



fairfield cdc

2021 – 2024 Strategic Plan

Adopted September 2021

Introduction

The Fairfield Community Development Corporation (FCDC) was incorporated in 2019 as a 501(c)(3) nonprofit, community development corporation to proactively address the health and wellness, education, housing, jobs and economic development, and safety of the Fairfield community of Huntington, West Virginia. The Fairfield community is well known for its rich history, pride, and resiliency and has been selected for several city planning initiatives. A map of the Fairfield area is attached. The FCDC was created as part of the City of Huntington's Innovation Plan and the award-winning *America's Best Communities Initiative*. Currently, funding for FCDC is supported by the America's Best Communities Fund and the Foundation for the Tri-State Community.

Following the hiring of RaShad Sanders as Executive Director in November 2020, the founding board of directors launched a strategic planning process in May 2021 to develop a goal-driven blueprint to purposefully improve the quality of life in the community, while increasing the capacity and sustainability of FCDC. Guided by a Strategic Planning Committee and facilitation by a neutral consultant, members of the board of directors participated in three planning sessions to develop the organization's first strategic plan. An issue-based approach using a strength-based framework guided strategic thinking, conversations, and planning around the pillars of *Discover, Dream, Design and Destiny*.

Components of the 2021 – 2024 strategic plan include:

- A point-in-time snapshot of the current environment in which FCDC operates
- A clear mission and core values
- Four strategic priorities, which frame landmark goals and expected results, and,
- Three-year strategies.

The following strategic plan will be launched in October 2021 and should be viewed as a living tool and catalyst for action. Plan progress will be reviewed bi-annually by the board of directors and will be updated on a regular basis in response to the evolving

needs of the community. To ensure successful implementation, an annual operational plan will be developed and carried out by an active, staff-supported committee structure.

Community involvement and strong partnerships are cornerstones of the plan, in addition to clear communications, community buy-in, and sustainable funding. The FCDC Board of Directors and staff is committed to listening, engaging, and involving community residents and other stakeholders to implement its first strategic plan, and encourages everyone in the community to take an active role to ensure its success.

Setting the Context

In preparation for a well-informed process, a survey of the board of directors was conducted in May 2021, to identify critical planning issues prior to the first planning retreat. The online survey was completed by eleven members for a response rate of 65%, and feedback was gathered on the mission and the current environment which FCDC operates.

A *Strategic Issue Brief* of common themes was developed from the survey findings and was expanded upon during the first planning session. This information provided a decision-making framework to affirm strategic directions and priorities. Common themes are summarized as follows.

Key strengths, which were identified to build upon for the future included:

- Partnerships with anchor institutions: Marshall University, City of Huntington, Huntington Housing Authority and Mountain Health
- A strong sense of interest, involvement, commitment, and love of the community
- A rich history and pride
- Location as a primary artery of Hal Greer Boulevard and in a beautiful part of the country
- Designation of Huntington as the #1 American Best Community
- Knowledge, leadership, and connections of members of the board of directors
- A strong faith-based community, and

- Three community centers.

Opportunities on the horizon which were cited included:

- Establishing FCDC as the voice and hub of the Fairfield community
- Securing funding for economic development through grant opportunities
- Creating a liaison role with the City of Huntington, the Huntington Housing Authority, Marshall University, Cabell Huntington Hospital, Mount West Community College, Cabell County Career Center, and Huntington Junior College
- Supporting effective community revitalization strategies such as housing redevelopment, economic development, redevelopment and redesign of the Hal Greer Corridor, Northcott Court, securing a community grocery store, and addressing issues such as cost of living and healthy environments
- Increasing local resident and stakeholder participation
- Expanding awareness of the FCDC
- Expanding youth and resident involvement and engagement
- Building a stronger partnership with the faith-based community, and
- Supporting growth and sustainability of the three community centers.

Critical issues to address through planning were noted in several key areas, including:

- Finding innovative ways to foster community involvement, support, and leadership, including new partnerships and champions
- Promoting opportunities to improve lives (housing, grocery store, economic development, education, health)
- Establishing FCDC as the hub for the community to share information and create unity
- Developing clear priorities to guide both staff and board through strategic planning (housing and economic development were noted as top priorities*)
- Ensuring financial stability of FCDC operations through fund development, grants, and a new donor base
- As a young non-profit organization, continuing to build staff and board attributes to ensure FCDC is a thriving non-profit
- Creating new communication channels
- Gathering input from the community through the formation of an Advisory Committee

- Developing youth opportunities such as a summer youth program which would align health, education, and community revitalization efforts, and
- Communicating and educating policy makers and legislators about the community and needed policy changes.

Vision, Mission and Core Values

One of the fundamental roles of an organization is to set direction through a clearly defined mission and vision. As part of the planning process, FCDCs organizational identity was reviewed and updated to ensure it clearly conveys the purpose and scope of the organization, while working to achieve its vision or dream result. Feedback on mission concepts from the pre-retreat survey was incorporated into the revised mission statement. Additionally, core values and principles were defined through the sharing of neighborhood stories and will be used for decision-making to guide and anchor FCDC into the future.

VISION

To serve as the community hub in making the Fairfield community a close-knit, safe, and nurturing place for families, businesses, and neighborhoods to grow and thrive.

MISSION

Advance and unify the Fairfield community through community development, redevelopment, and economic development activities to enhance the physical, economic, health, safety, welfare, and social aspects of life for all residents.

CORE VALUES

In fulfilling our mission, we believe and are committed to our building a better future for the Fairfield community through:

Inclusion, compassion, and empathy for our neighbors and partners.

Striving for excellence and expecting quality and success in everything we do.

Empowering residents to become advocates and leaders.

Collaborating and working with others.

Strategic Priorities

There was consensus that over the next three years, FCDC will seek to focus its efforts on four key priority areas. Each of these priorities are interconnected and mutually reinforcing and provide a strategic framework for goals, outcomes, and strategies.

- I. Community Revitalization, Beautification, and Infrastructure Improvements
- II. Outreach, Education, and Communication
- III. Financial Sustainability
- IV. Organizational Excellence and Collaboration

Goals, Outcomes and Strategies

Goals and expected results are descriptions of what FCDC must achieve to be successful and strategies are specific steps which will be taken to address the components of each goal and to track accountability. Year one strategies are prioritized using the criteria of importance, capacity, and timeliness, and will serve as building blocks for strategic directions to be taken in years two and three.

COMMUNITY REVITALIZATION, BEAUTIFICATION and INFRASTRUCTURE	
Goal I: Foster ownership, pride, and investment in the Fairfield community to ensure residents have access to affordable housing, meaningful jobs, education, healthy lifestyles, and a range of community amenities.	
Expected Outcomes:	
<ul style="list-style-type: none"> <input type="checkbox"/> Community voice and input will be elevated <input type="checkbox"/> Residents will have greater access to supportive services <input type="checkbox"/> Ownership and pride in the Fairfield community will increase <input type="checkbox"/> FCDC will serve as a conduit to keep investments in the Fairfield community 	
Year One Strategies (2021- 2022)	Progress (C, IP, NS)
1.1 Maintain an inventory of updated demographic and community information of the Fairfield community	
1.2 Engage community members in identifying community needs and providing recommendations and input to support redevelopment efforts and economic development projects <ul style="list-style-type: none"> o <i>Recruit neighborhood block ambassadors</i> o <i>Submit public comments</i> o <i>Host small, informal community listening sessions (build into existing events) and share recommendations with public policy stakeholders</i> <i>Utilize community surveys</i>	
1.3 Develop gateway signage to welcome and introduce visitors to the Fairfield community	

<ul style="list-style-type: none"> ○ <i>Identify area for signage</i> ○ <i>Develop design concept and guidelines</i> ○ <i>Develop cost estimate and phased plan</i> ○ <i>Secure outside consultation</i> 	
<p>1.4 Organize neighborhood competitions and campaigns to promote property beautification and revitalize existing community garden spaces</p> <ul style="list-style-type: none"> ○ <i>Identify sponsors and grant opportunities to purchase plants, watering systems and other campaign activities</i> ○ <i>Engage neighborhood block ambassadors</i> ○ <i>Promote volunteer opportunities for youth and residents</i> ○ <i>Partner with Coalfield Development Corporation, Goodwill training program, and AD Lewis youth programs</i> ○ <i>Launch campaigns and recognize most improved neighborhoods</i> 	
<p>1.5 Highlight the history and architect of churches and communities of faith in the community</p> <ul style="list-style-type: none"> ○ <i>Identify and partner architectural firm to provide technical assistance</i> ○ <i>Meet with churches and present the project for buy-in</i> ○ <i>Develop a promotional booklet for distribution</i> 	
Future Strategies (2023-2024)	
<p>1.6 Promote and facilitate the retention and expansion of minority-owned businesses (female, black, and brown-owned businesses) <i>Showcase black-owned businesses through media stories, site tours, social media posts, and FCDC networking and sponsorship opportunities</i></p>	
1.7 Ensure zoning codes are being followed for land usage	
1.8 Continue to partner with Huntington Bank to create homeownership opportunities	
1.9 Continue to promote, partner with, and support youth centers	

OUTREACH, EDUCATION and COMMUNICATIONS

Goal II: Serve as the community hub and voice through information sharing, awareness, partnerships, advocacy, and engaging residents as change agents.

Expected Outcomes:

- Community members will be better informed about resources and events
- FCDC will be visible and known in the community

Year One Strategies (2021- 2022)	Progress (C, IP, NS)
2.1 Create and implement an integrated marketing and communications plan <ul style="list-style-type: none"> ○ <i>Create a tag line and elevator speech to promote FCDC</i> ○ <i>Train messengers, including youth leaders (partner with Huntington High School)</i> ○ <i>Develop branded materials including a brochure and promotional materials for distribution by the board of directors, staff, and volunteers</i> ○ <i>Launch a website to promote community events, success stories, community resources and opportunities to volunteer and support FCDC</i> ○ <i>Enhance FCDC’s social media presence</i> ○ <i>Develop an electronic/print newsletter</i> ○ <i>Identify sponsors for promotional materials</i> 	
2.2 Launch an Advisory Committee to enhance communications and engagement	
2.3 Develop and foster positive media relationships <ul style="list-style-type: none"> ○ <i>Compile list of local print/air media contacts</i> ○ <i>Provide feature stories</i> ○ <i>Respond to media opportunities</i> 	
2.4 Continue to partner and participate in community outreach events (Juneteenth)	
Future Strategies (2023-2024)	
2.5 Host an annual social and educational event with food and giveaways to bring members of the community together to network and learn	
2.6 Identify and train a celebrity spokesperson to promote and deliver consistent messaging to community members and targeted audiences	
2.7 Secure visible office space	

FINANCIAL SUSTAINABILITY	
Goal III: Diversify and grow revenue streams to support FCDC operations.	
Expected Outcomes:	
<input type="checkbox"/> Financial resources will be available to implement FCDC’s strategic plan <input type="checkbox"/> FCDC’s supporters will be expanded	
Year One Strategies (2021- 2022)	Progress (C, IP, NS)
3.1 Secure major state/federal grants <ul style="list-style-type: none"> ○ <i>Research available grants</i> ○ <i>Partner with Matt Ward/review the updated Sustainable Strategies roadmap</i> ○ <i>Submit proposal(s)</i> ○ <i>Carry out and report on grant deliverables</i> 	
3.2 Build the capacity of the Board of Directors and staff to actively support fundraising efforts <ul style="list-style-type: none"> ○ <i>Identify clear roles in fundraising for the board and staff</i> ○ <i>Develop internal policies and procedures (charitable gifts, donor privacy, etc.)</i> ○ <i>Participate in training opportunities</i> ○ <i>Research legacy gift options</i> 	
3.3 Create, formalize, and implement a donor development program with various levels of membership to build an operating reserve <ul style="list-style-type: none"> ○ <i>Explore technical assistance services for a fundraising consultant</i> ○ <i>Develop a list of potential donors based upon recommendations from the Board of Directors</i> ○ <i>Establish Friends of Fairfield donor levels</i> ○ <i>Identify and secure corporate sponsors</i> ○ <i>Select electronic platform</i> ○ <i>Develop donor campaign and opportunities for giving</i> 	
3.4 Host an initial, board-led signature fundraiser event <ul style="list-style-type: none"> ○ <i>Create an event committee</i> ○ <i>Establish a fundraising goal and budget, and target audiences</i> ○ <i>Determine theme, venue, corporate sponsors, volunteers, and promotional strategies</i> 	
Future Strategies (2023-2024)	
3.5 Broaden the base of support from private foundations <ul style="list-style-type: none"> ○ <i>Sharpen grant management practices through staff training and development opportunities</i> ○ <i>Develop a grant template</i> ○ <i>Identify potential funding partners for initiatives</i> ○ <i>Manage grant deliverables and submit reports</i> 	
3.6 Seek technical assistance to explore landbank investment strategies	

ORGANIZATIONAL EXCELLENCE and COLLABORATION

Goal IV. Develop a culture of organizational excellence and collaboration to achieve the mission.

Expected Outcomes:

- FCDC is a thriving non-profit organization that is making significant contributions to improving the community
- An active and engaged board of directors is leading the organization and supporting staff

Year One Strategies (2021- 2022)	Progress (C, IP, NS)
4.1 Develop clearly defined roles for the Board of Directors and committees <ul style="list-style-type: none"> ○ <i>Create written expectations of the Board of Directors</i> ○ <i>Establish term limits</i> ○ <i>Review, update, and enforce attendance policies</i> ○ <i>Review and update the organizational bylaws</i> 	
4.2 Develop an orientation process for new members of the Board of Directors and volunteers	
4.3 Strategically expand the composition of the Board of Directors to comply with the bylaws <ul style="list-style-type: none"> ○ <i>Establish a Nominating Committee and nomination process which includes a questionnaire</i> ○ <i>Ensure the composition of the Board of Directors is diverse and representative of the community</i> 	
4.4 Develop a staff evaluation process based upon defined priorities <ul style="list-style-type: none"> ○ <i>Conduct staff evaluations bi-annually</i> 	
4.5 Ensure staff is supported through ongoing training and development opportunities	
4.6 Convene an annual teambuilding retreat with members of the Board of Directors and staff	
4.7 Review and update the strategic plan on a bi-annual basis <ul style="list-style-type: none"> ○ <i>Develop an annual operational plan</i> ○ <i>Develop an annual budget</i> 	
Future Strategies (2023-2024)	
4.8 Increase staffing to expand organizational capacity <ul style="list-style-type: none"> ○ <i>Target new funding to staffing plans</i> ○ <i>Define the new staff position and job description</i> ○ <i>Continue to secure additional staff support through VISTA</i> ○ <i>Develop staff operational policies and procedures</i> 	
4.9 Recruit and train a strong base of volunteers	
4.10 Continue to build strong partnerships in the community: City of Huntington, Marshall University and the School of Pharmacy, Cabell Huntington Hospital, Mountwest Community College, Cabell County Career Center, Huntington Junior College, local businesses, non-profit organizations, and the faith-based community	

FCDC Board of Directors

Ms. MaRia Hill, **Chair***
Director, A.D. Lewis Community Center

Duron Jackson*
Director, Phil Cline Center of YMCA

Reverend Charles Shaw, **Vice Chair***
President, Huntington Black Pastors
Association

Kelli Johnson*
Librarian, Drinko Library at Marshall
University

Dr. Gayle Brazeau, **Secretary***
Dean, Marshall University School of
Pharmacy
Chair, Strategic Planning Committee

Mrs. Teresa Johnson*
City Council Member District 5

M. J. L. Brydie, **Treasurer**
Attorney, Nelson Mullins

Dr. Alan Letton
Dr. Alan Letton Consulting

Sandra Clements*
Consultant to the Board of Directors

Lisa Martin*
Director of Student Conduct, Marshall
University

Larry Ellis*
Director, Huntington Housing Authority

Tonia Page
Former Fairfield City Councilwoman

Kevin Fowler
CEO, Cabell Huntington Hospital

Matthew Plante*
Music Specialist, Cabell County Schools

Dr. Jerome Gilbert*
President, Marshall University

RaShad Sanders, **Executive Director***
FCDC

David Harris*
Community Leader

Steve Williams
Mayor, City of Huntington

Mary Whitten Wiseman*
President, Foundation for the Tri-State

**Strategic Planning Participant*

Facilitator: Becky King, Becky King Consulting

Strategic Planning Documentation

City of Huntington Innovation Plan

FCDC Bylaws

FCDC Board of Directors Roster

FCDC Pre-Retreat Survey and Report
June 2021

FCDC Strategic Planning Issue Brief
June 2021

Planning Retreat Session I Agenda, PowerPoint, Retreat Handouts and
Summary Notes
June 15, 2021

Planning Retreat Session II Agenda, PowerPoint, Retreat Handouts and
Summary Notes
June 29, 2021

Planning Retreat Session III Agenda, Retreat Handouts and
Summary Notes
July 20, 2021

**ATTACHMENT
MAP OF THE FAIRFIELD AREA**

