



STEP VA 2024 - 2026 STRATEGIC PLAN

2024 Focus

Facilitated by:
CEG Results LLC

Bringing Clarity, Energy & Growth to Strengthen Organizational Results
Angie Sullivan ♦ angie@cegresults ♦ (540) 840-2007



STEP VA Strategic Plan Executive Summary

Strategic Plan Development

STEP VA engaged Angie Sullivan, founder of CEG Results LLC, in 2023 to facilitate the development of a three-year strategic plan. The strategic planning process included three phases: (1) Setting the Stage, (2) Strategic Planning Retreat, and (3) Finalize and Implement. During the first phase, between August and October, CEG Results conducted board interviews, surveyed stakeholders, and facilitated a virtual environmental scanning session. Board members and staff then participated in a two-day Strategic Planning Retreat on November 11 and 12 held in the newly acquired STEP VA space. Phase three included the development of the written plan. STEP VA is also encouraged to continue with phase three by reviewing and developing new 90-day implementation plans quarterly and by creating new timelines for 2025 and 2026 before the start of each year.



STEP VA MISSION

To empower people with disabilities and their families through creative expression and sensory exploration.

STEP VA VISION

Provide each individual the opportunity to unlock and expand their creative potential and contribute to their community.

About STEP VA

Sensory + Theatre = Endless Possibilities, Inc. (STEP VA) is a non-profit organization founded in 2013 by rehabilitative therapy professionals. STEP VA creates intentional programs that center disability, allowing participants to experience success on their own terms, and that promote the understanding of disabilities and access in the community. They believe that through the arts, all people can be heard and seen regardless of perceived barriers, with endless possibilities. STEP VA programming includes summer camps, a spring musical, fall and spring classes, connect groups, all abilities choir and other special, one-time events or workshops.

STEP VA: STRATEGIC PLAN SUMMARY

STEP VA Strategic Planning Focus Question: <i>What needs to happen in the next three years to create a thriving community asset?</i>		
focusing our creative, practical actions in...	to deal effectively with...	and realize our...
➤ Strategic Directions ➤ Potential Focus Areas	⊘ Underlying Contradictions	❖ Practical Vision
<ul style="list-style-type: none"> ➤ Enhancing Operational Efficiency <ul style="list-style-type: none"> ➤ Establish Operational Guidelines ➤ Streamline Communication ➤ Optimizing Outreach Opportunities <ul style="list-style-type: none"> ➤ Increase STEP VA Visibility ➤ Foster Donor Relations ➤ Leverage Community Partnerships ➤ Building Program Capacity <ul style="list-style-type: none"> ➤ Expand Target Populations Served ➤ Develop Personnel Resources 	<ul style="list-style-type: none"> ⊘ Unchecked Growth Distracts from Sustainability ⊘ Current Donor Perceptions Weakens Relationships ⊘ Programming Gaps Limits Expansion ⊘ Disorganized Communication Confuses Information Sharing ⊘ Saturated Market Obscures our Brand ⊘ Current Hiring Practices Restrict Growth ⊘ Harmful Assumptions Discourage Involvement 	<ul style="list-style-type: none"> ❖ Community Outreach <ul style="list-style-type: none"> ❖ Comprehensive Professional Training ❖ Effective Community Network ❖ Internal Operations <ul style="list-style-type: none"> ❖ Recognizable & Trusted Participant- Centered Brand ❖ Organizational Sustainability Plan ❖ Mindful and Strategic Growth ❖ Clear and Consistent Communication Processes ❖ Our Services <ul style="list-style-type: none"> ❖ Sufficient Qualified Staff ❖ Robust Programs

FIRST-YEAR TIMELINE: 2024 ACCOMPLISHMENTS

Strategic Directions	Quarter 1 <i>Accomplishments</i> (January - March)	Quarter 2 <i>Accomplishments</i> (April – June)	Quarter 3 <i>Accomplishments</i> (July – September)	Quarter 4 <i>Accomplishments</i> (October – November)
Enhancing Operational Efficiency	<ul style="list-style-type: none"> ✓ Internal organizational planning calendar created and distributed ✓ HR policy developed and distributed ✓ Roles and responsibilities are written and shared with BOD ✓ Space usage policy developed and followed ✓ Style guide for all communications developed and shared 	<ul style="list-style-type: none"> ✓ Communication policy developed and distributed ✓ Criteria for participating in community events developed and implemented 	<ul style="list-style-type: none"> ✓ Workflow Policies developed and distributed ✓ Financial Procedures developed and distributed ✓ Semi-annual performance review implemented 	
Optimizing Outreach Opportunities	<ul style="list-style-type: none"> ✓ Participant-led donor recognition workshop conducted 	<ul style="list-style-type: none"> ✓ Marketing plan for the musical and camp programs developed and implemented 		<ul style="list-style-type: none"> ✓ Public performance at a non-STEP VA-sponsored event conducted
Building Program Capacity	<ul style="list-style-type: none"> ✓ Volunteer intern for musical and summer programs hired ✓ Current volunteer pool documented and updated 	<ul style="list-style-type: none"> ✓ New families participated in summer camps 		<ul style="list-style-type: none"> ✓ Skill-based vocational program for young adults conducted ✓ Two preschool playgroups/classes conducted ✓ Families that were new to STEP VA in 2023 participated in a 2024 STEP VA program ✓ Two collaborative events with our target organizations or schools held

Next Steps

- ▶ **Finalize initial 90-Day Implementation Plans.**
- ▶ **Consider engaging more volunteers and community partners in components of the strategies.**
- ▶ **Continue to review progress at each board meeting.**
- ▶ **Discover ways to show progress (visually) for staff, volunteers and community.**
- ▶ **Set dates for quarterly implementation reviews and development of new plans**
- ▶ **Set dates for yearly review and 2024 and 2025 timeline development.**



Strategic Planning Retreat Participants

November 11 & 12, 2023

Debbie Brown
Sarah Garner
Carolyn McKinney
Lauren Michaud
Jan Monroe
Brigid O'Leary
Carol Yeh

Environmental Scan Session Participants

October 29, 2023

Debbie Brown
Katie Brown
Kim Lett
Carolyn McKinney
Jan Monroe
Brigid O'Leary
Keri Walker
Carol Yeh