



STRATEGIC PLAN

2023 - 2027



Introduction



FrontLine Service embarked on a strategic planning process in July of 2022. This final plan sets clear goals to chart the organization's course for the next five years.

An Unparalleled Commitment to Mission

Even within a sea of challenges, the unique and widely recognized approach that FrontLine brings to its work is recognized by partners as one that sets it apart. Time and again, partners and funders spoke to FrontLine's mission-driven approach, and the passion and competence of its staff.

-- Sage & Maven and Strategy Design Partners

A Unique Moment for Mental Health

While the work has never been more challenging, the recognition of the importance of mental health has, likewise, never been greater. On every level of government, within the private sector, at schools and within every seeming stratum of society, the impacts and importance of mental health is discussed as never before. Within this is an opportunity... to push the sector on how best to strategically evolve the work. Given FrontLine's reputation as a leader and subject matter expert, the organization is well positioned to help shape this conversation

-- Sage & Maven and Strategy Design Partners

Mission

FrontLine Service's mission is to reach out to adults and children in Northeast Ohio to end homelessness, prevent suicide, resolve behavioral health crises, and overcome trauma.

Vision

Equity for all through the dignity of housing, healthcare, and community.





Strategic Plan Goals

2023-2027

1

ESTABLISH CLEAR PROGRAM PRIORITIES TO DRIVE GROWTH AND DECISION-MAKING

- Define metrics to review program financial health, quality, and impact
- Establish clear decision-making protocol and share with staff and board
- Expand investment in development efforts to grow and diversify revenue
- Expand state and federal advocacy
- Assess whether Cleveland Mediation Center would more effectively advance restorative justice as a freestanding organization or aligned with another partner

2

INVEST IN ORGANIZATIONAL INFRASTRUCTURE AND CULTURE

- Increase support and professional development for staff
- Plan for leadership succession
- Promote connection among staff throughout the agency
- Develop board capacity and experience

3

IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS

- Develop infrastructure to elevate and clarify internal communications
- Simplify and diversify messaging around FrontLine's services and impact
- Engage board to promote outreach to community partners

4

IDENTIFY INNOVATIVE AND BEST PRACTICES TO IMPROVE CLIENT OUTCOMES

- Create an advisory board of individuals with lived experience to inform decision making
- Research best practices and innovative solutions
- Regularly review outcomes to monitor progress and identify areas for improvement
- Analyze outcome data with sensitivity and focus on oppressed and marginalized groups

5

CONVENE CIVIC LEADERSHIP AROUND HOMELESSNESS, CRISIS, AND TRAUMA

- Engage leaders at the city, county, and partner organizations
- Build partnerships to expand career opportunities in the sector
- Convene partners to address overarching issues impacting the sector

Strategic Planning Partners



SDP has worked with over 100 clients since forming in 2008, serving nonprofits across the spectrum of social services, the arts, community development, philanthropy, and more.



Since forming in 2020, Sage & Maven has worked with clients around the country to guide strategic planning, leadership development, and diversity, equity, inclusion, and accessibility (DEIA) strategizing.

Task Force

Susan Neth, Executive Director

Angela Glassco, Chief Operating Officer

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Corrie Taylor, Director of Development

Meredith Black, Director of Human Resources

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Tammy Loucks, Member, Board of Directors

Lisa Morrison, Member, Board of Directors (Past Chair)