

**STEPS**  
Incorporated



ANNUAL  
REPORT  
2016-17

# the Spirit of Hope

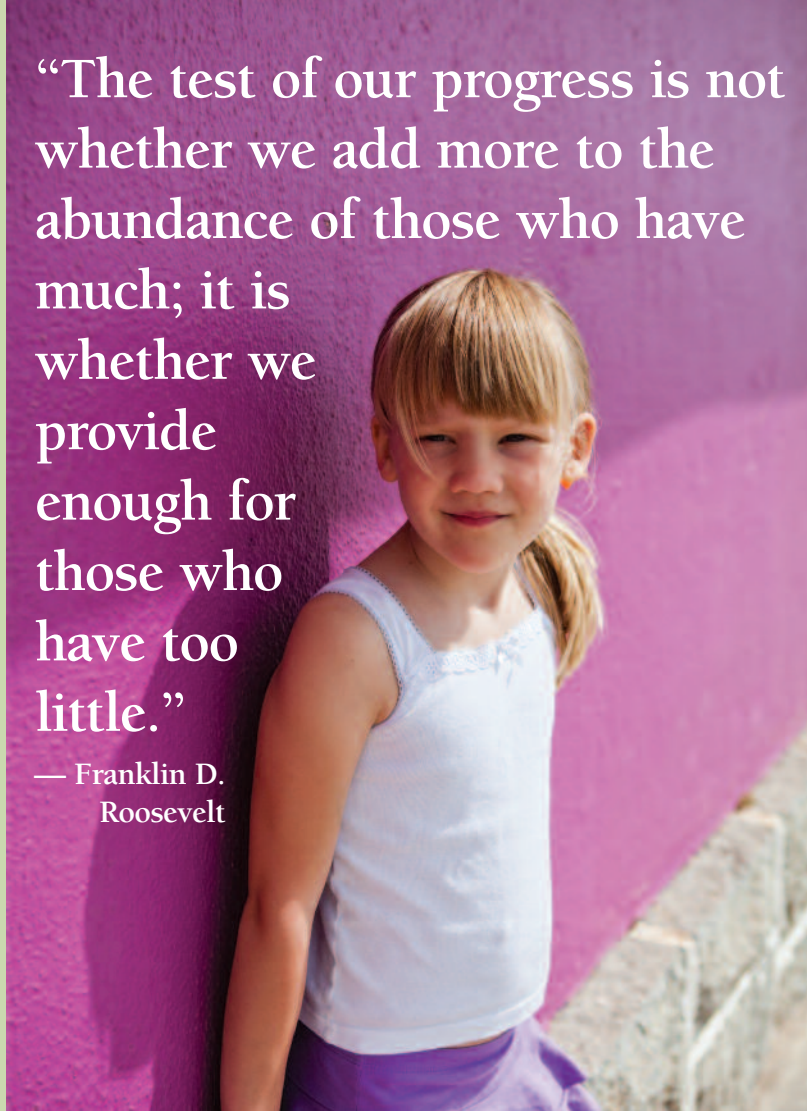


STEPS is  
dedicated to  
helping people  
help themselves  
and each  
other.



“The test of our progress is not whether we add more to the abundance of those who have much; it is whether we provide enough for those who have too little.”

— Franklin D.  
Roosevelt



ELINA MANNINEN PHOTO

Recognizing that the impact of poverty affects us all, STEPS made a strategic decision to expand our services and we are committed to our new mission statement:

**STEPS leads, coordinates, creates and delivers quality opportunities to impact self-sufficiency and reduce poverty throughout our region.**

Our STEPS Team is led by a committed Board of Directors, highly dedicated employees and a strong base of valued volunteers and supporters. Together these groups of devoted individuals enabled STEPS to serve 1,600 individuals last year, the most ever in our 35-year history. From our Early Head Start/Head Start programs working with infants, toddlers and young children, to our job training programs that assist individuals with disabilities and our senior citizens to gain stable employment, we are proud to serve individuals, families and our communities. Your support in the years to come will assist in continuing this momentum to “impact self-sufficiency and reduce poverty....”

We sincerely appreciate your support ... enjoy reading our story ... without you, it would not be possible.

Sharon L. Harrup  
President & CEO



# kindness is a lifestyle

**S**TEPS, Inc. was awarded the grant to provide Head Start services to children in the central Virginia region in October of 2015. Head Start is an early intervention program that drives school readiness outcomes for children and families. Improving the quality of services provided to the community, children and their caregivers have been an ongoing focus for STEPS Head Start since receiving the grant. Jessica Lehman serves as the Vice President of Early Childhood Education at STEPS, Inc. and is responsible for coordinating services in their eight county service area. Her passion for improving the lives of children and families through continuous program improvement is a great fit for STEPS. Under her leadership STEPS Head Start renovated facilities to support their expansion of services to include Early Head Start for infants and toddlers in four counties; Amelia, Charlotte, Lunenburg, and Prince Edward County. The improvements made by STEPS have provided economic growth in these four counties by creating 36 new job opportunities and assisted with revitalization of unoccupied buildings. The expansion into Early Heads Start will allow STEPS to enroll 63 more participants, annually.

Those participating in the STEPS Head Start program benefit from a holistic approach assisting both parents and children. Children will not be as successful in school if parents are struggling with employment, transportation, mental health, addiction, domestic violence, lack of health care and a variety of other challenges. Through their Family Development Specialists, STEPS Head Start works with parents and extended family to overcome these challenges. They work with families to help them obtain health

insurance, preventative medical/dental care, employment assistance and access to resources.

One key expansion area was the creation of the Expectant Mother's Program, providing parenting education, prenatal and postpartum support to pregnant women who reside in the eight-county service area. Participants receive one-on-one support from a Family Development Specialist who conducts home visits, helps them to establish goals, and guides them through the process of labor and delivery. The mother and family are encouraged to attend monthly support groups, where they receive education and materials they will need once their baby has arrived. The Family Development Specialist provides postpartum follow up to assist the mother and family during this time of change and, if space is available, assists them with enrolling the newborn in STEPS Early Head Start program.

Head Start drives school readiness outcomes for the children they serve, which is accomplished through providing comprehensive observation based assessments and individualized instruction opportunities for children. Assessments allow STEPS to meet children where they are developmentally and individualize learning to prepare the child for school. The timing of intervention is essential to the Early Head Start program as well; the earlier the child can enter the program the better the child's outcomes.

Head Start seeks to maintain parent involvement in the program. Each parent is a member of a parent committee that provides

## HIGHLIGHTS OF 2016-2017

- STEPS Board of Directors approved the STEPS 2017-2020 Strategic Plan
- STEPS employment programs are awarded a three year CARF International Accreditation following an on site review of the quality of services.
- Head Start was awarded an Expansion Grant and now serves, along with 3 and 4-year-old children, infants and toddlers in four counties. Head Start also began to provide services to expectant mothers, emphasizing both prenatal and postpartum care.
- Head Start had five employees earn their Child Development Associate (CDA).
- STEPS Board of Directors approved the expansion of services to include Behavioral Health Services.
- The Housing Case Manager was certified as a Homeless Housing Specialist by the Virginia Association of Housing Counselors, Inc.
- The Vice President of Program Services was certified as a Nationally Certified ROMA Implementer

- STEPS Board of Directors approved the co-location of STEPS and Prince Edward County Department of Social Services in the STEPS Centre.

**Head Start  
renovated facilities  
in the counties of Amelia,  
Charlotte, Lunenburg and  
Prince Edward to serve  
infants and expectant  
mothers.**

Impacting the lives of children and families through continuous quality improvement is a great fit for STEPS.



PHOTOGRAPHS BY MARGE SWAYNE AND COURTESY OF "FARMVILLE THE MAGAZINE"

governance and feedback to the program. Monthly parent meetings are held in each county, providing parents an opportunity to network and plan events for their site. Based on family goals the Family Development Specialist provides opportunities for training and invites guest speakers that discuss topics such as health, nutrition, finances, and introduce organizations that can assist families develop personal resources. Parents, grandparents and community members are encouraged and welcomed to volunteer in our sites.

The STEPS Head Start program cannot drive outcomes for children and families without active community involvement and understands "it takes a village to raise a child." They have established a network of community partners to help raise awareness about the services they provide and to encourage active participation in the lives of the children they serve. In 2017 STEPS Head Start had several successful

relationships with various groups at Longwood University to include, Longwood University Communications Department. The Longwood University Communication Department had students work with some of our children, utilizing a variety of communication methods on skills around conflict resolution and expanding expression through play. Longwood Early Childhood

**The STEPS Head Start program cannot drive outcomes for children and families without active community involvement and understands "it takes a village to raise a child."**

Development Initiative has provided "Al's Pals" training and materials for teaching staff to help with social emotional development in the classroom. Longwood Nursing Program has a partnership with STEPS Head Start to assist with screenings and health assessments and the Longwood College of Education & Human Services "Infant & Toddler Connection" provides screening and assessment for our Early Head Start program. STEPS Head Start has welcomed Longwood interns and classes to volunteer with the program and embraces this community resource.

A huge contributor to STEPS Head Start success is the partnerships they have with the public school systems in Appomattox, Buckingham, Cumberland and Nottoway counties who provide classroom space, food service, and in some cases, transportation for Head Start children. Head Start has an agreement with the public-school systems in all eight counties they



# head start outcomes

| PROGRAM DATA  | EARLY HEAD START | HEAD START |
|---|------------------|------------|
| Total number of children served                                 | 44               | 251        |
| Total number of families served                                 | 41               | 237        |
| Percentage of eligible children served*                         | 4.5%             | 33.8%      |
| Percentage of eligible expectant mothers served                 | 4.2%             |            |
| Average monthly enrollment as a percentage of funded enrollment | 49.6%            | 99.5%      |
| Percentage of enrolled children that received medical exams     | 93%              | 92%        |
| Percentage of enrolled children that received dental exams      | 91%              | 84%        |

PATPITCHAYA IMAGE

operate in to provide screening, Education Plans under the IDEA. Involvement from community partnerships, like the ones with Longwood, the local public school systems, other non-profit organizations, small businesses and farms are the key to providing enhanced learning experiences and field trips for our children and families. Volunteerism from parents, grandparents, community leaders, businesses and professionals all enrich the lives of the children and their families. STEPS Head Start meets children, families and staff where they are and assists them with moving their lives forward through setting and achieving goals. The program will continue to focus on teacher education and development, to ensure that the teaching staff skills and abilities impact meaningful outcomes for children and families enrolled in the programs. They will provide continuous quality improvement to the program through self and community assessments. These assessments will identify needs and growth opportunities, maintain a focus on establishing collaborative partnerships with the goal of moving lives forward in the communities they serve. ♦



RAWPIXEL PHOTO

## FUNDING SOURCES & AMOUNTS

United States Department of Human Services, Office of Head Start  
 United States Department of Agriculture  
 TOTAL

\$ 3,917,051.19 = 95%  
 \$ 210,881.59 = 5%  
 \$ 4,127,932.78

## PARENTAL INVOLVEMENT ACTIVITIES

- Home Visits
- Parent Teacher Conferences
- Parent Committee Meetings
- Policy Council
- Fall Festivals
- Health Fair
- Sweetheart Dance
- Donuts for Dad
- Muffins for Mom
- Field Day

## PREPARING CHILDREN FOR KINDERGARTEN

- Infant/Toddler Curricula:  
*The Creative Curriculum for Infants, Toddlers and Twos*
- Preschool Curricula –  
*The Creative Curriculum for Preschoolers*

## PROGRAM REVIEW

No monitoring reviews were conducted during the 2016-2017 program year.



ROMILOTAVANI PHOTO

# head start results

## HEAD START BUDGET

|                                 | 2016-17<br>Proposed Budget | 2016-2017<br>Actual |
|---------------------------------|----------------------------|---------------------|
| Personnel                       | \$ 2,032,151               | \$ 1,541,412        |
| Fringe                          | \$ 362,750                 | \$ 267,173          |
| Travel                          | \$ 10,500                  | \$ 11,657           |
| Supplies                        | \$ 277,651                 | \$ 127,274          |
| Contractual                     | \$ 1,161,221               | \$ 1,382,754        |
| Other/Admin                     | \$ 390,237                 | \$ 532,761          |
| Training & Technical Assistance | \$ <u>49,507</u>           | \$ <u>49,507</u>    |
| <b>Total 2016-2017</b>          | <b>\$ 4,284,017</b>        | <b>\$ 3,412,225</b> |

## CHILD OUTCOMES RELATED TO SCHOOL READINESS (SPRING, 2017)

|                  | % Meeting Widely Held Expectations | % Exceeding Widely Held Expectations |
|------------------|------------------------------------|--------------------------------------|
| Social Emotional | 71.67%                             | 15%                                  |
| Physical         | 75%                                | 25%                                  |
| Language         | 55.93%                             | 20.34%                               |
| Cognitive        | 45%                                | 50%                                  |
| Mathematics      | 60.71%                             | 12.5%                                |

\*According to Teaching Strategies GOLD assessments.



# four pillars of service

## HOUSING

- **Energy Share** provides assistance in paying heating and cooling bills for families in need.
- **Virginia Homeless Solutions Program** provides case management services to individuals/families who are homeless or at risk of becoming homeless.
- **Granting Freedom** provides funding through VHDA for home and rental unit modifications necessary for accessibility for disabled line-of-duty service members and Veterans.

## EDUCATION

- **Head Start** provides early childhood education to three & four-year-old children in eight South Central Virginia counties. Head Start also provides infant and toddler care in Amelia, Charlotte, Lunenburg, and Prince Edward counties.
- **Transitional Services** for students with disabilities in the process of exiting the public school system.

## WORKFORCE DEVELOPMENT

- **STEPS business lines: Recycling Center, Secure Document Destruction and Victoria Job Training and Manufacturing Plant** employ adults with disabilities in an ingrained work environment:
  - The Recycling Center processes over 800 tons of material on an annual basis;
  - Secure Document Destruction shreds confidential documents for businesses/citizens and recycles over 400 tons of paper each year;
  - Victoria Job Training and Manufacturing Plant is a sewing manufacturing site offering integrated competitive employment producing Taaluma Totes, Puppy Bumpers, Java bags and cosmetic bags for body oils.
- **Senior Community Services Employment Program** places individuals over the age of 55 in employment training sites to gain employment skills.
- **Workplace Supports** assists Temporary Assistance to Needy Families (TANF) recipients locate employment to move off of public assistance and become self-sufficient.

## SUPPORTIVE SERVICES

- **Behavioral Health Services** provide assistance with issues related to parental development, and social, psychological and mental health concerns.
- **Family Partnership Facilitation** provides local Departments of Social Services a certified facilitator to aid in making a safe plan for a child.



# partnerships make a difference

## GREATER FARMVILLE CULTURE OF HEALTH PROJECT



BOGGS/Y22 PHOTO

The Greater Farmville Culture of Health project, supported by the Robert Wood Johnson Foundation, and Centra Health is a community-based health initiative for Farmville, Prince Edward, and the six surrounding counties. The project is being led by three different organizations: STEPS, Inc., a

nonprofit with a 30-year history of helping underserved Southside residents to break the cycle of poverty; MB<sup>2</sup> Solutions, a Richmond and Washington D.C.-based public affairs consultancy; and Forth Bridge Associates, a project management consultancy based in Charlottesville. This community project will promote healthy lifestyles by providing meaningful health science education, health career explorations, access to social services, housing assistance, education on income opportunities.

The project's primary service areas consist of Amelia, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, and Prince Edward counties. A goal is to eliminate barriers to service delivery by providing one centrally located facility for health care and social services. The benefits of co-location of services are

numerous: minimizing overhead cost to agencies, limiting transportation issues for clients attempting to access services and the negative impact of services offered in isolation. This resulted

**A goal is to promote an integrated delivery of health care and social services through the STEPS Centre.**

in the planned co-location of STEPS and Prince Edward County Department of Social Services. Another initiative of the Farmville Culture of Health was the Youth

Ambassador Program being developed with area public and independent school partnerships. Located at Kenston Forest School, a STEAM (Science, Technology, Engineering, the Arts, and Mathematics) curriculum will be the focus of a summer camp program for middle schoolers from the area.

These initiatives plant the seed of change which enriches communities in need. ♦





# STEPS, INC.

## statements of financial position

JULY 1, 2016 – JUNE 30, 2017

|   | <b>ASSETS</b>                          |                            |
|---|--|----------------------------|
|   | <b>2017</b>                            | <b>2016</b>                |
| <b>CURRENT ASSETS</b>   |  |                            |
| Cash and equivalents  | \$ 99,259                              | \$ 87,915                  |
| Accounts receivable   | 272,767                                | 310,180                    |
| Prepaid expenses  | <u>53,546</u>                          | <u>38,826</u>              |
| <b>Total current assets</b>   | <b><u>425,572</u></b>                  | <b><u>436,921</u></b>      |
| <b>PROPERTY AND EQUIPMENT</b>   |  |                            |
| Land  | 15,852                                 | 15,852                     |
| Building  | 2,696,294                              | 2,518,184                  |
| Leasehold improvements  | 765,041                                | 175,368                    |
| Furniture and equipment   | 291,437                                | 263,099                    |
| Classroom furniture   | 91,325                                 | -                          |
| Playground equipment  | 24,363                                 | -                          |
| Transportation  | <u>907,264</u>                         | <u>662,823</u>             |
|   | 4,791,576                              | 3,635,326                  |
| Less accumulated depreciation   | <u>2,017,984</u>                       | <u>1,839,127</u>           |
| <b>Total property and equipment</b>   | <b><u>2,733,592</u></b>                | <b><u>1,796,199</u></b>    |
| <b>Total assets</b>   | <b>\$ <u>3,199,164</u></b>             | <b>\$ <u>2,233,120</u></b> |
|   | <b>LIABILITIES &amp; FUND BALANCES</b> |                            |
| <b>CURRENT LIABILITIES</b>  |  |                            |
| Accounts Payable  | \$ 227,332                             | \$ 306,620                 |
| Line of credit  | -                                      | 386,236                    |
| Current maturities of notes payable   | 53,420                                 | 240,237                    |
| Accrued compensation expenses and other liabilities                               | <u>133,126</u>                         | <u>91,216</u>              |
| <b>Total current liabilities</b>  | <b><u>413,878</u></b>                  | <b><u>1,024,309</u></b>    |
| <b>LONG-TERM LIABILITIES</b>  |  |                            |
| Long-term debt, net of current maturities<br>and unamortized debt insurance costs | <u>507,972</u>                         | -                          |
| <b>Total long-term liabilities</b>  | <b><u>507,972</u></b>                  | -                          |
| <b>Total liabilities</b>  | <b><u>921,850</u></b>                  | <b><u>1,024,309</u></b>    |
| <b>NET ASSETS</b>   |  |                            |
| Unrestricted  | 1,266,629                              | 117,525                    |
| Temporarily restricted  | <u>1,010,685</u>                       | <u>1,091,286</u>           |
| <b>Total net assets</b>   | <b><u>2,277,314</u></b>                | <b><u>1,208,811</u></b>    |
| <b>Total liabilities and net assets</b>   | <b>\$ <u>3,199,164</u></b>             | <b>\$ <u>2,233,120</u></b> |

# thanks to our supporters

JULY 1, 2016 – JUNE 30, 2017

## INDIVIDUAL DONATIONS

George W. Carter, Jr.  
Martha B. Dorrill  
Mrs. James C. Gray  
Anne C. Hamlett  
Ruth W. Layman  
Joseph F. Morrisette  
Myra H. Quicke  
Deborah L. Savage  
William E. Schall  
Mr. and Mrs. Ellery Sedgwick  
William L. Wellons  
Bettye A. Williams  
Mr. and Mrs. Lee Woodruff  
Richard Woody

## BUSINESS AND ORGANIZATION DONATIONS

Benchmark Community Bank  
Blackstone Ruritan Club  
Branch Banking and Trust Company  
Centra Southside Community Hospital  
Citizens Bank and Trust Company  
Farmville United Methodist Women  
First Baptist Church  
Helton House, Inc.  
Honeycutt and McGuire  
Mattoax Presbyterian Church

Straus, Itzkowitz and LeCompte  
Insurance Agency, Inc.  
The Capitol Group Associates, Inc.  
Vlahakis Financial, Inc.  
Virginia Credit Union  
Womans Club of Cumberland  
Womans Club of Farmville

## \*NAP DONOR

Kyanite Mining Corporation

*\*The Neighborhood Assistance Program (NAP) uses state income tax credits as incentives for individuals and businesses to invest directly in certain approved community projects designed to benefit impoverished people. In return for an individual's contribution of cash or marketable securities and businesses' contribution of cash, goods, or professional services to approved organizations, donors receive a tax credit equaling 65% of the value of the contribution that they may apply against their state income tax liability.*



## BOARD OF DIRECTORS

### EXECUTIVE COMMITTEE (2016-2017):

KEN PATTERSON,  
Chair of the Board of Directors  
WANDA BASS, Vice Chair & Policy/  
Bylaws Committee Chair  
TERESA STEWART,  
Treasurer & Finance Committee Chair  
JENNIFER TOWNSEND, Secretary &  
Nominating/Membership Committee  
Chair  
TESSIE B. BACON, Attorney & Human  
Resource & Compensation  
Committee Chair  
JUDY M. JONES, Amelia County Board  
of Supervisors and Planning and  
Evaluation Committee Chair

### GOVERNMENTAL REPRESENTATIVES

TAYLOR HARVIE, Amelia County  
Administrator – Alternate  
HARRY W. BRYANT, Buckingham County  
Board of Supervisors  
BECKY CARTER, Buckingham County  
Administrator – Alternate  
WILLIAM "KEVIN" INGLE, Cumberland  
County Board of Supervisors  
JERRY SEAL, Cumberland County  
Alternate

371

CITIZENS HAD  
THEIR ENERGY  
SERVICES  
STABILIZED

103 PARTNERS



At STEPS  
we value  
our partnerships ...  
all 103  
of them!

EDWARD W. PENNINGTON,  
Lunenburg County Board  
of Supervisors

TRACY GEE, Lunenburg County  
Administrator – Alternate

HELEN SIMMONS, Nottoway County  
Board of Supervisors

JERRY R. TOWNSEND, Prince Edward  
County Board of Supervisors

W. W. BARTLETT, Prince Edward County  
Administrator – Alternate

REPRESENTATIVES OF INDIVIDUALS LIVING  
IN POVERTY

DEBRA ADAMS - Amelia County

LINDA PAIGE - Buckingham County

VAN H. PETTY, Sr. - Cumberland County

LENA HIPPS-CLARKE - Lunenburg County

BONNE ANDRACHEK - Nottoway County

TORRIE PATTERSON - Prince Edward County

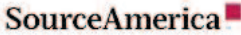
HEAD START POLICY COUNCIL REPRESENTATIVE-  
Positional Seat

DR. ODESSA PRIDE

Every effort has been made to ensure the accuracy of this list.  
We apologize for any errors or omissions.  
Please send inquiries to: Cynthia A. Saunders 434.315.5909  
or csaunders@STEPS-inc.org  
"STEPS is an equal opportunity provider and employer."

1600 INDIVIDUALS  
SERVED

affiliations & members



VIRGINIA DEPARTMENT FOR AGING AND REHABILITATIVE SERVICES



Corporate Office:  
225 Industrial Park Road  
Farmville, VA 23901  
434-315-5909

Victoria Job Training and  
Manufacturing Plant:  
300 Court Street  
Victoria, VA 23974

Human Services and  
Community Action Programs:  
225 Industrial Park Road  
Farmville, VA 23901

Head Start Administrative Office:  
225 Industrial Park Road  
Farmville, VA 23901

STEPS Secure Document Destruction:  
100 Industrial Park Road  
Farmville, VA 23901

STEPS Recycling Center:  
225 Industrial Park Road  
Farmville, VA 23901



**STEPS**  
changes people's  
lives and makes  
a difference  
in our  
community.

[www.STEPS-inc.org](http://www.STEPS-inc.org)

For information about STEPS call 434.315.5909 or email us at: [info@STEPS-Inc.org](mailto:info@STEPS-Inc.org)