



2023 Annual Report
REACHING OUT.
RESOLVING CRISIS.

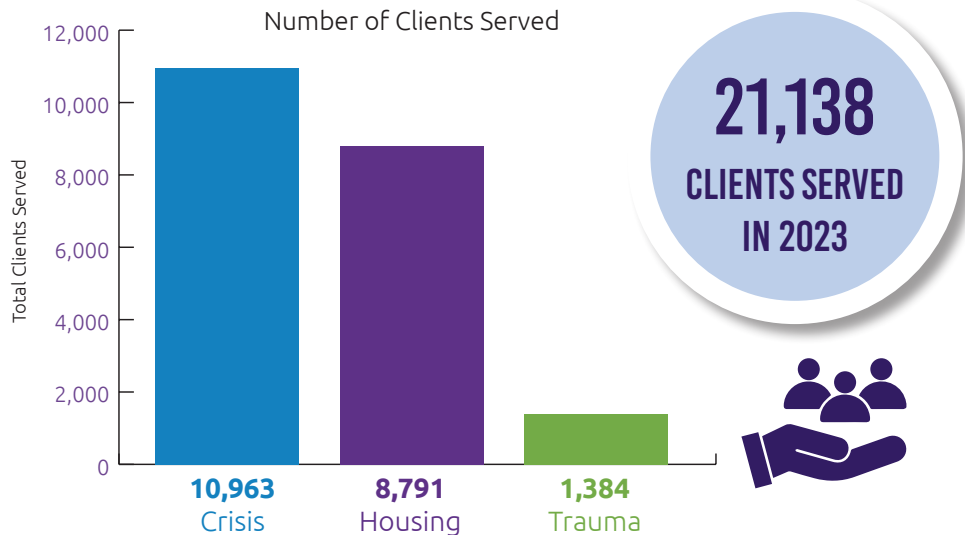
MISSION

Our 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.

WE HAVE BEEN REACHING OUT AND RESOLVING CRISES FOR 35 YEARS.



Services

Ending Homelessness – FrontLine Service operates the most comprehensive single-agency continuum of care for people who are homeless or housing unstable in Ohio.

Resolving Crisis – We help clients resolve their crises, reduce behavioral health symptoms, and reintegrate individuals into the community while providing supportive services and access/linkage to community resources.

Overcoming Trauma – We reach out to children and families whose lives have been shattered by violence, working closely with those who have experienced or witnessed sexual and/or physical abuse, kidnapping, suicide, homicide, rape, and sudden loss of a loved one.



FROM THE EXECUTIVE DIRECTOR

It's hard for me to believe that 2023 marked the 35th anniversary of FrontLine Service. I've been gifted the opportunity to grow up with this agency, serving as one of the original outreach workers when we were a pilot project in 1988. Our time was spent in the community, searching for those who were homeless and living with a severe and persistent mental illness. We, as outreach workers, went to them, where they were, and began the often-long process of building the trust needed for individuals to accept housing and psychiatric assistance. Trust is essential for change and is the foundation upon which we have developed all agency services. In response to the needs of some of the most vulnerable members of our community, our agency's growth has been tremendous over the last three decades. Today serving those experiencing homelessness, behavioral health crises, and trauma.

In 2023, with the input of FrontLine staff, clients, partners, and Board members, we completed our current Strategic Plan. This plan guides the agency's actions over the next three to five years and is critical to maximizing our successes and meeting current and future challenges. Now, more than ever, these challenges feel more evident to us as our community struggles with limited resources and workforce capacity. FrontLine will continue to build on our strengths and work to overcome these challenges. We will continue to serve those who are most vulnerable in our community.

Over the past 35 years, I've seen the faces of those we serve and the tremendous obstacles they have overcome. I've seen our staff repeatedly step up when the lives of individuals and families in our community have been devastated. I've seen countless faces of board members, volunteers, donors, funders, and community partners who have stepped forward to support those we serve. I've seen systems change. I know that growth and transformation are possible, and FrontLine Services will continue to be a vital change agent in our communities for the next 35 years and beyond.

With tremendous gratitude,

Susan Neth, MSODA
Executive Director

STRATEGIC PLAN

GOALS 2023-2027



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



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



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



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



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



Convene Civic Leadership Around Homelessness, Crisis, and Trauma

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



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 are 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



OUR STRATEGIC PLANNING PARTNERS



SAGE & MAVEN
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STRATEGY
DESIGNPARTNERS



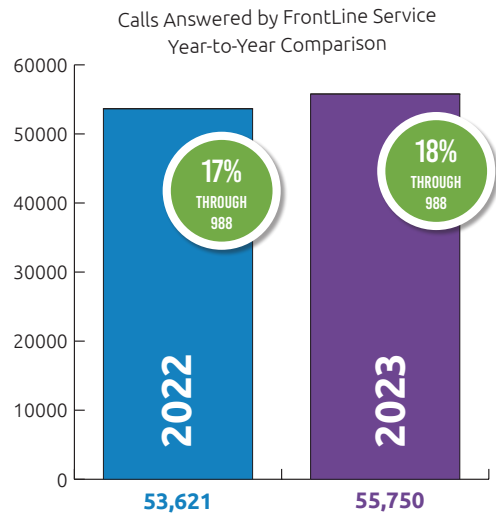
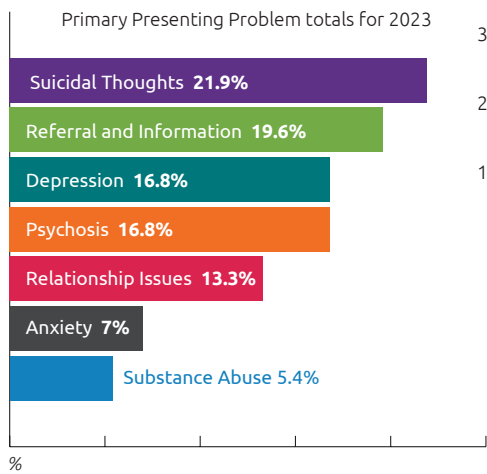
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FrontLine has been operating the Cuyahoga County 24/7 crisis hotline since 1995.

ANYWHERE IN THE UNITED STATES, YOU CAN REACH A TRAINED CRISIS COUNSELOR BY DIALING 988.

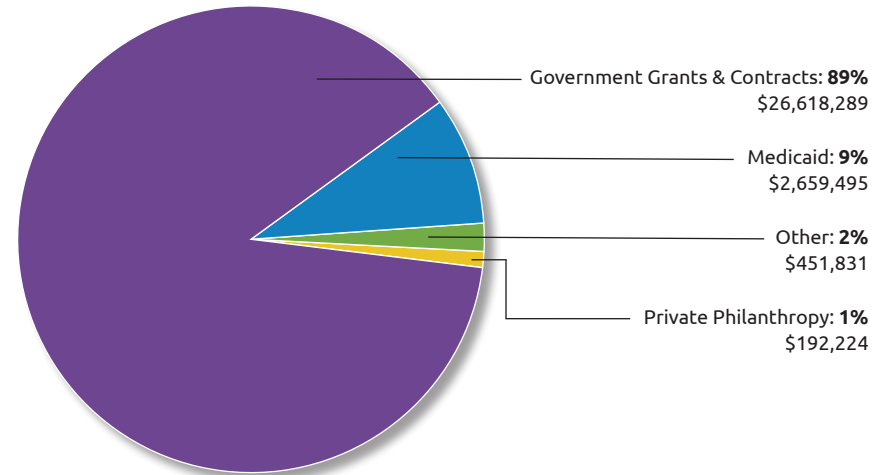
988
SUICIDE & CRISIS LIFELINE

IN JULY 2022, FRONTLINE SERVICE JOINED A NETWORK OF 200+ CRISIS CENTERS ACROSS THE COUNTRY TO LAUNCH THE 988 NATIONAL SUICIDE PREVENTION LIFELINE.

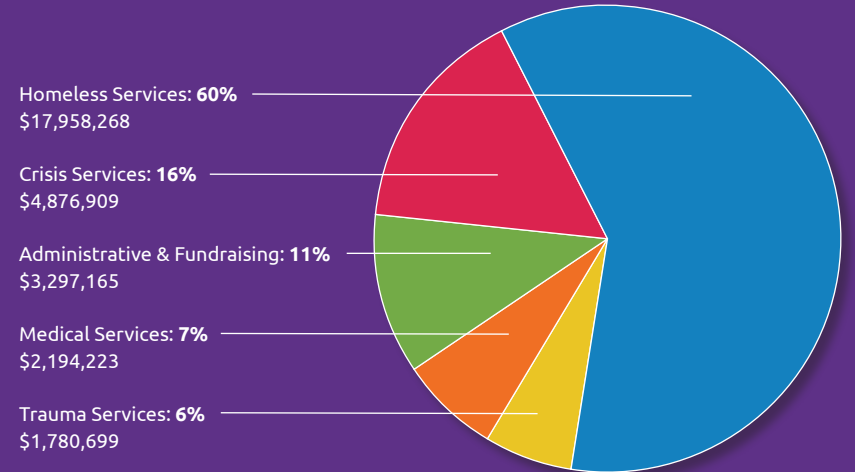


FINANCIALS

2023 REVENUE – \$29,921,839



2023 EXPENSES – \$30,107,264



THANK YOU FRONTLINERS

FOR YOUR SUPPORT IN 2023

The Acacia Foundation
 Adaptive Resources & Consulting
 The Albert M. Higley Co.
 Christine Almasy
 Lana Amani
 American Mutual Life Association
 American Mutual Life Association,
 Lodge No. 1
 Aramark
 Sharie Bailey
 Terri Balazs
 Andrew Balazs
 Rebecca and David Bar-Shain
 Jill Barnby
 Joseph Barone
 Jennifer Bates
 Michelle Baxendale
 David Becker
 Barbara Belkin
 Brandon Bender
 Berea Millstream Quilt Guild
 Jessica Berg and John Niederer
 Kim Berry
 Alaine Bertram
 Matthew Bickert
 Savanajh Black
 Sterling Black
 Blue John Caroling
 Elisabeth Bohrer
 Gerrie Bolton Pitts
 The Bonne Bell Family Foundation
 Karen Brachat
 Colleen Brown
 Lois Brown
 Shirrell Brown
 Kimberly Brown
 Mildred Bryant
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 Lauren Budzar
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 Jose Casanova
 CCL Design
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 Barbara Chudzik

Amy Cilensek
 CityView Healthcare and Rehabilitation
 Cleveland Browns Guest Services Dept.
 Cleveland Firefighters Local 93
 Noel Cline
 Community West Foundation
 Complete Home Renovations LLC
 Martha Connell
 Ryan Croskey
 Curtis and Gail Cost
 Erin Coughlin
 Crain's Cleveland Business
 Donald Craven and Betsy Semancik Craven
 Kaneshia Crenshaw
 Becky Cross
 Stephanie Cruz
 Irene Cshehi
 Thomas Cullen
 Danielle Cullen
 Audrey Cullen
 Cynthia Dade
 Chelsea Dagon
 Patricia Darcy
 Tyonna Davis
 Shaunita Davis
 Linda Davis
 Vikki Deets
 Laura Deetz
 Laura and Scott Desmond
 James and Judith Devereux
 Linda and Jim Diefendorff
 Dix & Eaton
 Mary Ann Donovan
 Ebb and Flow Counseling
 Elite Tape
 Elyse Newman
 Emerson Electric
 Faith & Whiskey
 Fat Heads Brewery
 FBI Cleveland
 Jackie Fedak
 Laura and Sam Feller
 Michael Ferkovic
 Randal Figueroa
 Sarah Firestone
 First Lutheran Church of Strongsville

Robert and Frances Fisher
 FIT Technologies
 Catherine and Paul Flament
 Erin Fleming
 FM Global
 Four Seasons Swimming Pool Service
 Joseph Frolik
 FRSTeam by DKS Dry Cleaning Restoration
 Monique Gaines
 Matt Gallagher
 Ken and Linda Gamiere
 Fran G. Garofalo
 Joseph Gauntner
 Claire Gauntner
 Geiger's
 John G. Gerace
 Giant Eagle Foundation
 Jean Giberson
 Shannon Gillespie
 Ruth A. Gillett
 Ian Gilliland
 JoAnn and Bob Glick Family Fund
 Kim Goebelt
 Chief Andres Gonzalez, Sr.
 Kim and Gene Gottfried
 Denisha Graham, Dolls for Divas
 Stephanie Gripp
 Lily Gripp
 Bonnie Gwin
 Richard Hall
 Margaret Halliday
 Jen and Chris Halliday
 Heather Hammond
 Sybil Haney
 Stephen and Sondra Hardis
 Keylan Harris
 Michael Harry
 Julia Harry
 Tim Hartman
 Audrey Heckaman
 Cathy Heckler
 Sarah Hihn
 Charles Hirsch
 James Hirschauer
 Jonathan Hlavac
 Amy Clum Holbrook and Jim Holbrook
 David Holmes
 Kathy Hosler
 Nilsa Howell
 Molly Howland
 Rosemary Hozdic
 Faith Hudson
 Margaret Huston

Coletta Hyland
 Kimberly Hylton
 Hyster-Yale
 Linda and Jim Ickes
 Venera Ilievska
 Alexandra Irizarry
 Dava Jarrells
 Ray Jasko
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 John Leibert and Crickett Karson
 Mathew Johns
 Tamala Johnson
 Tina Johnson
 Harry Johnston
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 Iman and Terrence Joshua
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 Katharine Braun
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 Jake Kenosh
 Chip and Teddy Kertis
 Jeremy Kinkopf
 Jonathan and Abbie Klein
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 J. Michael Koch
 Dana Kocsis
 Sheila Konopka
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 India Lee
 Jon Leist
 Laura Lejeune
 David Lenz
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 Rachel Lindberg
 Sandy Linn
 Marie Lisowski
 Laura L. Lodge
 Heather Long
 Christine Loofboro
 Richard and Kathleen Lorentz
 Tammy and Chris Loucks
 Kathleen Loucks
 Celina Lowrie
 Denise Loyd
 Andrew and Amanda Mack
 Ken Madey

Allan Maggied and Paula Pikus
 Janice and James Male
 Carol Mansell
 Rick Mansell
 Kenneth E. Marblestone and Janisse Nagel
 Gregory Marcantel
 Andrew and Marcia Margolius
 Tracey Marks
 Natasha Marshall
 Nakeyah Marshall-Akram
 Sherri Martin
 Laura and Joe Martovitz, Ride for Life Poker Run
 Maureen Borkowski
 Roger and Maura May
 Shaun May
 Nathan McCombs
 Bonnie McCormick
 Katie and Jon McCullough
 Darby McFadden
 Kade McGarrity
 Kathy McGrath
 Shani Mckinley
 Jennifer McMasters
 Erin Mcphail
 Meijer store #321
 Jayne Meltzer
 Merritt
 Keith and Marcia Merritt
 Dennis Miller
 Roy Minoff, The Roy Minoff Family Fund
 Momentive Technologies
 Ron Moner
 Rachel A. Morales and Miguel Cisneros
 Andrew Morgan
 Clyde Morgan
 Lisa and Brandon Morrison
 Gale Morrison
 Mt. Sinai Health Foundation
 Maryam Muhammad
 Diane and Tom Mungall
 Yaricelis Munoz
 Chris Nehez
 Jeanine Nemecek
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 New York Life Insurance Co.
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 North Coast Needlers Quilt Guild
 Christine M. Oblak
 John and Margi O'Brien
 Beth O'Deens
 Pat O'Malley
 Noreen O'Malley

Nicole O'Sullivan
 Julie Palomaki
 Martin Panchula
 Kelly and Richard Parker, Industrial Snowplowing & Sealcoating
 Parker Hannifin – Fluid Connectors Group – Hose Products Division
 Parker Hannifin Foundation
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 Kasey Paul
 Sandra Pauls
 Martin Paulson
 Paycom
 Robert Payne
 Victoria Pekar
 Brooke and Sean Peppard
 Robert Phillips
 Maureen Pierret
 Deborah Pinnell
 Louis Pitschmann
 Darrell Pitts
 Miriam and Martin Plax
 Plymouth Church, United Church of Christ
 Domion Polack
 Hanna Ponti
 Cheryl R. Prause
 The Elisabeth Severance Prentiss Foundation
 Rally Point Wealth Management
 Michelle Raphael
 The Ronald and Deborah Ratner Family Foundation
 Jayne Reardon
 Jim and Mickell Reesing
 Cameron Reesing
 Colin Reesing
 Mark and Shelby Reesing
 Results Fitness
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 Shirley Reynolds
 John and Barbara Richardson
 Kirsten Richter
 Julie A. Rittenhouse
 John Rittenhouse
 Donna Robertson
 Richard and Kathryn Robins
 Steve Roman
 John Ruese
 Jennifer Ruese
 Bernie and Jordan Rush
 Gregory Ryan
 Andrew Ryan
 Avery Ryan
 Carol Sabovik

Melissa Sabroff
 Julie Sabroff
 Gerald Sanders
 Alexis Scarvelli
 Schneider Smeltz Spieth Bell
 Justin Schroeder
 Cynthia D. Schumacker
 Barbara and Thomas Scott
 Michael R. Sering
 Sew4Service
 Patricia Sheahan
 George Sheikh, Jr.
 Ashley Shelton
 Amy Shideler
 Patty Shipacasse
 Janelle Simko
 Lisa Simmons
 The Sisters of Charity Foundation of Cleveland
 Kristen Slack
 Sarah Slack
 Liza Smalcer
 Rita Ann Smith
 Patrick Smith
 Scott and Teresa Snow
 Kathleen Soeder
 St. John Neumann Church
 Rachael Stafford
 Marylois C. Stanziano
 Philip Star and Jane M. Peterson
 Jacien Steele
 Karen and Kurt Steigerwald
 Brianna Stephens
 Andreja Stevanovic
 Gregory Strosaker
 Bridget Sukys
 Shaun Sweet
 Lisa Sweetnich
 Phyllis Syracuse
 Jeff and Pam Tanchon
 Tarolli, Sundheim, Covell & Tummino LLP
 Heather Thomas
 Tyrone Toler
 Michelle Tomallo
 Patricia Tomcho
 Richard Torgerson
 Hannah Trojanowski
 Debbie Trykoff
 Adam Tubbs
 Alison Tubbs Amato
 Trishia Tucker
 Sherrell Turner
 Turner Construction Company

Alisa Tyler
 Brynna Ulricks
 United Way of Greater Cleveland
 Unity Spiritual Center
 Dawn Urban
 Uvas Foundation
 Scott Valore
 Julie Vangelos
 Jaclyn Vaughan
 Sara Vesely
 Veterans of Foreign Wars of Ohio
 VFW Post 9520
 Vibrantz
 Holly Victor
 Shannon Vitale
 Kathy Wallace
 James Wallace
 Julie H. Walton
 Casey and Bruce Walton-Ward
 Keith Waters
 Christine Weaver
 Kenneth and Joanne Webster
 Weltman, Weinberg & Reis Co. LPA
 Richard B. Werner and Barbara A. Langhenry
 Derek West
 Jason Weybrecht
 Barbara Wherley
 Valerie Whittaker
 Kristen Wiggers
 Ray Wilcosky
 Quean Williams
 Tarisha Wilson
 DeJuan Wilson
 Winter Equipment Company
 Susan M. Witherite
 Woodruff Foundation
 Allison Woodward
 Naomi Worthington
 Michael Wright
 Jack Wu
 Yarn Over Beachwood
 Becky Yerak
 Lisa Zahrtre
 Tunapu Zeinway





IN MEMORY OF JULIE RITTENHOUSE

Julie Rittenhouse joined the FrontLine Service Board of Directors in 1994, six years after the organization was created.

Julie was instrumental in helping to define the strategic growth of FrontLine during her 29 years of service on the Board.

Julie's dedication to our community was characterized by her kindness, her incredible leadership skills, and her commitment to lifting others up. She listened to others as if they were the only person in the world. And she was relentless in her pursuit of bettering the lives of those who were marginalized, oppressed, and struggling.

In 2002, Julie organized a group of Clevelanders to visit Chicago's new permanent supportive housing—an innovative model to reduce chronic homelessness. Upon her return, Julie worked diligently to rally public and private partners to bring permanent supportive housing to Cuyahoga County. Thanks to Julie's vision and diplomacy, our community now benefits from more than 1,000 units of permanent supportive housing.

We honor Julie's memory and her lifelong commitment to serving others. Julie's spirit and her years of generous service will be carried forward through the work she helped make possible.

1988 – 1990

Begun as a pilot program to reach out, build rapport, and assist individuals experiencing homelessness and mental illness, FrontLine continues to provide outreach services to this day.

1991 – 2000

In addition to providing services to individuals who were homeless, the agency operationalized Cuyahoga County's 24/7 mental health crisis team and launched the first Children Who Witness Violence program in the country.

2001 – 2010

In collaboration with a consortium of public and private partners, the agency became the lead service provider for Cuyahoga County's Permanent Supportive Housing programs. Utilizing the Housing First model, this person-centered initiative set out to end homelessness for individuals who were homeless for extended periods and had a disability (mental illness, substance use disorder, chronic health conditions, or HIV diagnosis).

2011 – 2019

Nationally recognized programs were developed and executed to address the unmet needs of veterans facing homelessness and the Defending Childhood Initiative, serving children who experienced trauma.

2020 +

The agency made significant changes during the COVID-19 pandemic to ensure that individuals in crisis were not alone. Services continued uninterrupted while keeping our staff and those we serve safe.

We look forward to continuing to provide critical safety-net services to the community today and into the future.



1988-1990



The agency's first name and logo, Money & Mailboxes.

1988

Beginning as “**Money & Mailboxes**,” a pilot project to provide outreach and psychiatric services to individuals experiencing homelessness and mental illness for whom traditional office-based services were not effective.



1989

Mental Health Services for Homeless Persons, Inc. was incorporated as a non-profit 501(c)(3)



Mental Health Services, Inc. logo. (1990)

1991-2000



Projects for Assistance in Transition from Homelessness (PATH) outreach to camp sites in Cleveland. (2016)

1991

Projects for Assistance in Transition from Homelessness (PATH): Street outreach for adults who are homeless, have behavioral health challenges, and are resistant to treatment and/or housing options.

1991

Community Psychiatric Supportive Treatment/ Core Case Management: Support for individuals moving from homelessness to housing who need assistance to remain stably housed.



Rosemary Creeden, Children Who Witness Violence Program Manager, now Associate Director, Trauma Services. (2006)

1995

Safe Havens: One of the first Safe Havens in the country, a low-barrier housing option for individuals who are homeless and who have been unable to maintain housing in traditional housing environments.

1995

Adult Mobile Crisis Team: Clinicians provide telephone assistance and face-to-face assessments 24/7 for individuals in Cuyahoga County in a behavioral health crisis. In 2013, the program expanded to include online chat and text.

1997

Child Response Team: An expansion of the Adult Mobile Crisis Team, clinicians respond to children in a behavioral health crisis to prevent suicide and promote recovery.

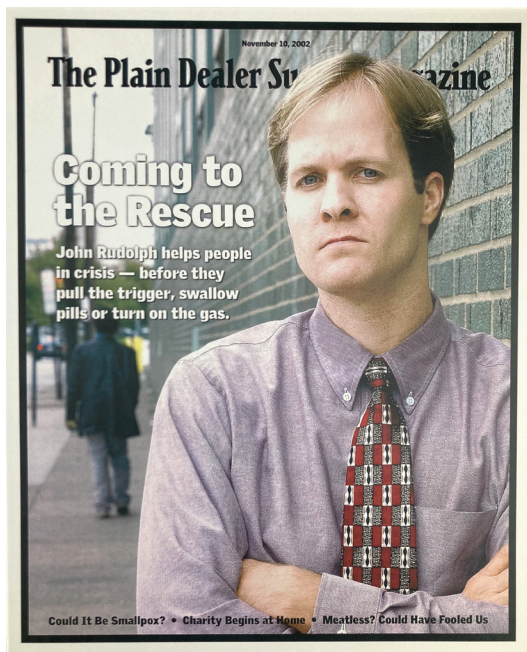
1998

Young Adult Housing: Services targeted to young adults ages 18-24 who are homeless. This served as the foundation for an array of young adult-specific programs and services in future years.

1999

Children Who Witness Violence: One of the first outreach programs of its type in the country, licensed clinicians' provide community-based crisis intervention services to children and adolescents exposed to domestic or community violence.

2001-2010



A cover story from Plain Dealer Magazine of John Rudolph, one of the first leaders of the Mobile Crisis Team. (2002)

2004

PATH Prison Pilot: An expansion of the PATH outreach team specializing in working with individuals who were incarcerated and homeless. This program evolved into other forensic programs with a focus on assisting formerly incarcerated individuals who need mental health treatment and housing assistance.

2006

Permanent Supportive Housing (PSH): Utilizing the Housing First model to end chronic homelessness, FrontLine provides social services in residents' homes to promote recovery from behavioral health disorders and support long-term housing stability.



Camp Bridges volunteers with campers at North Chagrin Reservation.

2007

Camp Bridges: A one-day bereavement camp for children who have lost a loved one to homicide, suicide, or other traumatic death.

2007

Supported Employment/Individual Placement and Support: An evidence-based practice that supports individuals who have been homeless and have a severe mental illness to achieve competitive employment.

2007

North Point: Temporary housing program for adults who are working or work ready. In 2017, North Point expanded to emergency housing for young adults (ages 18-24) experiencing homelessness.

2008

Traumatic Loss Response Team: Clinicians provide immediate community-based crisis stabilization services to families after they have lost a loved one to homicide or suicide.

2009

Coordinated Intake: Entry point to access Cuyahoga County's shelter system for those experiencing homelessness.

2010

Police Co-Responder: Crisis intervention clinicians accompany law enforcement to respond, on-scene, when someone is experiencing a behavioral health crisis.

2011-2019

2011

Supportive Services for Veteran Families:

A nationally recognized program focused on ending veteran homelessness across 13 counties in Northern Ohio. Assisting veterans and their families who are homeless or at risk of homelessness with housing, financial assistance, linkage to health care and legal services.



Defending Childhood Initiative meeting, including then U.S. Attorney General Eric Holder (right), Agency Executive Director Susan Neth (left) and then U.S. attorney for the Northern District of Ohio, Steven Dettelbach (center). (2012)

2012

Defending Childhood Initiative: Intake, referral, and linkage to treatment for children who have experienced trauma.

2013

Twinkle Shop: An annual event that provides holiday gifts and basic need items to families impacted by homelessness, violence, and other crises.

2013

Integrated Health Clinic: Integrated physical and behavioral health clinic for individuals who were/are homeless and have a behavioral health challenge.



Formerly known as MHS, Inc., unveiling of the new name FrontLine Service, 2013

2013

Stricklin Crisis Stabilization Unit: A short-term licensed residential facility for adults in Cuyahoga County experiencing behavioral health crises.

2013

The agency changed its name to **FrontLine Service**. The name represents our agency's unique role in our community and our service philosophy of reaching out to those in crisis to provide the support and services needed for healing and recovery.

2017

Cleveland Mediation Center (CMC): Ohio's first mediation center merged with FrontLine Service, providing individual & community mediation and training for community members to develop and apply those skills.

2019

Anti-Racism Culture Change: The agency began the intentional culture change necessary to become an anti-racist organization.

2020+

2020

Hope-Link: Emotional support and linkage to ongoing care for individuals after being released from a hospital following a suicide attempt.



Staff members assembled 100 backpacks for children after Camp Bridges was cancelled due to COVID from 2020-2021.

2020 COVID-19 Response: The recent global pandemic caused the most acute suffering for individuals in the community with the most complex needs. The agency immediately pivoted, creating a dynamic response plan to ensure continued face-to-face service while preventing the spread of COVID-19.

2020 Pandemic Community Coordination: Addressed the community's need by coordinating continued service for unsheltered COVID-positive individuals with local hospitals, the Ohio Department of Health, and other community partners.

Allison Swartwout, RN, BSN, Integrated Care Nurse at FrontLine Service, treating clients at the agency's integrated care health clinic. (2020)



Corrie Taylor, FrontLine Director of Development, receiving toys for Twinkle Shop with board members Jeanine Nemecek (Center) and Christine Oblak (right). (2021)

2021

Diversion Center: In collaboration with partner agencies, FrontLine provides screening for this first-of-its-kind facility in Ohio. The center diverts individuals from police intervention to treatment through referrals from family, friends, or law enforcement.

2022

Supporting Children (Trauma Systems Therapy): The first program model in Ohio for children struggling with regulating behavior after experiencing the loss of a loved one from opioid overdose.

2022

988 Suicide & Crisis Lifeline: Became one of 200+ crisis centers across the country answering the 988 National Suicide & Crisis Lifeline. FrontLine's 24/7 Crisis staff receive all calls in Cuyahoga County from people contacting the universal entry point of 988.

“

When one of the children was doing crafts, her grandmother came back from shopping and told me how much she appreciated the opportunity to have a fun holiday memory with her granddaughter.”

— Twinkle Shop Volunteer, 2023

”

ALL ARE
WELCOME AT
FRONTLINE
SERVICE

FrontLineService.org/anti-racism



THANK YOU FOR BEING A FRONTLINER



2023 BOARD OF DIRECTORS

F. Iman Joshua, *Board Chair*
Amy Clum Holbrook, *Vice-Chair*
Laura Feller, *Governance Chair*
Jenifer Halliday, *Development Co-Chair*
Katie McCullough, *Finance Co-Chair*
Christine Oblak, *Development Co-Chair*
Richard Robins, *Finance Co-Chair*

Shauna Hibbitts
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Lisa Morrison
Christopher Nehez
Jeanine Nemecek
Heather Pauly
James Reesing
Julie Rittenhouse

*Iman Joshua, Chair, FrontLine
Service Board of Directors*



Reaching out. Resolving crisis.



216.623.6555



www.frontlineservice.org



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