



Strategic Plan 2021-2024

About

Story Crossroads is a 501(c)(3) nonprofit organization that celebrates the performance art of oral storytelling through an annual summit/festival as well as house concerts, workshops, youth camps, and educational resources.

Vision

To foster creative and compassionate communities through the art of storytelling.

Motto

I have a story. You have a story. We all have stories.

Mission

Story Crossroads gathers and unifies people and organizations across generations and cultures to celebrate the art of story.

The specific objectives and purposes of this organization shall be:

- A. To provide instruction in the art of story creation and storytelling to all ages;
- B. To create opportunities for community members – youth to seniors – as well as professional story artists to perform for the public such as, though not limited to, festivals, house concerts, audio, video, film and other performing venues;
- C. To broaden knowledge with, for, by and inclusive of different cultures on the art of story with the general public;
- D. To sponsor, host and/or participate in events and activities that promote the art of story development and storytelling.

Annual Summit & Festival

The annual Story Crossroads Summit & Festival is the organization's culminating event from all other arts education ventures. This event features both internationally-acclaimed and local storytellers of all generations. Spanish and American Sign Language interpreters are also included.

The inaugural annual festival took place in April 2016 at the Viridian Event Center in West Jordan, Utah. The 2017 to present festivals took place at the Murray City Park, Murray, Utah and throughout Salt Lake County.

The 2020 festival was held virtually due to the COVID-19 pandemic.

The 2021 festival was a hybrid of virtual and live performances. Appropriate safety measures were observed for all live performances.

The 2022 summit & festival will be held on May 9-12. This event will maintain the hybrid format of virtual and live performances. There will also be additional educational components.

Complete list of Story Crossroads programs:

- **Annual Summit & Festival.** This is held at Murray City Park, Murray, Utah and other venues in Salt Lake County.
- **House Concerts.** Some months may be canceled due to the COVID-19 pandemic. Safety measures include holding the concerts outdoors and encouraging mask-wearing. In March 2022, we will celebrate the 58th house concert.
- **Story Crossroads Academy.** This provides a free self-guided online storytelling course entitled “Storytelling Basics in 8 Hours.” An additional paid course will be released in 2022.
- **All Things Story virtual workshop series.** Professional development courses held through Zoom each month.
- **8-hour storytelling workshops.** Workshops will be held in-person and live online, considering safety.
- **Language of Story academic series.** This series started in-person and adapted to virtual. This teaches storytelling phrases in other languages and the importance of storytelling in those cultures.
- **The Big Why Panel academic virtual series.** This series links genres and types of storytelling with the humanities.
- **Annual 5-hour Virtual Workshop.** Intensive training originally held in-person, but was held virtually in 2021. In 2022, it will be available both in-person and virtually.
- **Story Crossroads Discord.** Held on the first Friday of every month, this is a free and informal 1-hour virtual conversation about storytelling.
- **Story Camps.** For youth and held both live and virtually.
- **Story Crossroads Membership.** Provides offerings such as commissioned articles, e-workbooks, a story of the month, activities, recipes, etc.

Organizational Objectives

Despite the COVID-19 pandemic, Story Crossroads has successfully offered additional programs and services. Story Crossroads has also implemented a strategic three-year plan to ensure the organization maintains its trajectory for achieving its objectives. These include establishing an optimal organizational structure by 2023 and introducing the World Story Crossroads by 2030, an event that will feature story artists from every continent in the world through in-person, virtual, and broadcasting options.

In 2021, Rachel Hedman, Executive Director of Story Crossroads, began monthly mentorship sessions with Ellen Munds, Executive Director for Storytelling Arts of Indiana (SAI). This mentorship will assist Rachel in developing a formal plan for the World Story Crossroads.

Organization and Structure

Goal: Develop an optimal organizational structure as well as a plan to achieve the “World Story Crossroads” by 2030.

Strategy: For the organization to remain sustainable and grow its audience, it must have a paid executive director. In order to access grants valued at \$10,000+, the organization will need to outsource accounting and auditing.

Objective	Who	Timeline
1. Develop an optimal organizational structure by 2023 and add a paid Executive Director by 2023 to sustain the organization.	Board and Executive Director	2021 - 2023
2. Outsource accounting services (to the extent feasible) to enable the Executive Director to focus on mission-driven activities.	Board and Executive Director	2023 - 2024
3. Develop an intern structure so that a stipend can be offered to help with marketing and public relations to build capacity.	Executive Director	2022
4. Research and apply for capacity grants to assist with hiring an Executive Director as well as other potential staff.	Executive Director	2022
5. Grow and diversify board by an additional 6 to 11 members, with the goal of maintaining a minimum of 15 and a maximum of 20 board members.	Board and Executive Director	2021 - 2024
6. Investigate data systems such as QuickBooks and compare to templates shared by The Storytelling Association of California.	Executive Director	2021 - 2022

Development and Fundraising

Goal: Develop a business model to increase contributed revenue by 10% a year for the next four years.

Strategy: To increase revenue while maintaining a lean staff, the organization must examine how it can increase grants, develop rapport for sponsorships, and inspire individual donations for existing programs. To develop audience loyalty, donors, and key metrics, Story Crossroads must formalize its systems of gathering data and intelligence from audiences. In addition, programs need to be evaluated for audience growth, diversity, and increased revenues.

Objective	Who	Timeline
1. Build rapport with potential sponsors. A. Engage new sponsors for: I. Story Crossroads Summit & Festival. II. Story Crossroads Academy (sponsorship is needed for each new language added such as Spanish, Mandarin Chinese, Welsh, etc.). III. Creative Aging for older adults with 8-hour free Workshops. IV. Academic Series - Language of Story and The Big Why Panel. B. Develop new types of sponsorship opportunities, e.g., sign language interpretations, videography, printing. C. Develop better metrics for sponsor value.	Board and Executive Director	2021 - 2024
2. Approach foundations and grants for support dollars. A. Increase dollars raised from existing grant funders. B. Identify and engage foundations for operating and programming support.	Board and Executive Director	2021 - 2024
3. Increase dollars raised from individual donors. A. Research donor software to better track those who have already donated. B. Engage new donors. C. Create Facebook fundraisers (or other platforms) to promote donations throughout the year.	Board and Executive Director	2021 - 2024
4. Every January, offer a 100% fundraising workshop that assists in a specific project with the goal to raise at least \$1,000. A. "Grant Writing for Storytellers" - January 8, 2022. B. "Press Releases & Media Connections" - January 7, 2023. C. "Online Presence for You" - January 6, 2024.	Executive Director	2022-2024

Marketing and Outreach

Goal: Broaden the audience base for greater impact and revenue.

Strategy: Create marketing campaigns specifically focused on educators, students, and life-long learners. Explore best YouTube marketing practices. Find out the best events to attract educators. Develop more engagement from people who follow on social media outlets.

Objective	Who	Timeline
<p>1. Increase ticket sales of Summit & Festival to \$2,000 in 2022 and then 10% per year for the next three years (\$200 per year).</p> <ul style="list-style-type: none"> A. Continue offering both in-person and virtual viewing options (hybrid). B. Offer Virtual Field Trip no matter the state of the pandemic. Schools will always struggle with buses. C. Explore working with professors at universities. D. Explore texting options for Story Crossroads (such as those employed by various businesses) to remind of upcoming events including the Summit & Festival. E. Welcome a marketing intern. 	Board and Executive Director	2021 - 2024
<p>2. Expand House Concerts.</p> <ul style="list-style-type: none"> A. Establish an average of two house concerts per month. B. Recruit more hosts or encourage certain hosts to commit to certain months. 	Board and Executive Director	2021 - 2024
<p>3. Work with Heartcast Media on YouTube marketing strategies.</p>	Executive Director	2021-2024
<p>4. Identify and participate in best events for promoting Story Crossroads to educators, students, and life-long learners.</p>	Board and Executive Director	2021-2024
<p>5. Strengthen engagement with audiences at events.</p> <ul style="list-style-type: none"> A. Ask for feedback verbally as well as through digital means. B. Check if anyone would like a 1-3 minute conversation about their experience and videotape/record it for future promotions. C. Continue to ask where they learned about the event(s) through registration. D. Talk with anyone who happens to have a mediocre experience and see what would make it better, then enact or consider the suggestions - this can be done through Zoom, phone, in-person, etc. 	Board and Executive Director	2021 - 2024

Program and Impact

Goal: Increase the audience base - connect, teach, entertain, and enrich diverse audiences.

Strategy: Expand our programs and be more accessible for people of different cultures, languages, and needs.

Objective	Who	Timeline
<p>1. Take the Summit & Festival to places where different cultures feel comfortable gathering for the outreaches.</p> <ul style="list-style-type: none"> A. Re-establish relationship with Blind Center and Utah Council of the Blind. B. Connect with Latinos in Action, Hispanic Chamber of Commerce. C. Work with Salt Lake City Community College and Deaf Communities and Schools. D. Expand beyond the cultures we typically serve. E. Adopt UserWay software to address accessibility for our website. <ul style="list-style-type: none"> I. Helps people with dyslexia, blindness, and other ADA needs. II. Assists same accessibility in 43+ languages. III. Allows us to ask for other languages as we have continental and country ambassadors. 	Board and Executive Director	2021 - 2024
<p>2. Add a new "Storytelling Basics in 8 Hours" every other year with "off" years being the fundraising year.</p> <ul style="list-style-type: none"> A. Fundraise in 2022 for Spanish, film in 2023. B. Fundraise in 2024 for another language, film in 2025. 	Board and Executive Director	2021 - 2024
<p>3. Create a tuition-based course for Story Crossroads Academy each year that serves as a revenue stream as well as benefiting story artists and learners.</p> <ul style="list-style-type: none"> A. Story Facilitator with Sam Payne and Suzanne Christensen - 2022. B. How to Present Online with Simon Brooks - 2023. 	Board and Executive Director	2021 - 2024
<p>4. Continue annual Academic Series.</p> <ul style="list-style-type: none"> A. Language of Story - during Summit & Festival week, determine next languages and appropriate professors/presenters while video editing and adding ASL for 2017-2019 presentations. B. The Big Why Panel - June of each year (dates for next 3 years are June 25, 2022, June 24, 2023, and June 22, 2024); decide on the genres/topics and appropriate professors/presenters. C. Create YouTube Playlist - free access for both academic series. D. View each of these series through Story Crossroads Academy. 	Board and Executive Director	2021 - 2024

<p>5. Promote Creative Aging programming with 10-12 hourly sessions.</p> <ul style="list-style-type: none"> A. Apply for grants to pay the facilitator. B. Charge a commitment fee of \$5/person though return \$5 with 80%+ attendance of the 10-12 hourly sessions. C. Encourage story clubs or social groups for these older adults. 	Board and Executive Director	2021-2024
<p>6. Build a base of youth tellers through Story Camps.</p> <ul style="list-style-type: none"> A. Seek funding. B. Work with school districts to promote the opportunity. 	Board and Executive Director	2022 - 2024
<p>7. Investigate strategies for increasing attendance to All Things Story virtual workshop series.</p> <ul style="list-style-type: none"> A. Change minimum attendance expectation from 10 to 15. B. Inform industries that require professional development about this series. If this series can satisfy certain professional development requirements, invite decision-makers to promote the series among their organization(s). 	Board and Executive Director	2022 - 2024
<p>8. Increase Story Crossroads Memberships.</p> <ul style="list-style-type: none"> A. Gain at least 10 organizational memberships each year. B. Gain at least 100 individual members each year to the start-up goal of 124 members. C. Create marketing campaigns on the benefits of membership. 	Board and Executive Director	2021 - 2024