



## SOLUTIONS THAT EMPOWER PEOPLE, INC.

### 2024 – 2027 Strategic Plan



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*Empowering people,  
changing lives.*

*“The best way to predict the future is to create it.”*

*–Abraham Lincoln*

*“Failing to plan is planning to fail.”*

*–Alan lakein*



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# SOLUTIONS THAT EMPOWER PEOPLE (STEP)

## STEP PROFILE

Solutions That Empower People, Inc. (STEP) was founded in 1966 under the name Franklin County Community Action Program. STEP is one of 31 designated community action agencies in Virginia, and STEP's service area includes Franklin and Patrick counties. Since 1966, STEP has provided important services to low-income families, including weatherization and Head Start.

Today, STEP serves over 4,180 of our friends and neighbors in the community. Together with partner agencies, STEP employs sustainable strategies that address both the symptoms and the root causes of poverty. STEP's broad array of programs includes child development and school readiness programs through Head Start/Early Head Start; a private day school and college readiness program through Youth Services; weatherization and home rental assistance services through Housing Services; home-delivered meals, congregate meals, and transportation services through Senior Services; and tax preparation assistance through the Volunteer Income Tax Assistance (VITA) program.

STEP operates on an annual budget of approximately \$6 million, and services are administered by a very capable and dedicated team of approximately 70 staff. STEP is governed by a 15-member tri-partite board of directors. The composition of the board is maintained with an equal balance of elected officials (or their designees), low-income representatives, and private members representing the communities served by STEP.

## STEP PROGRAMS

### 1. EARLY CHILDHOOD EDUCATION

Prenatal support and educational services for pregnant women, childhood development, and school readiness are available to eligible families through STEP's Early Head Start and Head Start (E/HS) programs. We also provide some home-based programs. STEP is funded for a combined total of 218 students (infant up to age 5) in our E/HS programs each year (although as families move in and out of our communities the actual number of students served each year typically exceeds this number).

#### **Early Head Start**

STEP's Early Head Start program provides low-income children with comprehensive child development support. This includes health and nutrition programs that enhance their ability to learn so they are prepared for their educational careers. Our family-driven philosophy empowers parents to support and nurture their children while meeting other critical social and economic goals. STEP Early Head Start enrolls 80 children each year.

#### **Head Start**

STEP's Head Start program provides a comprehensive education for three and four-year-old children that encourages parental involvement and is designed to foster healthy development and school readiness. STEP provides education, nutritious meals, and the opportunity for social, emotional, and intellectual growth that helps prepare the children for success in school and in life. Medical and dental support services are also offered. The Head Start approach serves the entire family and seeks to empower both parent and child. STEP Head Start enrolls 138 children each year.

## **2. YOUTH SERVICES**

### **LIFES Academy**

LIFES Academy provides an engaging alternative day school setting for middle and high school students with special needs. STEP currently serves up to 10 students in each classroom with one professionally trained staff member (teachers and counselors) for every two students. LIFES Academy helps students shape appropriate attitudes, behaviors, and life skills so they can realize their fullest potential both academically and socially. LIFES Academy is licensed by the Commonwealth of Virginia Department of Education and is an accredited member of the Virginia Association of Independent Specialized Education Facilities (VAISEF). Students are referred to LIFES Academy through their local education agency's special education department in cooperation with the locality's Family Assessment and Planning Team (FAPT) and Community Policy and Management Team (CPMT).

### **Project Discovery**

Through STEP's Project Discovery program, college and career readiness programs are provided to middle and high school students in Franklin County. Students who want to go to college or enroll in a vocational training program are offered tutoring, educational support, SAT and college application preparation, college visits, and other related assistance. These students typically come from low-income families and are often the first member of their family to attend college. STEP helps students enrolled at Franklin County High School, Benjamin Franklin Middle School and LIFES Academy.

## **3. HOUSING SERVICES**

STEP provides weatherization and home energy assistance for qualified homeowners. STEP also manages the Section 8 Housing Choice Voucher Program for Virginia Housing. These programs help to ensure safe, affordable housing options for low-income residents.

### **Weatherization/Low-Income Home Energy Assistance Program (LIHEAP)**

STEP's weatherization program is designed to assist residents of Franklin and Patrick counties save money on their heating and cooling bills by helping them make their homes more energy efficient. Weatherization services can include insulation, weather-stripping and caulking, water-heater blankets, window and door repair or replacement, inefficient refrigerator replacement, and heating and cooling system repair or replacement. Reducing the energy consumption in each home helps to create a healthier environment while allowing residents to reallocate funds to more productive uses. STEP works with highly trained industry professionals who use the latest technology, including infrared and thermal imaging, to properly diagnose each client's specific energy saving needs. STEP weatherizes up to 50 homes each year.

### **Section 8 Housing Choice Voucher Program**

STEP administers the Section 8 housing choice voucher program in Franklin, Patrick, and Bedford counties on behalf of Virginia Housing. Staff also inspect rental homes participating in this program to ensure that they are properly maintained. Elderly residents and/or disabled families are the highest priority. STEP serves approximately 190 households annually.

## **4.SENIOR SERVICES**

### **Home Delivered Meals**

STEP delivers hot, nutritious meals prepared in its own commercial kitchens to homebound seniors 60 years and older living in Franklin and Patrick counties who have been referred by the Southern Area Agency on Aging (SAAA). Frozen meals that seniors can prepare at their convenience throughout the week are also provided, as are bagged groceries for seniors who live in remote areas. STEP serves more than 24,700 meals annually to over 150 homebound seniors.

### **Congregate Meals**

STEP prepares nutritious lunches and provides educational programming and other engaging activities at various sites throughout Franklin and Patrick counties. Programs are designed to provide seniors with education and information to help them live independently. STEP serves more than 2,700 meals annually to at least 115 seniors.

### **Transportation Program**

STEP provides transportation services for Patrick County seniors to congregate events, medical appointments, and grocery shopping. More than 40 seniors take advantage of these services each week, allowing them the freedom to be more mobile, self-sufficient and independent. STEP provides over 540 rides.

## **DINING SERVICES**

STEP operates fully equipped commercial kitchens at our Franklin and Patrick county sites. STEP staff prepare over 80,000 nutritious meals and snacks annually for the seniors that are served and the children who attend the Head Start, Early Head Start and LIFES Academy programs.

## **5.FINANCIAL SERVICES**

### **Volunteer Income Tax Assistance (VITA)**

STEP provides free income tax preparation assistance and filing for up to 500 income-eligible residents of Franklin County and Patrick counties each year.

## **STEP CUSTOMER SATISFACTION RESULTS**

In a customer satisfaction survey of randomly selected STEP programs conducted in 2023, 167 STEP clients reported very high levels of satisfaction with agency programs, services and staff. Respondents were asked to record their experiences in areas including quality of services (97.0 percent Very Satisfied or Satisfied), staff response to needs and requests (97.0 percent Very Satisfied), and being treated with respect by staff (94.6 percent Very Satisfied.)

# COMMUNITY NEEDS ASSESSMENT

## CNA PROCESS

As a requirement of the Community Service Block Grant (CSBG) Act, STEP conducted a Community Needs Assessment (CNA) in Summer/Fall 2023. As outlined in the CSBG Act, the Community Needs Assessment serves several purposes, including:

- A CNA establishes a profile of a community, noting both needs as well as community resources.
- CSBG recipients conduct assessments to determine the needs in a community that can be addressed and the population that is most impacted by the need.
- CSBG recipients should include both qualitative and quantitative data to assist in identifying needs in the community.
- From this identification of needs on the family, community, and agency levels, and through a strategic planning process, CSBG recipients determine the outcomes that they plan to achieve for the next three years.

STEP contracted Crescendo Consulting Group (“Crescendo”) to conduct its 2023 Community Needs Assessment (CNA) from June through September of 2023. To this end, STEP and Crescendo worked collaboratively to implement a mixed methodology approach, consisting of a combination of quantitative and qualitative research methods designed to evaluate the perspectives and opinions of community stakeholders, especially those from underserved and underrepresented populations. Specific steps in the process included:

- Conducted strategic Secondary Research into service area demographics, social determinants of health, early childhood education, and health-related measures, among many others.
- Conducted Qualitative Research consisting of interviews with 13 stakeholders across Franklin and Patrick counties, and three (3) virtual focus group discussions with agency partners and community members across several sectors.
- Disseminated a Community Survey to evaluate and address the needs of vulnerable populations, in addition to identifying service gaps in resources. The survey included high-level themes that emerged from secondary research analysis and qualitative research.
- Prioritization of the Identified Needs that was facilitated virtually by Crescendo with a Project Leadership Team comprising STEP leadership, program staff, and board members. The Leadership Group reviewed a list of 24 identified needs and prioritized the top seven (7) needs based on importance, organizational capacity/degree of control, and timeline of impact.

## CNA KEY FINDINGS

- **Proportions of households living below poverty level in Franklin (13.5%) and Patrick (13.9%) counties are higher** than for the state of Virginia (10.1%), and slightly higher than the U.S. (13.1%). Correspondingly, median household income is lower in Franklin and Patrick counties than the United States, and far lower than that in Virginia.
  - The percentage of people living below the poverty level in Franklin County and Patrick County is slightly higher than the state level and comparable to the national level. Notably, Patrick County has seen a **33% decrease** in poverty since 2010.

	United States	Virginia	Franklin County	Patrick County
People below poverty level (2010)	13.8%	10.2%	13.1%	15.8%
People below poverty level (2021)	12.3%	9.7%	12.9%	10.5%
Percent change	-10.9%	-4.9%	-1.5%	-33.5%

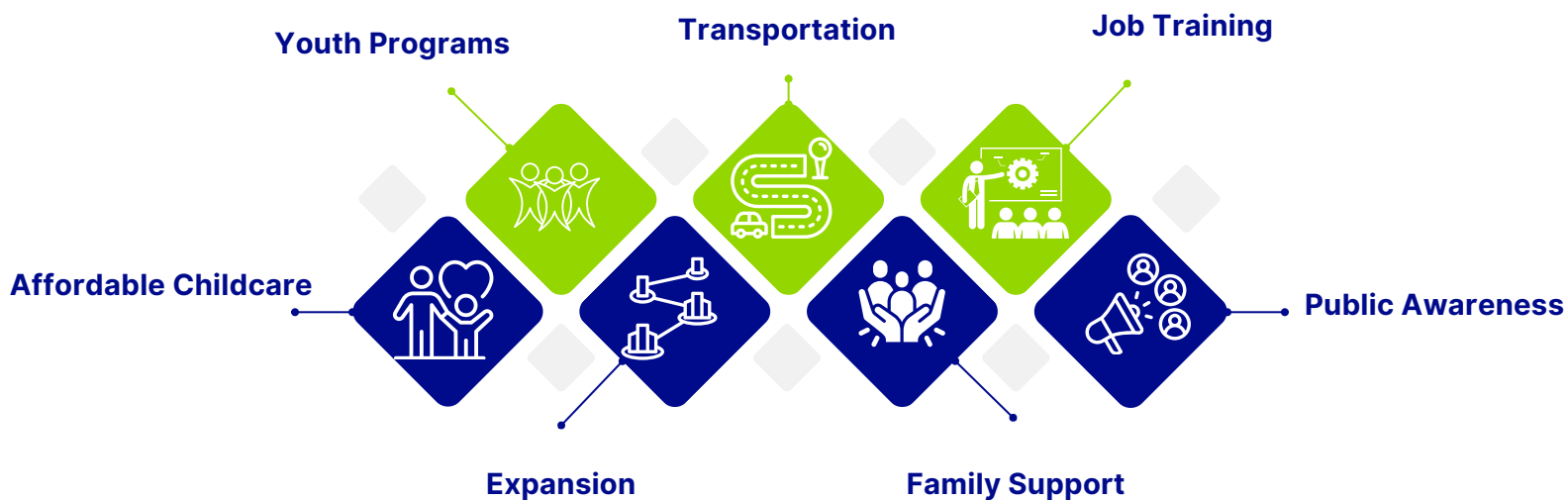
- There are slightly fewer children age five and under living in poverty in Franklin County and Patrick County compared to the state or nation.

	United States	Virginia	Franklin County	Patrick County
Children Age 5 and Under Living in Poverty	5.9%	5.9%	4.2%	5.0%

- There are five Head Start locations and one Head Start / Early Head Start location in Franklin County, and there are four Head Start locations and one Head Start / Early Head Start in Patrick County. The number of children served by Head Start has decreased in Virginia from 2017 to 2021.
- Overall, **the populations of Franklin and Patrick counties are older** than either Virginia or the U.S. and **there are more individuals living with a disability** in these counties, including nearly one in five of those in Patrick County.
- The number of children living in households with a high housing cost burden has remained stable at the national and state level since 2017. **In Virginia, Hispanic (39%) and Black or African American children (39%) are two times more likely than White non-Hispanic (19%) children to live in cost-burdened homes.**
- **There are three to four times as many housing units that are mobile homes** in Franklin and Patrick counties compared to the nation.

## TOP SEVEN NEEDS IDENTIFIED

1. Improved access to affordable childcare, by increasing the number childcare slots across Franklin and Patrick counties, as well as in populations not served by Head Start and communities without Early Head Start.
2. Programs for youth, including those offering basic resources (food, bedding, and/or clothing), as well as other youth-focused programming such as peer mentoring.
3. Expansion of after-school programs and low-cost accessible recreational activities offered for children, particularly in Patrick County.
4. Transportation options that allow residents of rural communities to access resources and programs available in town, including expansion of senior bus routes.
5. Support for families to make improvements to the quality of homes, including home repairs and weatherization.
6. Job training and professional development opportunities to grow the local workforce and improve local economic development.
7. Efforts to increase public awareness of existing resources and programming, including targeted marketing efforts and use of social media (e.g., TikTok, Facebook and Instagram).



# STRATEGIC PLANNING

## STRATEGIC PLANNING PROCESS

STEP began its strategic planning process in October 2023 after completing the comprehensive Community Needs Assessment (CNA). The process was guided by STEP's Planning and Evaluation Committee as well as STEP's Deputy Executive Director, a certified Results Oriented Management and Accountability (ROMA) Implementer and the Executive Director, a Certified Planner through the American Institute of Certified Planners. Furthermore, the process benefited from input of the STEP Head Start Policy Council and Angel Ampey, ROMA Trainer.

The planning process also began with a Board Retreat in November 2023 led by Matt Fitzgerald, Director of the Virginia Office of Economic Opportunity. During the retreat, members of the STEP Board of Directors received training on Community Service Block Grant, board governance, and strategic planning. The retreat set the stage for the planning process.

The planning process followed this schedule:

October/November 2023: Review of the previous Strategic Plan using the questions – what have we accomplished, what is still needed, and what is missing? This included a review the STEP mission, vision, and core values. The planning schedule was approved by the Planning and Evaluation Committee.

November 16, 2023: STEP Board Retreat

November/December 2023: Review the 2023 Community Needs Assessment and related secondary data, including STEP customer satisfaction data.

January/February 2023: Planning discussions and SWOTs with STEP Program Directors.

January–March 2023: Draft Strategic Plan development.

March 2023: Draft Strategic Plan reviewed with Board of Directors.

March/April 2023: Implementation Dashboard developed, and the Strategic Plan presented to the Board of Directors for Adoption.

## INCORPORATING ROMA

Community Action Agencies commit to following the principals of Results Oriented Management and Accountability or “ROMA.” With its previous Strategic Plan, STEP adopted a goal to employ this operational theory and methodology to ensure the constant assessment, evaluation and, as necessary, modification of programs and services to realize and sustain the most impactful outcomes for those we serve. The ROMA principals continue to be a guiding theory in STEP's planning and operations, and ROMA principals were used in the development of this Strategic Plan.

# Results Oriented Management and Accountability



## ROMA's SIX NATIONAL GOALS

STEP follows the principles of ROMA to plan for and implement its programs. ROMA is built upon six national goals that address family, community, and agency.

**Goal 1:** Low-income people become more self-sufficient. (Family)

**Goal 2:** The conditions in which low-income people live are improved. (Community)

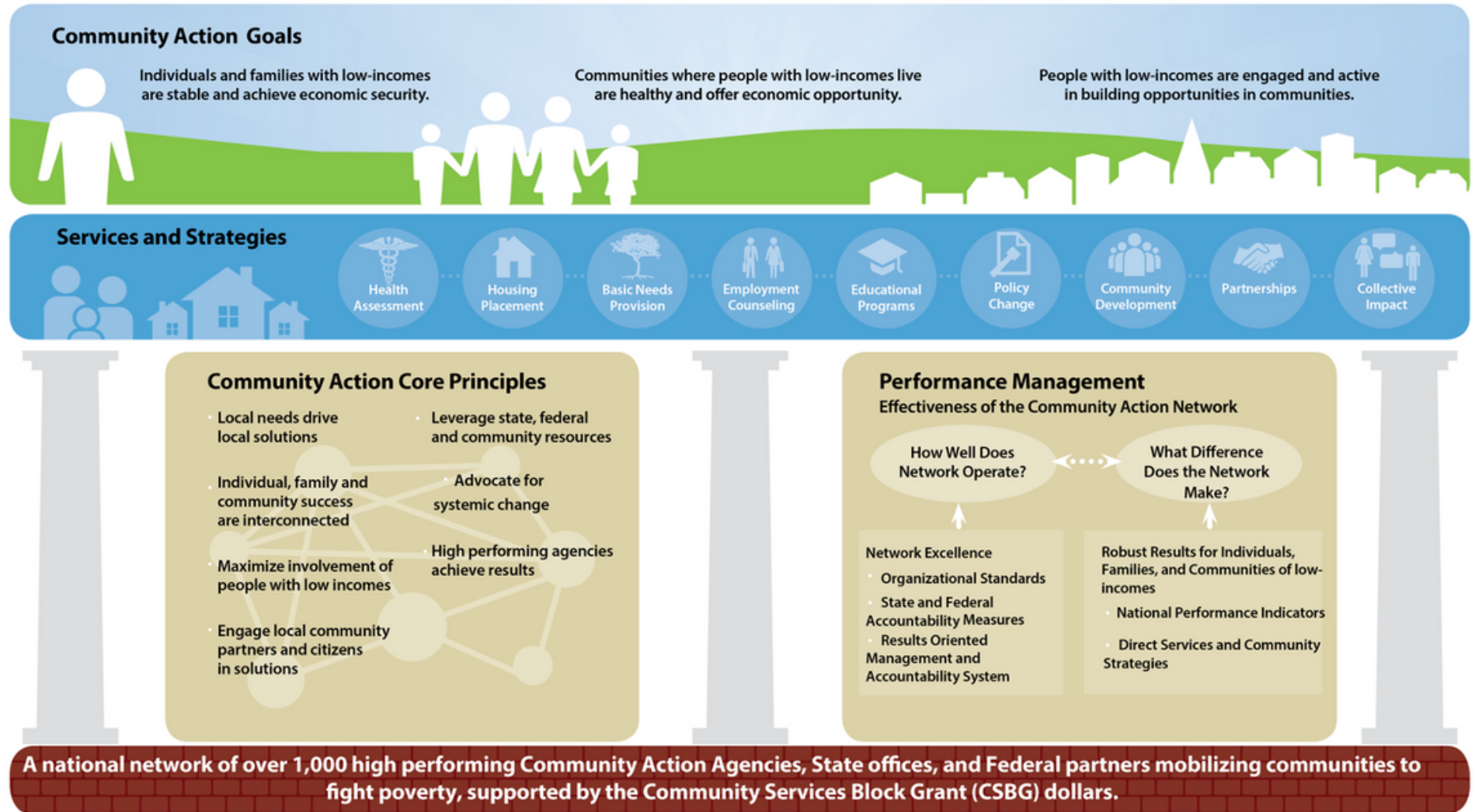
**Goal 3:** Low-income people own a stake in their community. (Community)

**Goal 4:** Partnerships among supporters and providers of service to low-income people are achieved. (Agency)

**Goal 5:** Agencies increase their capacity to achieve results. (Agency)

**Goal 6:** Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

# NATIONAL COMMUNITY ACTION GOALS AND THEORY OF CHANGE

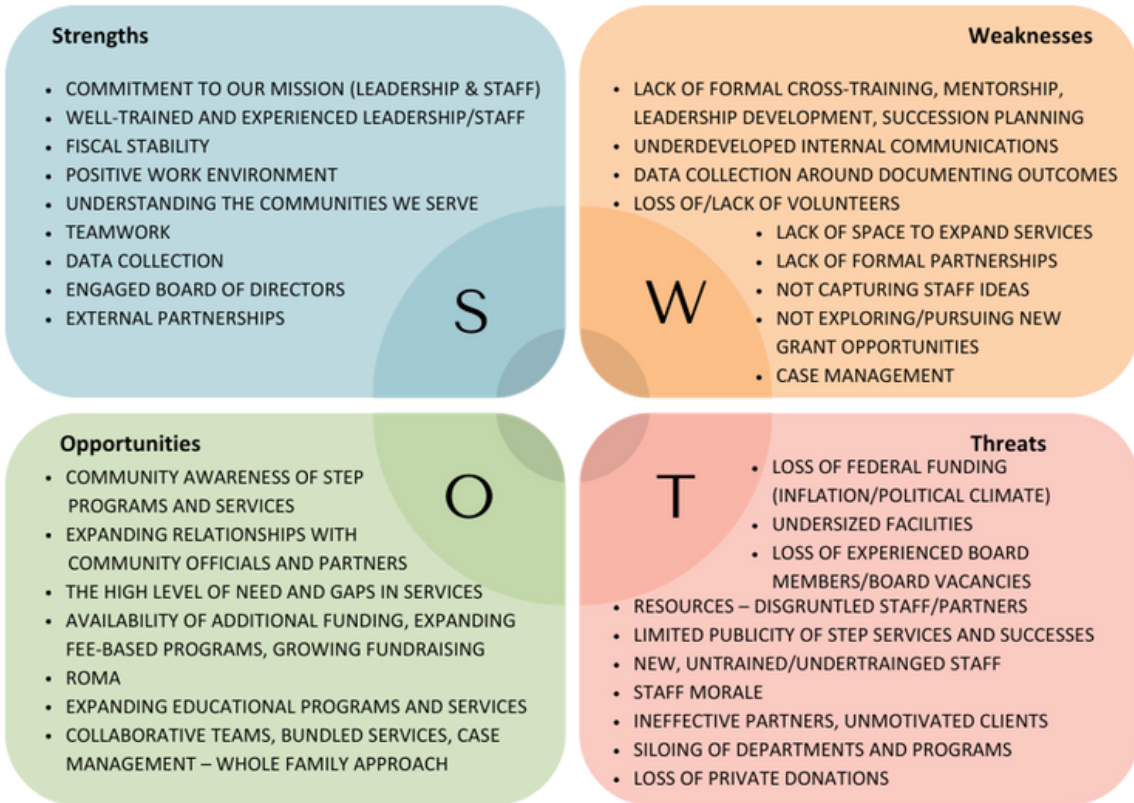


A national network of over 1,000 high performing Community Action Agencies, State offices, and Federal partners mobilizing communities to fight poverty, supported by the Community Services Block Grant (CSBG) dollars.

To learn more, check out the Community Action Theory of Change Report. [www.nascsp.org](http://www.nascsp.org)



# STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS



## STEP'S MISSION, VISION, AND CORE VALUES

### Mission

STEP, and our partners, facilitate solutions that empower people to overcome their barriers to economic, educational and developmental success within the communities we serve.

### Vision

The work of STEP improves the quality of life and creates opportunity in our communities for individuals and families, while ensuring they have access to the full array of services and resources needed to achieve their goals successfully.

### Core Values

**Teamwork** – We support one another and endeavor to work together at all times. Regardless of program or position, we win together; we lose together. We value community partnerships and community partners are vital team members.

**Respect** – We will show compassion and dignity to those we serve at all times. Everyone is worthy of and will be treated with respect. We acknowledge that no one individual is more important than another.

**Integrity** – We will be honest in all our dealings and will constantly strive to do the right thing. We embrace mistakes that are made in the right spirit as long as we are truthful. We are accountable to our funders, our community, our clients, and to one another.

**Service** – We believe in servant leadership in the workplace and our community. Position or title doesn't bring power or privilege, but a responsibility to serve.

**Growth** – Growth is a requirement of improvement. We are committed to growing our agency, our capacity, our services, and our impact.

# STEP 2024-2027 STRATEGIC PLAN

## GOALS AND OBJECTIVES

### Family Level Goals

STEP will empower low-income individuals and families to become financially self-reliant, achieve economic mobility, and enhance their quality of life in the communities it serves.

STEP will provide accessible, affordable, and high-quality childcare options for families in the communities it serves.

### Agency Level Goal

STEP will strengthen its capacity to effectively deliver impactful outcomes.

### Community Level Goal

STEP will improve the communities it serves.

**Goal 1: STEP will empower low-income individuals and families to become financially self-reliant, achieve economic mobility, and enhance their quality of life in the communities it serves.**

(ROMA Goals 1 & 6 / National Community Action Goal 1)

**Objective 1.1:** Prepare for Transition to the Whole Family Approach model of service delivery.

#### Strategies for Objective 1.1

- Implement a consistent customer satisfaction process across all programs.
- Standardize forms, intake processes, and eligibility standards across all programs.
- Implement adoption of EmpowOR across all programs and ensure accurate outcome and demographic data collection and reporting.
- Implement ROMA across all programs, tailoring the ROMA phases to the unique schedules, activities, and reporting of each program.
- Evaluate staffing needs, identifying gaps and areas of weaknesses.
- Evaluate physical space needs and begin organizing STEP's physical spaces to maximize efficiencies and effectiveness.
- Plan and design the next Community Needs Assessment to focus on the Whole Family model.

**Objectives 1.2:** Maintain and expand current programming to meet the needs of STEP clients.

#### Strategies for Objective 1.2

- Develop and implement program-specific action plans with SMART goals and strategies to improve and expand services.
- Improve outcome and demographic data collection and reporting across all programs, including evaluation and enhancement of current program targets to ensure desired outcomes are captured effectively.
- Ensure grant deadlines and all other program requirements are met with accuracy and efficiency.
- Ensure customer satisfaction is collected, analyzed, and used to implement improvements.
- Continuously seek and evaluate new potential funding sources.
- Collaborate with other STEP staff, including the Marketing and Communications Director and Program Development Director, to enhance program services and effectiveness

### Strategies for Objective 1.3

- Utilize the Community Needs Assessment and Customer Satisfaction data to identify gaps in services available to low-income individuals and families.
- Engage in statewide and VACAP-sponsored opportunities to expand services, such as digital literacy and access to technology.
- Create strategic partnerships with private sector businesses and non-profit organizations to offer new services, such as financial literacy and asset development.
- Continuously seek and evaluate new potential funding sources aligned with identified service gaps.
- Target services to align with the transition to the Whole Family Approach.
- Ensure all new programs and services are grounded in the ROMA model and developed to ensure accurate outcome and customer satisfaction data collection and reporting.

## **Goal 2: STEP will provide equitable and high-quality childcare opportunities for the families in the communities served that ensure school readiness.**

(ROMA Goal 1 / National Community Action Goal 1)

### **Objective 2.1: Engage children in comprehensive activities that support growth and progress across all areas of development.**

#### Strategies for Objectives 2.1

- Ensure that all classrooms offer developmentally appropriate instruction utilizing a research-based curriculum, that include opportunities for growth in social-emotional, language/literacy, cognitive, physical, and mathematics developmental areas.
- Utilize child assessment data to continually monitor and use for planning and continuous improvement.
- Provide coaching and professional development for teachers based on individual needs identified through classroom observations and other monitoring tools.
- Complete monthly monitoring and reporting in areas of curriculum fidelity, teacher/child interactions, child assessment, and individualization per classroom and program wide.
- Provide opportunities for families to be actively engaged in their child's development through school-to-home activities, home visits and family conferences.
- Evaluation opportunities to expand early childhood education and childcare programs.

### **Objective 2.2: Engage and support families with opportunities to achieve self-sufficiency and enhance positive family development.**

#### Strategies for Objective 2.2

- Create and utilize family engagement opportunities, along with the comprehensive 2-Generation whole family approach, to all enrolled families.
- Partner with families to identify and gain access to resources that will help them become stable and have an enhanced quality of life.
- Effectively coordinate efforts and provide referrals to community partners in the areas of mental health, and physical and/or intellectual disabilities.
- Provide opportunities for parents to volunteer, participate on committees, and attend trainings.

- Provide a wide variety of educational resources for parents to enhance knowledge related to children’s health, nutrition, and dental needs.
- Provide virtual and in-person classes that provide a systematic approach to effective parenting.

**Goal 3: STEP will strengthen its capacity to effectively deliver impactful outcomes.**

(ROMA Goal 5)

**Objective 3.1: Ensure a robust and engaged board of directors.**

Strategies for Objective 3.1

- Recruit and maintain a qualified and engaged board of directors that meets Community Action requirements.
- Provide on-going and effective training and development opportunities for board of directors.
- Maintain an effective new board member orientation and conduct orientations within sixty (60) days of being seated on the board.
- Develop impactful board standing committees to enhance participation, engagement, and knowledge.
- Complete a board self-assessment every two years and utilize the self-assessment to determine board training and development strategy.

**Objective 3.2: Strengthen the performance management culture through the ongoing utilization of Results Oriented Management & Accountability (ROMA).**

Strategies for Objective 3.2

- Train staff on ROMA.
- Senior Leadership will assess organizational culture using ROMA-based tools.
- Increase data driven decision making capability.
- Establish a customer satisfaction baseline to determine strengths and opportunities for improvement.

**Objective 3.3: Enhance the staff experience and promote a positive work environment to ensure strong performance, efficient communication, and agency cohesion.**

Strategies for Objective 3.3

- Develop and maintain a consistent mission-centric message to ensure all staff members possess a comprehensive understanding of STEP’s programs and how the staff contributes to positively impacting families and communities.
- Create an Employee Relations approach to Human Resources management designed to recruit and maintain a high staff moral and a positive work environment.
- Facilitate monthly meetings with program directors focused on best practices, policy changes, and important information related to program implementation, data and reporting, internal collaboration efforts, and effectiveness of referrals.
- Provide annual staff development and on-going trainings to better equip STEP to effectively implement programs, enhance performance, and accomplish mission.
- Provide opportunities for staff wellness and other benefits that promote a healthy work-life balance.
- Evaluate and enhance the organization and utilization of STEP office space.
- Develop and maintain an emergency response plan.

**Objective 3.4:** Establish a consistent marketing and communications program.

Strategies for Objective 3.4

- Develop and implement a Marketing and Communications Plan strategically focused on communicating STEP's activities and outcomes to the community in a robust and engaging manner.
- Provide high-quality marketing materials, brochures, flyers, and electronic and social media posts that are consistent with the STEP brand.
- Develop and participate in an annual calendar of community events that promotes STEP and markets STEP's services.
- Continue to build STEP's social media presence.
- Use social media, website, television, radio, and newspapers to promote STEP's accomplishments, highlight success stories, and market programs/services.
- Develop a quarterly electronic newsletter for external partners, community stakeholders, and clients.
- Develop a monthly internal newsletter for staff.
- Continue to release an annual report that highlights agency accomplishments, programs, and outcomes.
- Provide an informative website that includes current programmatic and financial information, upcoming events, and the latest agency news.
- Develop and maintain a crisis communications plan.

**Objective 3.5:** Develop new funding and unrestricted revenue streams.

Strategies for Objectives 3.5

- Develop a comprehensive fundraising plan.
- Establish an annual fundraising goal.
- Enhance the Board of Directors fundraising committee with staff participants.
- Sponsor an annual fundraising event to solicit sponsorships and donations from businesses and partners.
- Facilitate regular engagement between the board of directors and executive leadership and potential donors and financial supporters.
- Request financial support from county and town governments annually.
- Continuously and strategically identify, evaluate, and submit grant applications to businesses, private foundations, and federal and state government agencies.
- Investigate opportunities to develop programs and services that generate unrestricted revenue.
- Update annual grant applications using the Whole Family Approach and align funding streams to support the Whole Family Approach.

**Goal 4: STEP will improve the communities it serves.**

(ROMA Goals 2 & 4 / National Community Action Goal 2)

**Objective 4.1:** Engage stakeholders and formalize partnerships to support strategies that address the root causes of poverty.

Strategies for Objective 4.1

- Develop strategic relationships with new and existing partners to maximize resources and assistance.
- Develop mutually beneficial Memorandums of Understanding to assist STEP with achieving its mission.
- Foster relationships with elected officials to increase community assistance and spark positive change.

- Become more involved with the business community and obtain their support in improving communities and obtaining additional funding.
- Utilize positive relationships with vendors to facilitate additional resources for low-income individuals and financial support for STEP.

**Objective 4.2:** Advocate for people living in poverty.

Strategies for Objective 4.2

- Design and implement consistent and on-going input opportunities for low-income families to share needs and ideas that will guide program development and improvement.
- Develop an annual advocacy platform in partnership with VACAP and other Community Action partners.
- Seek opportunities and collaborations that will increase the availability of safe and affordable housing.
- Maintain a viable and effective relationship with local workforce development agencies and community colleges to foster innovative employment-related opportunities.
- Engage local employers to provide employment opportunities for low-income individuals.
- Promote the creation of quality and affordable childcare resources.
- Promote the creation and expansion of public transportation services.
- Encourage community action professionals to participate on local boards that focus on workforce development, affordable housing, transportation, youth services, childcare, and other vital service areas.

## IMPLEMENTATION

This Strategic Plan is intended to provide a roadmap for the continuous improvement of efficiency and effectiveness of the agency's operations to deliver high quality services, advocacy and commitment of resources to low-income individuals and families. STEP's leadership team will use this information to steer the organization toward the fulfillment of its mission and position STEP to transition to the Whole Family Approach. Changing economic, political, and cultural climates will require regular reviews of and amendments to the plan to address changes in the community, the environment, and at the agency.

STEP's Board of Directors will evaluate and assess the agency's Strategic Plan, core strategies, and outcomes at least annually. The Board, agency staff, community partners and stakeholders will review changes in external and/or internal contributing factors that might warrant a shift or change in priorities, long-term goals, objectives, and/or core strategies for realizing them.

The Strategic Plan is considered to be a "living document." Revisions to the plan will be made as needed to reflect any such changes. The agency will evaluate, update, and record progress made toward implementation of the plan according to the following schedule:

Quarterly: Progress reports – Board of Directors, Executive Director, and senior agency leadership.  
 Annually: Review of operational action plans – Board of Directors, Executive Director and senior agency leadership.