
CROSSROADS FOR WOMEN



STAKEHOLDER ENGAGEMENT

FOR STRATEGIC PLANNING

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Capstone Project
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Section I - Project Overview

About Crossroads

Mission Statement

“The mission of Crossroads for Women is to provide comprehensive, integrated services to empower women emerging from incarceration to achieve safe, healthy, and fulfilling lives in the community, for themselves and their children.”

Background

Crossroads was founded in 1997 by Elizabeth Simpson and Susan Tomita, two attorneys whose cases included lawsuits aimed at improving conditions for inmates. In their work, Elizabeth and Susan realized that women would cycle in and out of jails because they lacked the resources needed for successful re-entry. Too often, women would exit jail unemployed, without a place to live, and with little access to resources that could provide a foundation for a successful re-entry.

Crossroads for Women was established to help women in Albuquerque, New Mexico emerging from incarceration with co-occurring mental and addictive disorders advance towards a life of self-sufficiency. The organization provides housing and wrap-around services such as healthcare, vocational training, family services, individual and group therapy, and a treatment plan tailored to the individuals’ needs.

Breaking Cycles, Building Lives.

For the past 25 years, Crossroads for Women has served as the only organization in New Mexico with comprehensive programming specifically designed to address the complex service needs resulting from women’s previous incarceration, homelessness, co-occurring mental health and substance addiction, and cognitive impairments.

Today, Crossroads offers its clients the following programs:

- **Transitional Housing:** Women exiting incarceration are housed in one of two therapeutic communities: Maya’s Place or The Pavilions. In addition to housing, these communities provide women with case management, family support, vocational services, group therapy, and other wrap-around services aimed at assisting women in their road to recovery and self-sufficiency.
- **Permanent Supportive Housing:** Women with co-occurring disorders who are experiencing homelessness are housed in safe apartments or homes. In addition to housing, these communities provide women with case management, family support, vocational services, group therapy, and other wrap-around services aimed at assisting women in their road to recovery and self-sufficiency.

- **Peer-on-Peer Support Services:** The program aims to assist women after graduating from a Crossroads for Women program to achieve long term goals and continue to live their life in recovery. Services include case management, alumni group meetings, and vocational support. Through this program, women continue to be a part of the Crossroads community long term.

In all of its programming and delivery of services, Crossroads employs a gender-based, trauma-informed response model that acknowledges women’s unique pathways into and out of the criminal justice system. According to their 2021 Annual Report, of the 674 women serviced by Crossroads, 100% are justice involved, 60-70% are diagnosed with PTSD, and over 90% have income that falls below the federal poverty line.

The importance of the gender based, trauma-informed model is highlighted in *After Incarceration: A Guide to Helping Women Reenter the Community*, a report by Substance Abuse and Mental Health Services Administration, which states that:

“When women are released from jail or prison, they are often ill-prepared to reencounter and address the serious problems they faced prior to incarceration, such as victimization, an unstable family life, difficulties in school, limited work experience, financial issues, poverty, substance use disorders, mental health issues, a lack of vocational skills, and parenting difficulties. Women also tend to face new concerns upon reentering society, such as legal issues, financial restitution, and new trauma or re-traumatization that they experienced while incarcerated.” (Substance Abuse and Mental Health Services Administration 2020)

Capstone Overview

The Crossroads for Women Board of Directors and Executive Director are currently in the early stages of creating a five-year strategic plan. Crossroads has experienced fast growth in recent years. According to annual reports, in 2018 Crossroads provided housing and services to 192 women. By 2021, the number of clients rose to 456 and is continuing to climb today. The organization recognizes the need for a strategic plan that is focused on maintaining growth while addressing the specific needs of the Crossroads community and has identified the following goals:

- Goal #1: Create affordable housing opportunities for justice involved women
- Goal #2: Create data goal
- Goal #3: Diversify funding sources to include more corporate and Medicaid funding
- Goal #4: Update financial policies
- Goal #6: Improving onboarding and retention for staff
- Goal #7: Pay off 239 Elm through fundraising and grant writing
- Goal #7: Begin serving families, (including men)

As part of the strategic planning process, the organization seeks feedback from key stakeholders to help inform goals and decision making. **This Capstone aims to assist Crossroads with the creation of a five-year strategic plan by soliciting feedback from two groups: program participants and staff.** The feedback gathered from these groups will be used by the Board of Directors and Executive Director as guidance to help prioritize goals and allocation of resources as they finalize the organizations five-year strategic plan.

Stakeholder feedback was solicited using two online surveys. For the program participant survey, key questions focused on understanding factors that contributed to incarceration and homelessness, and barriers faced by program participants as they work toward re-entry and self-sufficiency. In addition, the survey aimed to understand which programs have helped participants the most and how.

For the staff survey, key questions focused on understanding employee perceptions of benefits, resources, and opportunities in their specific role. In addition, the survey aimed to gather input about Crossroads' mission, its ability to deliver programs and services, and five-year goals.

Key Research Questions

Participant Survey

- What factors have contributed to participants' incarceration and/or homelessness?
- What barriers are the participants facing after incarceration and/or homelessness as they work towards re-entry and self-sufficiency?
- Which programs have been the most and least helpful in the participant's journey to re-entry and self-sufficiency?

Staff Survey

- How do employees feel about the benefits, resources, and opportunities Crossroads provides in their current role?
- Which programs are working well and which programs need improvements?
- What is employee vision for leadership and organizational capacity?
- What goals should Crossroads have in its five-year plan?

Section II - Literature Review

This project began with research on the importance of stakeholder engagement in the strategic planning process of non-profit organizations. According to a 2011 article titled Results from a Strategic Planning Process, “nonprofit organizations exist to achieve a social mission(s) and as such, face unique characteristics and challenges specific to not only the nonprofit sector, but to the organization itself”. (Alvarez McHatton et al. 2011, 234) This is especially true to Crossroads for Women, which serves as the only organization in New Mexico to provide programs and services to justice-involved women with co-occurring addiction and mental disorders. The needs specific to the Crossroad community and opportunities to improve services can be best informed by gathering input from its stakeholders.

An important group of external stakeholders that should be engaged in the strategic planning process is the group that the organization is serving. In their book “Strategic Planning for Nonprofit Organizations: A Practical Guide for Dynamic Times” authors Michael Allison and Jude Kaye argue that “...**directly involving past and present (and perhaps potential clients) in the planning process helps ground the strategic discussions in the lived reality of the people for whom you work.**” (Allison and Kaye 2015, 64) Crossroads clients, the women, can provide valuable insight about the specific issues they face prior to incarceration and homelessness and in their progress towards re-entry and self-sufficiency.

In addition, feedback from program participants can be used as a way to evaluate performances of the programs and services available to the Crossroads community. Using both qualitative and quantitative data, the Crossroads Executive team can use participant feedback to analyze which programs are or are not working and where programing improvements are needed.

As an executive team works to create and implement a strategic plan, it is essential they also engage the organization's staff in the process. “**The most important outcome of strategic planning is not the document but the actual decisions made with the shared understanding and commitment of the board and staff.**” (Allison and Kaye 2015, 59) By engaging staff early on in the process, executive’s emphasize the value of opinions from those who are in the weeds of the organizations’ management and day to day operations. The purpose of engaging staff in the strategic planning process is not to achieve consensus or commit to specific outcomes, but to give space to staff to be part of the process in a meaningful way.

Section III - Program Participants Survey

Key Research Questions

- What factors have contributed to the women's incarceration and/or homelessness?
- What barriers are the women facing after incarceration and/or homelessness as they work towards re-entry and self-sufficiency?
- Which programs have been the most and least helpful in the women's journey to re-entry and self-sufficiency?

Methodology

To explore the research questions stated above, I developed a twelve question, electronic survey to collect quantitative and qualitative data. The questions were entered in Qualtrics, which generated an anonymous link to the survey. I emailed the link, along with a short introduction of the survey, to the Executive Director for distribution to Crossroads Program Managers. Program Managers then distributed the survey link to the women during a regularly scheduled meeting. The survey was completed by 52 out of 140 participants, with a response rate of 37%. The survey participants were not compensated for their time.

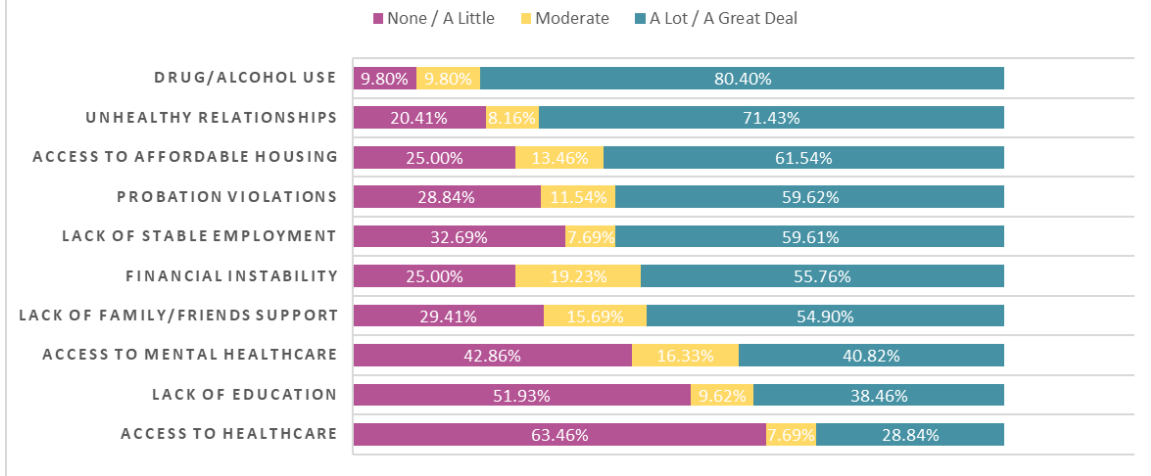
Key Findings

Research Question #1: What factors have contributed to the women's incarceration and/or homelessness?

Key Findings: The women in the Crossroad community have faced a multitude of compounding factors that often lead to high levels of incarceration and/or homelessness.

- Participants were asked to rate how much each of the factors on the chart below contributed to their incarceration and/or homelessness. Drug and alcohol use and unhealthy relationships were reported as leading factors contributing to incarceration and/or homelessness by 80.40% and 71.43% of the women, respectively. Over half of the women reported that probation violations, lack of stable employment, financial instability, and lack of support also contributed to their circumstances.

FACTORS CONTRIBUTING TO INCARCERATION / HOMELESSNESS

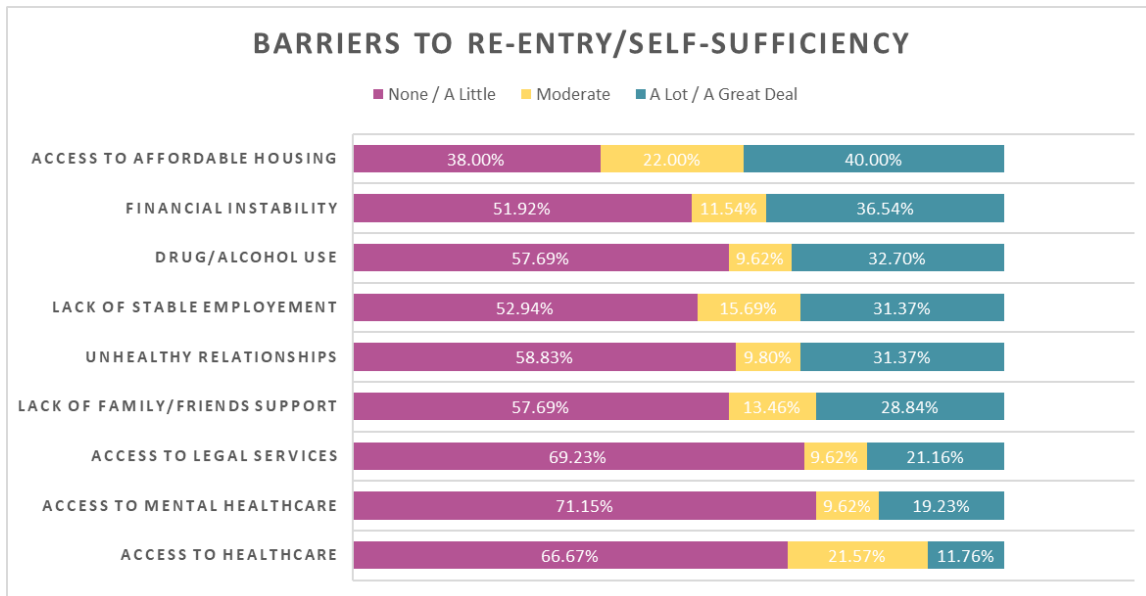


- For the qualitative question, women were asked, in their own words, which factors they believe contributed to their incarceration and/or homelessness. Below are some of the responses they gave:
 - “In and out of jail”
 - “Being unheard”
 - “I was homeless as a child”
 - “Addiction and criminal activity”
 - “I didn't know any better and thought being homeless and struggling was ‘life’ in general”
 - “Domestic violence, no family, no help, no job and was using to cope”

Research Question #2: What barriers are the women facing after incarceration and/or homelessness as they work towards re-entry and self-sufficiency?

Key Finding: Several factors that contributed to incarceration and/or homelessness continue to act as barriers to re-entry and self-sufficiency.

- Participants were asked to what extent do the same factors act as barriers to re-entry and self-sufficiency post incarceration and homelessness. The women responded that access to affordable housing, financial stability, and drug/alcohol were the top three barriers at 40%, 36.54%, and 32.70%, respectively.



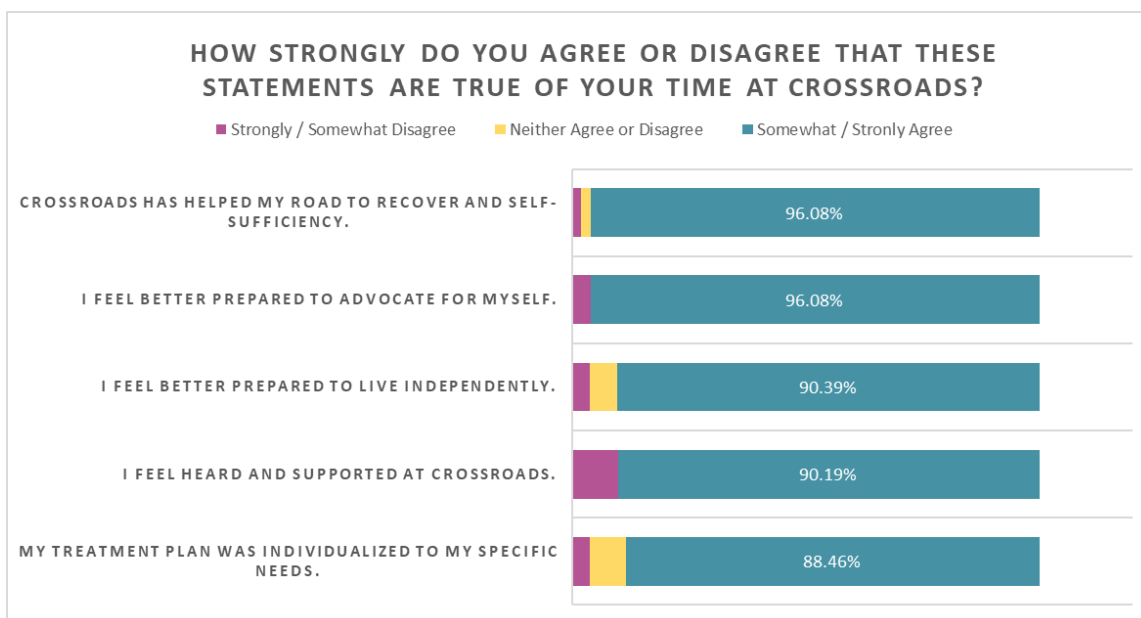
- The qualitative questions revealed several other factors considered barriers by Crossroads participants. Three women identified lack of transportation as a current barrier. Other women identified each of the following as barriers: childcare & purchasing diapers, low self-esteem, criminal history, and being a single parent.
- In addition, two participants identified Crossroads specific barriers. The first stated that waiting for acceptance into a Crossroads program is a barrier. The second stated that strict oversight from her case manager and constantly being told what to do is starting to feel like its own barrier.

Research Question #3: Which programs have been the most and least helpful in the women’s journey to re-entry and self-sufficiency?

Key Finding: Housing programs were rated the most helpful; walk-in and in-reach were rated as the least helpful.

- The survey asked participants to rate how helpful each of the Crossroads programs have been to the woman. Results show that the three housing programs are the most helpful. Maya’s, Pavilions, and The Crossroads were a lot or a great deal helpful for 44%, 40%, and 54% of the women, respectively. These numbers may be understated since the women can only be housed in one program at a time.
- Non-housing programs were rated less helpful than the housing programs. The walk-in and in-reach services were rated as not at all helpful by 57% and 53% of women, respectively. POPPS/after care and the Day Program were rated as not at all helpful by about 40% of the respondents.

- The survey also asked the participants to rate how strongly they agreed or disagreed with statements about their time at Crossroads. The overwhelming majority responded with positive sentiments about the support they receive from Crossroads, how the community has shaped their own abilities to live an independent, self-sufficient life and the skills they have achieved to become their own advocates.



- The qualitative questions in the survey confirm these sentiments with a vast majority of respondents stating that the impact Crossroads has made in their lives immeasurably better, providing a safe community and helpful life management tools.
- The overall positive impact that Crossroads has on the lives of the women it serves is clearly highlighted by the survey results. However, it is worth noting that access to affordable housing, financial instability, drug/alcohol use, lack of stable employment, and unhealthy relationships continue to act as barriers for 30% to 40% of participants.

Limitations of the Participant Survey

There are several limitations for this survey:

- The response rate of 37% may not provide a complete picture of the experiences from the overall Crossroads community.

- The women completed the surveys at a Crossroads locations and in the presence of Crossroads staff. In this environment, the women may have been less inclined to give honest feedback even if they were told that the survey was anonymous.
- The women surveyed are all Crossroads participants who currently receive services and assistance from the organizations. As such, respondents may have been inclined to give positive feedback for a program that they rely on for services.
- Because the women are all Crossroads participants, the survey does not tell us how they would have fared without Crossroads and/or how the general population of women working on re-entry and self-sufficiency compares to the participants.

Section V - Staff Survey

Key Research Questions

- How do employees feel about the benefits, resources, and opportunities Crossroads provides in their current role?
- Which programs are working well and which programs need improvements?
- What is employee vision for leadership and organizational capacity?
- What goals should Crossroads have in its five-year plan?

Methodology

I created a survey for Crossroads for Women staff with questions separated into two sections: 1) quality of employee role and 2) ability for Crossroads to deliver services. The quantitative questions in Section 1 were directed to the individuals specific role, focusing on satisfaction with benefits, development, organizational culture, and professional growth. The qualitative questions asked employees to discuss changes they would like to make in their role, their motivation to carry on the Crossroads mission, and expand on any other feedback they would like to share.

In Section 2, employees were asked to provide feedback on Crossroads mission and overall strategy, including organizational capacity, five-year accomplishments, leadership, programming, and strengths and weaknesses. All questions in this section were open ended to provide ample room for input.

The questions were entered in Qualtrics, which generated an anonymous link to the survey. I emailed the link to the Executive Director for distribution to Crossroads employees. Of the approximately 50 employees, 38 completed the survey, a 76% response rate.

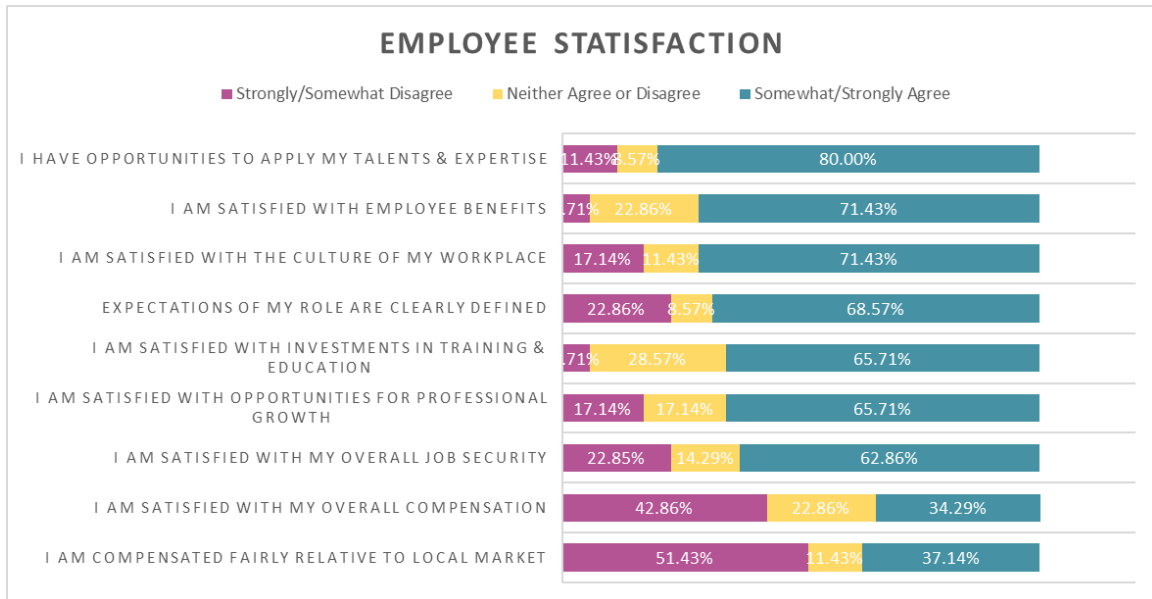
Key Findings

Research Question #1: How do employees feel about the benefits and opportunities Crossroads provides to their current role?

Key Finding: Employees reported that they were mostly satisfied with the benefits and opportunities Crossroads provides in their role.

- Satisfaction with workplace culture, employee benefits, and opportunities to apply talents and expertise scored the highest at 71.43%, 71.43%, and 80.00% satisfaction, respectively. Questions pertaining to compensation received the

highest dissatisfaction results: 51.43% of employees disagree that they are compensated fairly relative to the local market and 42.86% are not satisfied with their overall compensation.



- When asked what is the one thing they would change about the job, employees provided the following responses:
 - Caseload
 - Application process for federal clients
 - Inconsistency and lack of communication
 - Compensation tied to certification and position
 - Favoritism and culture
 - Grants to help with salaries to reduce turnover. Stop using employee's money for events/activities
 - Structured orientation, onboarding, and training of new employees
 - The amount of hours worked
 - Increase food supply for women
 - Assistance with paperwork and filing

- When asked what motivates their individual contributions at Crossroads, the overwhelming majority of employees responded that it is the Crossroads community and seeing clients overcome barriers and trauma.

Research Question #2: Which programs are working well and which programs need improvements?

Key Finding: Employees believe the programs are mostly working well.

- Overall, employees believe that the current programs Crossroads is providing are working well. A few suggestions for improvement were provided and are listed below:
 - Virtual group meetings in the evenings for the women that are working during the day
 - Improve vocational trainings and set goals for financial independence
 - Let programs stabilize before expanding
 - More funding for programs
 - Increased staffing

Research Question #3: What is employee vision for leadership and organizational capacity?

Key Finding: Employees suggested improved communications and increased Board transparency.

- To improve organizational capacity, employees believe improved communication is needed. One employee commented that Crossroads needs to “have easier communication between all teams and departments.”
- Employee vision for the organization's leadership included altering board composition to include more Crossroads graduates or staff members, allowing for people with lived experiences to have a voice in the organization's decision making. In addition, employees stated that leadership can improve communications by providing more transparency in the organization's finances and operations.

Research Question #4: What goals should Crossroads have in its five-year plan?

Key Finding: Expanding housing services and providing services to men and families were top priorities for staff.

- When asked what they would like for Crossroads to accomplish in the next five years, many employees listed expanding access to housing as a top priority. Responses varied from improving housing opportunities in the programs currently provided to building and owning additional housing complexes. In addition, employees stated that increasing the number of people served as a goal for the five-year plans.
- The survey provided an opportunity for employees to provide feedback on the types of programs and services they would like to see Crossroads offer in the future. Several employees stated that Crossroads should establish programs for men and programs that support the whole family, including the children of the

women at Crossroads. Suggestions included a daycare, bringing back “Parents Night Out,” programs where women can bring their children, and a dedicated family specialist at Crossroads.

Limitations of the Staff Survey

- Responses may be influenced by the current environment and provide a snapshot of feelings at the time. An employee who may have had a particularly stressful day or week may provide feedback that is less favorable. The opposite can also be true for an employee who may have recently had a positive experience in their role.
- The link to the survey was distributed by the organization's Executive Director. While employees were told that the survey is anonymous, people may have felt hesitant to provide honest feedback for fear of being identified.
- The number of responses to the Section 2 questions dropped, compared to Section 1 where employees answered most questions. This may have been due to survey fatigue as the survey was composed of 25 questions.

Section VI - Recommendations

Recommendations for Strategic Planning

1) Assessment of employee compensation

Target goal alignment - Goal #6: Improving Onboarding and retention for staff

Why: Employee satisfaction with compensation scored the lowest in the qualitative section of the survey. Only 34% of employees reported being satisfied with their overall compensation and 37% believed they are compensated fairly compared to the local market.

How: Management could analyze the local job market to compare with Crossroads' employee salaries and apply for administrative and capacity building grants, if and when available.

Considerations: Increasing employee compensation through grant funding needs careful planning as funding may not be consistent and available in future years.

2) Administer annual employee survey

Target goal alignment - Goal #6: Improving onboarding and retention of staff.

Why: As discussed in the limitations of the staff survey section, fewer employees responded to the qualitative questions. There are several reasons why this is the case. It is possible that the survey had too many questions and employees were experiencing survey fatigue. It is also possible that employees felt that their responses would not be seriously considered or valued. In any case, Crossroads should look for ways to include staff in the strategic planning process beyond this survey.

How: Crossroad can continue to solicit input from employees with future surveys. The surveys can be short and specific to a program or goal, and administered with user friendly sites like Survey Monkey.

Considerations: Creating and administering surveys can be time consuming. However, recurring surveys may reinforce the value of staff input in strategic planning. In addition, more frequent surveys may help the Board and management course correct, if and when the survey results identify an issue.

3) Prioritize communication and transparency in strategic planning

Target goal alignment - Goal #6: Improving onboarding and retention of staff

Why: When asked what changes to organizational capacity employees would like to see Crossroads make, a common response was to improve communications and increase transparency

How: The Crossroads Board can consider opening part of their meetings to staff and clients. Staff members could provide updates on their roles or department; clients can share their experiences at Crossroads. In addition, Crossroads can consider increasing the number of Board or Committee members who are Crossroads graduates or have lived experiences like those of the community members.

Considerations: "Participation in strategic planning by all stakeholders.... results in a sense of ownership and higher job satisfaction among organizational staff. Implementing a process that facilitates collaboration among stakeholders encourages cooperation and reconciliation of conflicting values during the strategic planning process." (Alvarez McHatton et al. 2011, 236)

4) Create a committee to explore expansion of services to men and families

Target goal alignment - Goal #7: Begin serving families (including men)

Why: When asked what services Crossroads should provide in five-years, several employees responded that the organization should expand services to men and children. One person stated that Crossroads should employ "a dedicated family specialist and family program at Main Crossroads."

How: The committee can research funding options, new programs or changes to existing programs that can best serve this new population, and organizational capacity to undertake the expansion.

Considerations: Expansion of services to men was a frequent response from staff. However, when the women were asked what changes they would like to see at Crossroads, expansion of services to other clients was not a response. The committee should work to research the effects the expansion would have on the women, whose sense of safety and security may rely in part on the existing, women only environment.

Recommendations for Future Research

Future research should include long term outcomes for participants that have exited Crossroads program 5+ years ago

Target goal alignment - Goal #2: Create Data Goal

- The participants surveyed with this project are currently participating in the programs. Crossroads should capture data on past participants to understand the long-term outcomes of those that they serve

Future research should include survey or data on women who exit incarceration or homelessness but are not part of the Crossroads community

Target goal alignment - Goal #2: Create Data Goal

- This research could provide data to measure the impact of Crossroads when compared to the general population

Future research should include additional external stakeholder engagement

Target goal alignment - Goal #2: Create Data Goal & Goal #3: Diversify Funding

- This Capstone presents feedback from staff and program participants. Crossroads may want to consider engaging other external partners for feedback on opportunities and challenges associated with Crossroads programming and services.

Section VII - Conclusion

Crossroads for Women is providing essential and life altering services to justice-involved women. As the organization continues to move forward in creating and finalizing the five-year strategic plan, continued stakeholder engagement should remain a priority for the organization. Stakeholder engagement is “not about achieving consensus. Rather, it is about structuring participation that will allow for meaningful leadership. The chances of someone supporting the end product are enormously greater if they have a chance to participate meaningfully in the process, and if they feel heard.” (Allison and Kaye 2015, 59) This Capstone attempted to provide Crossroads with data and guidance to assist in the creation of a five-year strategic plan. The recommendations for strategic planning can be practical first steps in achieving identified goals. The recommendations for future research are presented as long term steps to assist Crossroads in its planning.

APPENDIX A: Participant Survey

The questions below are part of a research study being done at the request of Crossroads for Women. The goal is to learn more about the experiences of people who are or have been participants in Crossroads program and to better understand the systemic barriers to re-entry and self sufficiency faced by participants. The survey is being done by a graduate student at the University of Pennsylvania. Participating in this survey is voluntary and you can stop at any point. All information will be kept confidential and no Crossroads staff member will have access to any of your individual responses. Continuing with the survey means that you consent to participate.

Thank you!

How long have you been a Crossroads participant?

- 0-3 months
- 4-6 months
- 7-9 months
- 10-12 months
- Over 1 year
- Over 2 years

Which of the housing programs have you participated in?

- Mayas Place
- Pavilion
- Crossroads / Community Connections
- Aftercare
- Walk-in

Which other services have been provided to you by Crossroads? (select all that apply)

- Group counseling
- Parenting support
- Vocational training
- Life skills training
- Social/community support
- Legal services
- Other: _____

Did any of these factors contribute to your homelessness and/or incarceration? (Rated not at all to a lot)

- Access to healthcare

- Access to mental healthcare
- Drug or alcohol abuse and/or addiction
- Lack of stable work/career
- Access to affordable housing
- Lack of education
- Lack of supportive family/social circle
- Unhealthy relationships
- Financial instability
- Probation violations

Please state any other factors that lead to homelessness and/or incarceration.

To what extent are each of the factors below barriers to re-entry or self sufficiency?
(Rated not at all to a lot)

- Access to healthcare
- Access to mental healthcare
- Drug or alcohol abuse and/or addiction
- Stable work/career
- Access to affordable housing
- Lack of education
- Lack of supportive family/social circle
- Unhealthy relationships
- Access to legal services
- Financial instability

Please state any other barriers to re-entry and self-sufficiency that you are facing or have faced.

For the questions below, please choose how helpful each of the programs below have been for you. (Rated not at all to a lot)

- POPPS – after care
- Mayas
- Pavillions
- The Crossroads permanent se
- Walk-in
- Aftercare
- In-Reach Services

- Day program

Please state how the programs and services have been most helpful to you?

If you could change anything about Crossroads in future years, what would it be?

For the questions below, please choose how strongly you agree or disagree that these statements are true of your time in the Crossroads program. (Rated Strongly Agree, Agree, Disagree, Strongly Disagree, N/A)

- I feel better prepared to live independently because of Crossroads.
- Participating in Crossroads programs has helped my road to recovery and self sufficiency.
- I feel better to advocate for myself because of Crossroads.
- I feel/felt heard and supported at Crossroads.
- My Treatment Plan was individualized and catered to my specific needs.
- I feel a sense of safety at Crossroads.

Please share any other thoughts or comments you may have about your experience at Crossroads.

Thank you for taking the time to complete this survey. If you have questions or comments regarding the survey, please contact Nikki Verwoerd at vnekibe@sas.upenn.edu.

APPENDIX B: Staff Survey

The questions below are part of a research study being done at the request of Crossroads for Women. The survey is being done by a graduate student at the University of Pennsylvania. All information will be kept confidential, and no Crossroads staff member will have access to any of your individual responses. The link cannot be tracked or traced to an individual's response.

Section 1. - Quality of Your Role

Questions 1 to 9 will be rated on a scale from Strongly Disagree to Strongly Agree. Questions 10 to 12 are open ended.

1. The expectations of my role are clearly defined.
2. I am satisfied with the culture of my workplace.
3. I am satisfied with my overall job security.
4. I am compensated fairly relative to my local market.
5. I am satisfied with my overall compensation.
6. I am satisfied with employee benefits offered by Crossroads?
7. I am satisfied with the investments Crossroads makes in training and education.
8. I am satisfied that I have the opportunities to apply my talents and expertise.
9. I am satisfied with my opportunities for professional growth at Crossroads.
10. What is the one thing you would change about your job? Open Ended
11. What motivates your individual contributions at Crossroads? Open Ended
12. When thinking about your role at Crossroads, what other feedback would you like to share as part of this survey? Open Ended

Section 2 – Crossroads Ability to Deliver Services

All questions are open ended.

1. In your own words, what is Crossroads' mission?
2. What specific things would you like to say Crossroads has accomplished in the next 5 years?
3. What changes, if any, should be made to how programs and services are financed?
4. What changes, if any, should be made to organizational capacity needed to support Crossroads mission? Organization capacity includes human resources, culture, technology, governance, communication, planning, etc.
5. What is your vision in terms of the organization's leadership? This can include board composition, expectations of senior management, leadership development, etc.
6. Which programs and services should be improved? How can they be improved?
7. Which programs and services are working well? Why do you believe they aren't working well?
8. Which programs and services should be discontinued? Why do you believe they are no longer needed?
9. What types of programs and services are not being offered today but should be in the future?
10. Is there a need within Crossroads that no one is meeting?
11. What are Crossroads strengths and how can Crossroads take advantage of those strengths?
12. What are Crossroads weaknesses and how can Crossroads overcome those weaknesses?
13. When thinking about Crossroads, what other feedback would you like to share as part of this survey?

APPENDIX C: References

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