteers, in our newly established Across the Road program. Our clients, unable to attend their regular L.I.N.K.S day programming, began to connect with community members in meaningful virtual interactions.



Interest in this new and timely program grew by the day, with many volunteers wanting to reach outside of themselves and the walls in which they found themselves quarantined. Along with volunteers, our clients virtually watched over and enjoyed baby kittens, toured fire stations, read books, cultivated skills, and sang songs.

In addition to a heart-warming volunteer response, we were very grateful to receive hundreds of hand-sewn masks and supplies to aid in keeping our staff and clients safe. Generous donors made major gifts that blessed the lives of our clients. Organizations and individuals sponsored our Annual Golf Outings, ensuring their success despite challenging circumstances. Nonprofit foundations provided impactful grants that allowed us to more effectively carry out our mission.

One such grant has allowed us to provide free, virtual, mental health sessions to first responders, essential

workers, and students in our area who are seeking support during the current COVID-19 pandemic. And finally, individuals made considerations for Crossroads in their estate planning. Thank you for your outpouring of goodness during this challenging year. We acutely recognize that it is you, our valiant stakeholders, who make our philanthropic vision a reality.

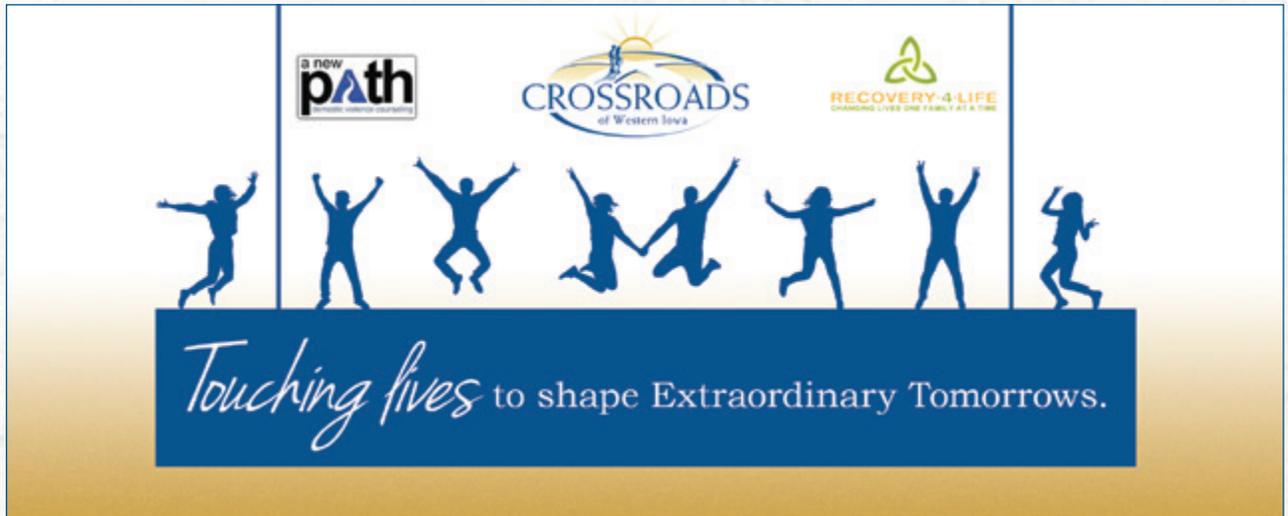


Now, more than ever before, we realize the necessity of preparing for the future. With our clients at the heart of everything we do, we have set our sights on making an even greater philanthropic impact in the years to come.

You can continue to make a difference for the clients we serve and support our mission by mailing in a donation or by visiting www.explorecrossroads.com/home/onetimedonate/



Building for the Future



Over the past year, Crossroads made two major acquisitions of which we are very proud. First, the acquisition of Behavioral Health organizations Recovery 4 Life and A New Path in Idaho has given us the opportunity to serve and empower more individuals with our life-changing work. Expanding our services to include Behavioral Health and Substance Use Disorder treatment will help us better meet the needs in our communities. Those struggling with Substance Use Disorders are vastly underserved and, as we aspire to be the leading service providers in our communities, we want to reach this group of individuals with our vital mission, empowering them to better lives.



CROSSROADS IS FOCUSING ON BRINGING BEHAVIORAL HEALTH AND SUBSTANCE USE DISORDER SERVICES TO IOWA AND ESTABLISHING DISABILITY & RESIDENTIAL SERVICES IN IDAHO.



Next, with the acquisition of Ida Services, Inc, a similar long-term support service organization, Crossroads ensured Ida residents have continued access to services while expanding our own resources and offerings to a seventh Iowa county.

We're excited about the opportunities these acquisitions present and look forward to even more possibilities currently in process. Over the next year, Crossroads is focusing on bringing Behavioral Health and Substance Use Disorder services to Iowa and establishing disability & residential services in Idaho. This is a long journey and we're excited to have you all on it with us!

Financials

FY2019 (07/01/2018 - 06/30/2019)	
Revenue	
MCO	\$18,803,570
Workshop	\$18,393
Rental Houses	\$33,247
Other	\$278,098
Total	\$19,133,308
Expenditures	
Program Services	\$13,640,226
Support Services	\$4,973,767
Total	\$18,613,993

FY2020 (07/01/2019 - 06/30/2020)*	
Revenue	
MCO	\$19,700,396
Workshop	\$ -
Rental Houses	\$40,016
Other	\$116,214
Total	\$19,856,626
Expenditures	
Program Services	\$15,719,764
Support Services	\$4,290,076
Total	\$20,009,840

*Unaudited

FY2021 Budget (07/01/2020 - 06/30/2021)	
Revenue	
MCO	\$21,059,983
Workshop	\$ -
Rental Houses	\$ -
Other	\$476,200
Total	\$21,536,183
Expenditures	
Program Services	\$16,613,567
Support Services	\$4,933,141
Total	\$21,546,708

Touching lives





Administrative Offices

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Crossroads of Western Iowa complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.

ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 712.256.7888

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