

Strategic Plan 2024-2029

Grassroots Crisis Intervention Center, Inc.

Ongoing Strategic Planning

Strategic management is the comprehensive collection of ongoing activities and processes that the organization uses to systematically coordinate and align resources and actions with mission, vision and strategy throughout an organization. The organization considers the following during their ongoing planning process and to create a strategic plan:

- Expectations of persons served and other stakeholders through surveys and other received input
- The competitive environment in Howard County
- Financial opportunities and threats in the field
- The organization's capabilities for provision of services
- Social determinants of health which is collected during the assessment process
- Demographics of the service area
- Relationships with external stakeholders
- The regulatory and legislative environment
- The use of technology to support efficient operations, effective service delivery and performance improvement
- Information from the analysis of performance

Grassroots operates a Nationally recognized model for crisis intervention

Mission: Provide 24-hour access to quality behavioral health, crisis intervention and homeless services to individual and family consumers in need.

Vision: Leading integrative human service organization committed to improving people's lives.

Guiding Principles

- We strive to lead in behavioral health, crisis intervention and homeless services
- We provide services with empathy, dignity, and respect to all
- We change lives
- We meet consumers where they are
- We partner with our community to improve human services

Philosophy

Strategic Plan 2024-2029

Grassroots Crisis Intervention Center, Inc.

- We acknowledge the dignity and individuality of all persons asking for help.
- We pledge to treat all clients and members of our community with respect at all times.
- We operate from a spirit of helpfulness and welcome.
- We foster an environment of personal responsibility.

Strategic Plan Purpose:



The purpose of strategic planning is to set overall goals for our organization and to develop a plan to achieve them. It involves stepping back from day-to-day operation and asking where the organization is headed and what its priorities should be.

Review and Updates

This Plan is updated as needed and reviewed on an annual basis.

Shared

This plan is shared with all persons served, personnel and other stakeholders as relevant to the needs of the specific group.

Input

This plan is developed with input from persons served, personnel and other stakeholders.

Financial Position

Financial position at the time this plan is written: Grassroots Crisis Intervention is currently in a strong and stable financial position. During each future update of this plan, the financial position of the organization will be referenced.

The organization's budget reflects the current financial status and projections of where the organization should be financially stable. In the budget are allocations that are going to support the accomplishments of the financial and workforce areas.

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

SWOT Analysis:

<u>Strengths:</u>	<u>Opportunities</u>
<ul style="list-style-type: none">• Qualified, experienced, and caring organization• Variety of needed comprehensive and dynamic services addressing crisis intervention, suicide prevention, mobile crisis needs, substance use disorders treatment, mental health treatment, and homeless services.• Staffing model that is client centered, committed to their wellbeing, and building a healthy community.• Positive collaborative relationships with community partners, hospitals, health department, shelters;• Positive public image;• Diverse staff members;• Stability with regulatory environment;• Good community relations;• MD knowledgeable of substance use and mental health disorders treatment• Many services under one roof• Use of social media and web-based marketing.• CARF Consultant.	<ul style="list-style-type: none">• Obtain Three-year CARF Accreditation;• Recruitment of experienced and competent staff;• Exploring with the state technical assistance for continuous training for staff.• Offering crisis resources and mental health treatment, under one roof.• Collaborate with other organizations, thus improving inter-organizational relationships and recognition, subsequently increasing clientele and client satisfaction.

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Qualified and motivated staff and its retention. • Low insurance reimbursement • Being a new treatment facility • Need strong marketing program • Uncertain census growth. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Extended period to obtain approvals, or schedule site visits. • The entry of major players and organizations in the market segment. • Political climate changes. • Socioeconomic status of the population. • A world-wide pandemic that has caused an extraordinary broad risk to health, safety and possibly all aspects of operations.
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Goals/Priority	Objectives	Action Steps	Assigned to:
Attract, develop, and retain dedicated staff members	Increase Grassroots workforce and reduce vacancy rate to 15 to 10%	<ul style="list-style-type: none"> ▪ Enhanced interview screening techniques targeting more candidates working and/or studying in Behavioral Health/Mental Health/Crisis Intervention ▪ Growth in usage of online recruitment tools for advertising and attracting more qualified potential. ▪ Maintaining / adding new partnerships including job advertising representatives, employment community partners, academic institutions (career expos and graduate program engagement) 	Sr. Director of Operations, Sr. Recruiter, and Executive Director

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

		<ul style="list-style-type: none"> ▪ Continue to promote Diversity, Equity and Inclusion (DEI) through targeted advertising ▪ Continue to increase professional male representation more effectively matching our client demographic ▪ Continue to collaborate with internal management with the interview/screening process adding more metrics toward candidate selection ▪ Increase on site and/or panel interviews personalizing the candidate experience ▪ Develop a robust talent pipeline ▪ Continue professional development learning more within the positions further increasing hiring efficiency 	
Goals	Objectives	Action Steps	Assigned to:
Expand program services to meet growing needs in behavioral health, outreach and homeless services	<p>Obtain CARF accreditation for Mobile Crisis Team (MCT), Outpatient Mental Health Clinic (OMHC), and Substance Use Disorder (SUD) programs</p> <p>Become a licensed MCT, OMHC, and SUD</p> <p>Obtain Maryland Medicaid provider approval</p> <p>Develop feasibility plan to become Crisis Stabilization Program</p> <p>Develop plan for CARF accreditation for Crisis Stabilization Program</p>	<ul style="list-style-type: none"> ▪ Complete CARF accreditation survey ▪ Successfully passed CARF accreditation survey and obtain accreditation ▪ Apply for Maryland licensure for MCT, OMHC, and SUD ▪ Apply for Maryland Medicaid provider for MCT ▪ Meet with behavioral health consultants for feasibility study ▪ Meet with behavioral health consultants for CARF accreditation process 	Executive Director and Director of Crisis and Clinical Services, Director of Nursing and Health Officer, and Corporate Compliance Officer

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

	<p>Develop plan of action to explore feasibility toward Certified Community Behavioral Health Clinic (CCBHC) by December 2027</p> <p>Develop a plan to effectively use Freetown Road building to expand shelter services</p>	<p>Explore Grassroots becoming a Certified Community Behavioral Health Clinic (CCBHC)</p> <ul style="list-style-type: none"> • Meet with professional consultants and discuss possible role and funding • Follow closely the state level changes and best practices in CCBHC expectations <p>▪ Meet with Howard County Department of Housing to discuss shelter expansion</p>	<p>Executive Director and Director of Homeless Services, and Sr. Director of Operations</p>
Goals	Objectives	Action Steps	Assigned to:
<p>Maintain and strengthen operations financially to meet the Mission and build a foundation for the future</p>	<p>Positive Audit Results</p> <p>Ready to compete for competitive grants</p> <p>Ensure adequate staffing for finance/business and grants/development departments</p> <p>Initiate billing to Maryland Medicaid by July 2024</p> <p>Develop 5-year Financial Plan</p>	<ul style="list-style-type: none"> ▪ Strong internal Controls ▪ Adhere to GAP accounting principles <p>▪ Maintain strong partnership and positive relationship with funding community by achieving good outcomes for those we serve</p> <p>▪ Continually be aware of trends in human services and how they will impact Grassroots and Howard County</p>	<p>Executive Director, Director of Business and Finance, Director of Grants and Support Services</p>

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

	<p>Diversify funding and work to continue including admin funding to help support the new building</p> <p>Develop 4 or 5 key pillars or services and evaluate new work to ensure it is aligned with these pillars/services</p>		
Goals	Objectives	Action Steps	Assigned to:
Expand the services provided by the Day Resource Center located at the Leola Dorsey Community Resource Center	<p>Expand hours and services provided by the DRC</p> <p>Increase community outreach services</p> <p>Create plan to provide Cold Weather Shelter services at the Day Resource Center</p> <p>Provide case management for clients utilizing services at the DRC</p>	<p>Develop a 6 day/week programming through partnerships and volunteerism</p> <ul style="list-style-type: none"> • Bring other partners into the DRC to provide additional services • Partner with 2 new congregations per year <p>▪ Bring on outreach staff to engage homeless individuals in the community through street outreach</p> <p>▪ Explore expanded funding for case management for vulnerable individuals at the DRC</p>	<p>Executive Director/DRC Staff</p> <p>Executive Director/DRC Center Manager</p> <p>Executive Director/Grants and Development Manager</p>

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

Goals	Objectives	Action Steps	Assigned to:
Maintain a strong, engaged volunteer base through continuous recruitment	Ensure each department has the volunteer support needed to run robust programming	<p>Plan out calendar to anticipate needs for each department</p> <p>Develop outreach strategy for:</p> <ul style="list-style-type: none"> • Faith community • Private Schools • Library System • Grocery Stores <p>Volunteer Recognition – Ways to say “Thank You”</p> <ul style="list-style-type: none"> • Newsletter to highlight a volunteer or volunteer group • Certificates of Appreciation • Social Media • Business Friends of Grassroots 	<p>Volunteer Coordinator(s)</p> <ul style="list-style-type: none"> • Freetown • DRC • Kitchen • Crisis Center <p>Volunteer Coordinators/ Grants and Development</p>
Board to increase fundraising activity and streamline Board operations to increase efficiency	<p>Develop a fundraising plan that reflects Board targets</p> <p>Review financial standing of organization and operational strategy</p> <p>Ensure all member are meeting requirements set</p>	<p>Meet with Director of Marketing and Director of Grants and Support Services and update contract Outreach to Businesses and Individuals for tours and enhance fundraising strategy</p> <p>Outreach through Annual Campaign letters</p> <p>Monthly Meeting of Business Operations to review current financial documents and forecast will be updated quarterly.</p> <p>Work with Maryland Non-Profits to:</p>	<p>BOC/Executive Director</p> <p>Board/RD Committee</p> <p>Board/Director of Grants and Support Services</p> <p>Treasurer/Exec Director/ Director Business and Finance</p>

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

Maintain a strong, engaged and vibrant Board of Directors	<p>forth in the by-laws and are actively involved</p> <p>Maintain Board software program to support availability and access to Board documentation</p>	<ul style="list-style-type: none"> • Train the Board in Governance to be completed in FY26 • Develop a “skills needed” list for future Board Member recruitment <p>Board Committees will meet regularly to conduct the Board’s business outside of Board Meetings.</p>	<p>BD Committee/Board President</p> <p>Biz Ops, RD, BD Committees</p>
Goals	Objectives	Action Steps	Assigned to:
Maintain, strengthen, and expand our recognition and awareness to community and partners locally, statewide and nationally	<p>Develop new and maintain existing community relationships to ensure the community is aware of Grassroots services and Mission.</p> <p>Implement a cohesive strategic and tactical marketing plan</p> <p>Implement comprehensive tactics that reinforce each other – social media, web, email, direct, our reach, events, media, stakeholder advocacy, recognition, etc.</p> <p>Expand outreach efforts to increase number of consumers in behavioral health services</p> <p>Build awareness of Grassroots and spur engagement with the</p>	<p>Outreach to a minimum of 50 community partners per year</p> <p>A minimum of 100 staff outreach/education events per year</p> <p>Maintain social media presence with minimum of 10 posts per month</p> <p>Leverage media coverage on web, social media, email newsletter, internal newsletter, etc.</p> <p>Demonstrate Grassroots’ thought-leadership via relevant content in media outreach, social media, web content, outreach, etc.</p> <p>Identify and participate in relevant awards that will showcase Grassroots and key personnel as leaders.</p> <p>Fully leverage existing partnerships to build complete awareness of Grassroots and increase referrals.</p> <p>Create relationships with new referring partners, influencers and organizations to drive referrals and support.</p>	<p>Executive Director, Director of Marketing, Director of Grants and Support Services, Grassroots Leadership</p>

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

	<p>organization across multiple marketing mediums.</p> <p>Drive consumer usage with special focus on Substance Use Disorder services and the Outpatient Mental Health Clinic.</p> <p>Support fundraising and donation efforts.</p>	<p>Use event participation, tours, social media partnership, etc., to educate partners and their constituents about Grassroots.</p> <p>Launch new website that better describes Grassroots' services and impact.</p> <p>Allow users to easily navigate site in order to connect with services, refer others and/or donate.</p> <p>Optimize website for search engine optimization to drive more users to the site.</p> <p>Keep Grassroots top of mind and drive support and referrals through online content marketing strategy that includes revamped blog and targeted email marketing.</p> <p>Use digital platforms, including website and email, to celebrate success stories and donors as a way to drive usage and support.</p> <p>Implement an aggressive social media marketing strategy to increase followers and engagement, subsequently growing awareness, donations and use of services.</p>	
Goals	Objectives	Action Steps	Assigned to:
Expand Human Resource Department to support all employees and equipped with best practices	Offer a safe work place focused on professionalism and opportunity for learning and growth	<p>Training and Development</p> <p>All Digital Onboarding process to include complete online new hire packet, benefits enrollment, training, etc.</p> <p>Scheduled physical and/or virtual HR presence during 1st one-two weeks of hire to train and introduce new hire to Grassroots culture.</p>	Director of Human Resources, Sr. Director of Operations, Executive Director

Strategic Plan 2024-2029
Grassroots Crisis Intervention Center, Inc.

	<p>Continual review of best practices and performance.</p>	<p>Rebuild and update the Employee Handbook with updated company policies and procedures while continuing to remain in compliance with state and federal guidelines.</p> <p>Performance Management Create new Performance Evaluation forms for yearend evaluations which will include a rating scale that will define and measure performance.</p> <p>Create and implement New Hire 30, 60, and 90 day coaching/counseling tools for supervisors.</p> <p>Create involvement and enthusiasm of employees to increase productivity, retention, and boost innovation while continuing to maintain a good reputation of the organization.</p> <p>Create and administer Employee Climate Survey to all employees Leadership team to respond and act on the results of the survey. Action will serve as one of the company initiatives for the new fiscal year.</p> <p>Professional and Team Development Peer to Peer Recognition Promote /Educate Diversity, Equity, and Inclusion (DEI) Celebrate cultures and acknowledge diversity Conduct “Stay Meetings” (don’t wait for “Exit Interviews”). Emphasize Work/Life Balance Provide Health and Wellness program</p>	
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