



**Meadow
River Valley**

Building Trails To A Bright Future

Strategic Plan 2020-2025

**Eastern Fayette and Western Greenbrier Counties
West Virginia**

Meadow River Valley

The Meadow River Valley (MRV) is a region of neighborhoods and communities in eastern Fayette and western Greenbrier Counties in West Virginia. The friendly, talented, and hardworking people of the Valley's communities work together to overcome what seem to be overwhelming obstacles. Meadow River Valley communities leverage the region's scenic beauty, rich history, location, and natural resources with an entrepreneurial spirit, caring volunteerism, and a lot of divine intervention to overcome obstacles and fully embrace emerging opportunities.

The Meadow River Valley Association (MRVA)

The 1,000-year flooding devastating much of southern West Virginia in 2016 was a catalyst for change in the MRV. Individuals, communities, organizations, and agencies worked together to provide relief to flood survivors. While survivors' immediate needs were being met, those and other groups organized under the Greater Greenbrier Long-Term Recovery Committee (GGLTRC) to start addressing the Valley's long-term disaster recovery needs. GGLTRC leadership embraced the understanding that as disaster recovery efforts came to an end there was need for sustained community development. One of GGLTRC's and ultimately MRVA's first partners—the Greenbrier Valley Economic Development Corporation (GVEDC)—added their expertise to this nascent community development effort.

Under the sponsorship of GVEDC and with support provided by the Fruits of Labor, Inc. a series of monthly community gatherings were held to provide a forum for sharing information on disaster recovery efforts and gathering community input on the Valley's future direction. Recognizing the growing interest and consensus on the need to organize the Valley's community development efforts, MRVA was established in 2018 to promote community and economic development for the residents of the Meadow River Valley.

MRVA's long-term interests include:

- Providing safe, nurturing relationships that enable children and families to learn and grow through education, healthy nutrition, access to local food, and physical activity through the Meadow River Valley Early Childhood Learning (Marvel) Center; Western Greenbrier Farmers Market; Western Greenbrier Youth Sports; the Greenbrier County Health Alliance; and other partners.
- Reducing the substance abuse epidemic by providing spiritual and emotional support, access to healthcare, workforce training, and structured living environments through programs offered by God's Way Home, Fruits of Labor, Rainelle Medical Center, WV Osteopathic Medical School, the Robert C. Byrd Clinic, and many others.
- Developing and improving recreational and entertainment opportunities such as the Meadow River Rail Trail, Meadow River Water Trail, Meadow River Community Park, and the other parks and community centers in towns and communities such as Dawson, Meadow Bridge, Nallen, Rainelle, Rupert, Smoot, and Quinwood that attract visitors and improved the quality of life for the residents of the entire region; and,

- Creating a highly skilled workforce and diversified economy that enables our region's youth to thrive and remain in their local communities through partnerships with local governmental agencies, businesses, and organizations; entrepreneurial assistance for new business development, funding from philanthropic organizations, and investments from companies that want to give their employees the opportunity to live, work, and play in the Meadow River Valley.

The Priority: The Meadow River Valley Community Center (MRVCC)

In support of those long-term interests and capitalizing on the opportunity presented by a vacant school property, MRVA partnered with the Meadow River Valley Early Childhood Learning (MARVEL) Center, the Rupert Volunteer Fire Department, and Greenbrier County Schools to repurpose the former Rupert Elementary School campus into the Meadow River Valley Community Center. Repurposing—bringing new life to—the campus and the programs and activities enabled by that asset is MRVA's top, near-term priority and the focus of our Blueprint Communities effort.

Vision Statement

The Meadow River Valley Community Center (MRVCC) is a place where Valley residents live, learn, and grow through education, healthy nutrition, physical activity, and medical care.

Outcomes and Tasks

In order to realize our vision and the potential of the Meadow River Valley Community Center, the following outcomes and tasks need to be accomplished.

About Blueprint Communities

This strategic plan was one of the primary outcomes of a two-year community development program, Blueprint Communities®, that this community undertook between 2019 and 2020.

Blueprint Communities® was created in 2005 by FHLBank Pittsburgh to serve as a catalyst for revitalizing and creating sustainable communities. The initiative provides local leaders with leadership training, tools to create and implement a customized revitalization strategy and access to a variety of funding opportunities through FHLBank Pittsburgh.

In partnership with the West Virginia Community Development Hub (The Hub), the following six communities in West Virginia began the initiative in 2019 and completed the training in 2020:

- Kingwood
- Lewis County
- Meadow River Valley (Rupert, Rainelle, Quinwood)
- Monticello (neighborhood in Clarksburg)
- New Martinsville
- Parsons

Since completing the training, these communities are eligible for up to a 10-year designation as a Blueprint Community.

“Blueprint Communities” is a registered service mark of the Federal Home Loan Bank of Pittsburgh.

About FHLBank Pittsburgh

As an intermediary between global capital markets and local lenders, FHLBank Pittsburgh provides readily available liquidity, as well as affordable housing and community development opportunities, to member financial institutions of all sizes in Delaware, Pennsylvania and West Virginia. FHLBank Pittsburgh is part of the Federal Home Loan Bank System, which was established by Congress in 1932 and serves as a reliable source of funds for housing, jobs and growth in all economic cycles. To learn more, visit www.fhlb-pgh.com.

About The WV Community Development Hub

At the West Virginia Community Development Hub, we believe every community has the tools to develop economic opportunities and jobs, optimal health conditions, attractive and inspiring community environments, bright futures for young people, and citizens who believe they deserve these things and are prepared to work together to get them. The Hub has worked in dozens of communities to coach community members through a process that helps them identify leaders and assets, develop plans and set goals, and connect with a wide network of resources to meet those goals. To learn more, visit wvhub.org.

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Outcome 1: **Develop a network of partners** **who subscribe to and support** **the realization of the vision.**

Outcome Impacts/Measures:

A robust and engaged network of partners is essential to MRVA and the future of the MVRCC. This is an open-ended outcome—open to new partners as their and MRVA/MVRCC's interests align.

Outcome 1: Develop a network of partners who subscribe to and support the realization of the vision.

Task 1: Canvass and recruit from across the region (the MRV and beyond) partners (communities, organizations, and agencies) willing to share MRVA's vision for the Valley.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Working with the Greater Greenbrier Valley Community Foundation, the United Way of the Greenbrier Valley, the West Virginia Non-Profit Association and other networks develop an outreach/mailing list to identify potential partners.</i>	MRVA VISTA with support from the MRVA Board of Directors.	Date January 2021, then updated on an annual basis.	
<input type="checkbox"/> <i>Develop an outreach letter explaining what MRVA and its mission, vision, and goals; asking prospective partners to explain their mission, vision, and goals; inviting prospective partners to explore opportunities and challenges of mutual interest.</i>	MRVA VISTA with support from the MRVA Board of Directors.	January 2021, then annually.	
<input type="checkbox"/> <i>Schedule meetings and workshops with existing and prospective partners to share information and coordinate efforts.</i>	MRVA VISTA with support from the MRVA Board of Directors.	TBD initially, then annually.	

Outcome 1: Develop a network of partners who subscribe to and support the realization of the vision.

Task 2: Where appropriate and in furtherance of MRVA's mission, join organizations such as the Greenbrier County Chamber of Commerce, the West Virginia Non-Profit Association, and Generation Greenbrier Valley.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Join or submit applications to the aforementioned organizations and other appropriate organizations.</i>	MRVA VISTA with support from the MRVA Board of Directors.	January 2021, with renewals annually.	
<input type="checkbox"/> <i>Reach out to these organizations and express interest in establishing a presence on their governing boards.</i>	MRVA President.	January 2021 initially, then continuously as opportunities emerge.	

Task 3: Host and/or participate in collaborative networking, community enrichment, and team building events with partners and prospective partners.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Working with our partners, develop a calendar of MRVA and partner events.</i>	Working with our partners, develop a calendar of MRVA and partner events.	January 2021, then updated as schedules unfold.	
<input type="checkbox"/> <i>Determine how best to share that calendar to partners.</i>	VISTA	January 2021.	

<input type="checkbox"/> <i>In conjunction with MRVA's annual meeting, host an MRV information sharing and collaboration workshop.</i>	MRVA Board of Directors.	TBD	
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Outcome 1: Develop a network of partners who subscribe to and support the realization of the vision.

Task 4: To the maximum extent possible, incorporate partner goals, objectives, expertise, and resources into MRVA/MRVCC plans, programs, and initiatives

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>As part of MRVA's annual review and update of its strategic and annual implementation plans (see Outcome 8) and taking advantage of the information and insight gained through the aforementioned meetings and workshops, incorporate partner plans and resources into MRVA programs and initiatives.</i>	MRVA Board of Directors.	July 2021, then annually.	

Task 5: Develop a memorandum of understanding outlining the relationship between partners participating in MRVCC development, programs, and activities

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
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<input type="checkbox"/> <i>Provide MRVA's strategic and annual implementation plans to existing and potential partners. Where partner interests and resources align, and as needed, codify the relationship between partners.</i>	<i>MRVA Board of Directors.</i>	<i>Situational</i>	
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Outcome 2:

Working with Greenbrier County Schools, arrange for the transfer of property, structures, and assets of the former Rupert Elementary School campus to the Meadow River Valley Association (MRVA) and its partners.

Outcome Impacts/Measures:

Transfer of campus property to the Center's partners is a two-step process—first for the transfers to the MARVEL Center and the Rupert Volunteer Fire Department, followed by a final transfer of campus property to MRVA. Both steps are essential to achieving the MRVCC vision.

Outcome 2: Working with Greenbrier County Schools, arrange for the transfer of property, structures, and assets of the former Rupert Elementary School campus to the Meadow River Valley Association (MRVA) and its partners.

Task 1: Recruit partners who will accept campus property and help fund the process leading to property transfers.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify partners interested in Campus property and facilities.</i>	MRVA Vice President	Spring, 2019	

Task 2: Consult with County Schools staff on the feasibility of and path towards divestiture of the campus to the MRVA and its partners.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Consult with partners and the Greenbrier County Schools staff to explore the possibility of a property transfer and identify the way ahead.</i>	MRVA Vice President	Spring 2019	May-December 2019

Outcome 2: Working with Greenbrier County Schools, arrange for the transfer of property, structures, and assets of the former Rupert Elementary School campus to the Meadow River Valley Association (MRVA) and its partners.

Task 3: Obtain a survey of the campus showing proposed partner boundaries.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify funding for the survey.</i>	MRVA President	2019	Complete
<input type="checkbox"/> <i>Work with the surveyor to complete the survey.</i>	MRVA Vice President	2019	Complete

Task 4: Conduct a phase I environmental assessment of the property; as warranted based on the findings of the phase I assessment; conduct a limited phase II environmental assessment.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify funding to conduct the assessments.</i>	MRVA President	2019	Complete
<input type="checkbox"/> <i>Conduct environmental assessments of the campus.</i>	MRVA President/Vice President	2019	Complete
<input type="checkbox"/> <i>As appropriate, remediate any identified environmental hazards.</i>	Greenbrier County Schools	TBD	TBD

Outcome 2: Working with Greenbrier County Schools, arrange for the transfer of property, structures, and assets of the former Rupert Elementary School campus to the Meadow River Valley Association (MRVA) and its partners.

Task 5: Develop and execute a memorandum of agreement (MOA) between County Schools and the partners outlining specific understandings not included in title transfer.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Develop the MOA, vet with partners, consult with our attorney, and sign/complete the MOA.</i>	MRVA Vice President	2019	Complete

Task 6: Transfer property parcels from County Schools to the Meadow River Valley Early Childhood Learning (MARVEL) Center and Rupert Volunteer Fire Department (RVFD).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Working with partner attorneys and the Greenbrier County Clerk ensure that title to the properties have been conveyed in accordance with the signed MOA.</i>	MRVA Vice President	2019	January 2020

Outcome 2: Working with Greenbrier County Schools, arrange for the transfer of property, structures, and assets of the former Rupert Elementary School campus to the Meadow River Valley Association (MRVA) and its partners.

Task 7: Keep the Greenbrier County Schools informed on MRVA's progress in repurposing the MRVA portion of the Rupert Elementary School campus.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Provide quarterly updates to the county schools superintendent and the board of education chairman.</i>	MRVA Vice President	Quarterly starting in September 2020	Ongoing
<input type="checkbox"/> <i>As needed, request extensions to the campus acquisition MOA and continuation of services (water, electric power, insurance) from county schools.</i>	MRVA President/Vice President	As needed	As needed

Outcome 3:
Center Development: Work
with planning and development
experts and a Community
Development Team to implement the
Center plan.

Outcome Impacts/Measures:

Starting with team formation, continuing through financial/engineering/construction development and ultimately program coordination, this outcome is an essential early step in MRVCC development.

Outcome 3:Center Development: Work with planning and development experts and a Community Development Team to implement the Center plan.

Task 1: Form a diverse, effective, motivated community development team.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>In consultation with project partners, identify the type and amount of development expertise needed to realize the MRVCC vision.</i>	MRVA President, MRVA Vice President, WVU (Ray Moeller), and others.	Ongoing	
<input type="checkbox"/> <i>Identify funding to hire a development consultant, a consulting architect, a consulting engineer, and a project advisor.</i>	MRVA President initially, then the development consultant.	September 2020	Pending
<input type="checkbox"/> <i>Develop a statement of work for a development consultant.</i>	MRVA President/Vice President	September 2020	
<input type="checkbox"/> <i>Request continued FHLB—Pittsburgh funding to keep MRVA’s Blueprint Communities coach (Eric Pories) as an advisor and consultant for the MRVCC development team.</i>	MRVA President/MRVA Vice President	September 2020	
<input type="checkbox"/> <i>In consultation with Center partners, identify and recruit development team partners.</i>	MRVA President, MRVA Vice President, Eric Pories	September 2020	

Outcome 3:Center Development: Work with planning and development experts and a Community Development Team to implement the Center plan.

Task 2: Secure commitment from the Robert C. Byrd Clinic to lease the clinic space within the MRVCC.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Work with clinic leadership to develop a letter of intent to lease space within the MRVCC.</i>	MRVA President, MRVA Vice President	September 2020	

Task 3: Secure historical registration.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Register the main building and the adjacent gymnasium with the West Virginia State Historical Preservation Office.</i>	VISTA	November 2020	
<input type="checkbox"/> <i>Obtain historic preservation tax credits for campus development.</i>	Consultant	January 2021	

Outcome 3:Center Development: Work with planning and development experts and a Community Development Team to implement the Center plan.

Task 4: Create a capital budget.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify development costs and potential funding sources.</i>	Consultant	January 2021	

Task 5: Identify a developer to oversee project, oversee development contract; start development process.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify a developer to oversee project, oversee development contract; start development process.</i>	Development Consultant, MRVA President and the MRVA Board	July 2021	

Task 6: Create a long term MRVCC business/management plan, structure, and staffing to support MRVCC operations.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed

<input type="checkbox"/> <i>Create a long term MRVCC business/management plan, structure, and staffing to support MRVCC operations.</i>	<i>Development consultant, MRVA Board</i>	<i>February 2021</i>	
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Outcome 4:

Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Outcome Impacts/Measures:

Initial plans for Center development are the starting point for MRVA/MRVCC plan development. These plans must be updated as emerging opportunities and challenges arise.

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 1: Canvass individuals, communities, organizations, and agencies (partners and non-partners) on the Valley's needs and opportunities.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>The following focus groups been held or needs assessments completed & reviewed to determine initial MRV community needs:</i> <ul style="list-style-type: none">▪ Local Foods Local Places Focus groups, 2017-2018▪ Greenbrier County Schools Needs Assessment, 2016-17▪ North Central WV Community Action Needs Assessment, 2018▪ MARVEL Center Feasibility Study, Aug 2018▪ Rainelle Community Gatherings at FOL Education & Training Center, 2018-2019▪ Rupert Community Gathering, Sept 2019	MRVA and partners	2019	Ongoing
<input type="checkbox"/> <i>Ongoing Needs & Opportunities identified in Rupert Community Gathering for which partners need to be identified. MRVA Vista or ED & Board, Fall-Winter 2020, Fall 2021:</i> <ul style="list-style-type: none">▪ 4.4.2.2.1 High Speed internet▪ 4.4.2.2.2 MRVCC shared grant writer▪ 4.4.2.2.3 Engaging a philanthropist or developer investment in the MRV▪ 4.4.2.2.4 Transportation▪ 4.4.2.2.5 Post high school educational opportunities	MRVA Vista or ED & Board	Fall-Winter 2020	Fall 2021 Date

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Provide quality early child & after school learning and care.</i>	MARVEL	September 2020	September 2020, ongoing
<input type="checkbox"/> <i>Complete renovations to “Old Kindergarten building” to provide instructional space for children >=5 years, specialty support services, and adult educational programming.</i>	MARVEL	Summer 2020	December 2020
<input type="checkbox"/> <i>Continue hiring and training of teaching, substitute and aide staff.</i>	Harper/Wykle	August 2020	Ongoing
<input type="checkbox"/> <i>Address need for increased facility staffing.</i>	Harper/Wykle	August 2020	September 2020
<input type="checkbox"/> <i>Complete Mountain Heart Child Care Services billing and subsidy training.</i>	Harper/Wykle	August 2020	September 2020
<input type="checkbox"/> <i>Develop childcare educational training and support relationship with Mountain Heart.</i>	Harper	September 2020	Ongoing
<input type="checkbox"/> <i>Develop a tutoring program to support older children in mastery of their academic endeavors.</i>	MARVEL/Harper/Wykle	TBD	Fall 2021
<input type="checkbox"/> <i>Offer broad spectrum educational or service opportunities by partnering with Greenbrier County Schools.</i>	MARVEL	August 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> Support caregivers and teachers in developing healthy attachment and appropriate limit setting. ▪ (1) RMC has submitted a 'Change of Scope' Aug 2020, Dec 2020; (2) MARVEL executes MOU with RMC, Harper Aug2020 details/guidance for it.	Rainelle Medical Center (RMC) Behavioral Health / L Eagle	December 2020	
<input type="checkbox"/> Offer life skills, shopping, cooking, healthy nutrition and budgeting education by developing relationship with WVU Extension Service/ E Reynolds/Family Nutrition Program.	Lally, Harper	Fall 2021	
<input type="checkbox"/> Offer developmental, PT, OT, SLT evaluations and treatment. Continue conversation with Birth to Three/ K Ramsey.	Lally, Harper	Spring 2021	
<input type="checkbox"/> Access to foods that promote healthy eating patterns— provide opportunities in the MRV to improve access to foods that promote healthy eating patterns.	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> Produce a final MRV Meals Project report by Jan 31,2021 that summarizes the access to healthy meals; fresh local foods purchased; and, outcomes related to this \$75,000 economic stimulus project implemented across the MRV.	GCHA & HCCC Team	July 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Collaborate with WVU Extension to offer 6 Kids Pop-up Markets in the MRV to improve access and educate to establish healthy eating habits with children and families across the region.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Help, through project management and funding, to ensure construction of a community garden on the Rupert Campus as a multigenerational learning opportunity that improves access to foods that promote health, as an education tool to learn the benefits of gardening and of healthy food, and a space for community engagement.</i>	GCHA & HCCC Team	April 2021	
<input type="checkbox"/> <i>Provide project management and grant funding to support the development of "MARVEL Meals" for families of children enrolled at the MARVEL Center and MARVEL staff.</i>	GCHA & HCCC Team	Continuous	
<input type="checkbox"/> <i>Participate in the Early the Better stakeholder group of the Early Childhood Advisory Committee to provide feedback and guidance for use of Community Kitchens.</i>	GCHA & HCCC Team	July 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Provide support to MARVEL to, as allowed by the COVID-19 pandemic, by offering monthly community meals to MARVEL families and the MRV community as an opportunity to provide community outreach information.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Provide healthy, nutritious and delicious "MARVEL Meals" for children enrolled at the MARVEL Center and MARVEL staff.</i>	Fruits of Labor (FOL)	September 2020	
<input type="checkbox"/> <i>Register CACFP/USDA</i>	Harper	August 2020	August 2020
<input type="checkbox"/> <i>Ensure Keys 2 A Healthy Start childcare center policies related to evidence based obesity prevention standards are met in MARVEL Center food service operations.</i>	GCHA	September 2020	
<input type="checkbox"/> <i>Collaborate in the development of the Fruits of Labor - MARVEL Meal and Kitchen MOU and lease agreement. Allows for women in recovery trainees to produce daily MARVEL Meals and provide culinary outreach to the community.</i>	FOL, GCHA, MARVEL	December 2020	
<input type="checkbox"/> <i>Renovate and equip the MARVEL kitchen on the MRVCC campus to meet health department standards.</i>	GCHA, MARVEL	December 2020	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Offer the Eating Smart and Being Active direct nutrition education and Farm Market Fresh food vouchers through FARMacy.</i>	<i>WVU, the WVU Extension Service (Greenbrier Co Educator E. Reynolds) and Rainelle Medical Center (Cyndi Taylor)</i>	<i>October 2020</i>	
<input type="checkbox"/> <i>Offer early Women, Infant & Child nutrition education .</i>	<i>MARVEL</i>	<i>Winter 2021</i>	
<input type="checkbox"/> <i>Continue engagement conversation inviting WIC to offer direct nutrition education and outreach at MARVEL.</i>	<i>MARVEL</i>	<i>Winter 2021</i>	
<input type="checkbox"/> <i>Participate and teach nutrition and exercise standards to prevent childhood obesity by participating in the Keys 2 A Healthy Start learning collaborative.</i>	<i>Harper</i>	<i>November 2020</i>	
<input type="checkbox"/> <i>Continue in-peer learning network Harper & teaching staff.</i>	<i>Harper & Teaching Staff</i>	<i>September 2021</i>	
<input type="checkbox"/> <i>Develop or improve recreational and entertainment space/opportunities.</i>	<i>MRVA</i>	<i>Ongoing</i>	
<input type="checkbox"/> <i>Provide an outdoor pavilion space for the MRVCC.</i>	<i>MRVA, WVDEP</i>	<i>Fall 2021</i>	

<input type="checkbox"/> <i>Apply for grant funding.</i>	VISTA	<i>July 2021</i>	
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Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Submit the full proposal.</i>	VISTA	<i>Fall 2021</i>	
<input type="checkbox"/> <i>Construct the pavilion.</i>	MRVA	<i>Fall 2021</i>	
<input type="checkbox"/> <i>Working with Greenbrier County Schools, local sports leagues, the Robert C. Byrd Clinic, the Greenbrier County Health Alliance and others develop a plan for wellness, recreation, and entertainment programs located on the MRVCC.</i>	MRVA & Partners	<i>Winter 2020, updated annually</i>	
<input type="checkbox"/> <i>Develop a MRVCC upkeep and management plan.</i>	MRVA Board of Directors	<i>January 2021</i>	
<input type="checkbox"/> <i>Identify the upgrades needed to support the aforementioned plan.</i>	MRVA Board of Directors	<i>January 2021</i>	
<input type="checkbox"/> <i>Identify the funding needed to affect the aforementioned upgrades.</i>	MRVA Board of Directors	<i>January 2021</i>	
<input type="checkbox"/> <i>Implement the upgrades.</i>	MRVA Board of Directors	<i>January 2021</i>	
<input type="checkbox"/> <i>Development of community gardens</i>	GCHA, HCCC Team	<i>April 2021</i>	
<input type="checkbox"/> <i>Provide space for community gardens</i>	MRVA & Partners	<i>April 2021</i>	
<input type="checkbox"/> <i>Provide resiliency support to prevent or mitigate substance abuse and thrive.</i>	God's Way Home	<i>Fall 2020</i>	<i>Ongoing</i>

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Provide safe, structured living environment for men coming out of short-term treatment centers. We help them with all aspects of re-entering society as a productive, self-sustaining individual. Our program will support the men for 9-12 months as they progress in their recovery.</i>	God's Way Home	Fall 2020	Ongoing
<input type="checkbox"/> <i>Host Greenbrier County Health Department's Harm Reduction Program on the first Monday of each month from 11-3pm.</i> <ul style="list-style-type: none">● <i>Al-Anon Support Groups. Tuesdays @ 6pm @ Bascom United Methodist Church; Fridays @ 6pm @ Rainelle United Methodist Church</i>● <i>AA Support Groups. Tuesdays @ 10am @ Rainelle United Methodist Church; Tuesdays @ 6pm @ Bascom United Methodist Church; Tuesdays @ 7pm @ Lilly Valley Baptist Church (Lilly Park); Fridays @ 6pm @ Rainelle United Methodist Church; Saturdays @ 7pm @ Lilly Valley Baptist Church (Lilly Park)</i>● <i>NA Support Group. (COMING SOON) Thursdays @ 6pm @ God's Way Home</i>● <i>Living Free Meetings- Stepping into Freedom (Faith-based). Mondays @ 6:30pm @ God's Way Home</i>	God's Way Home	Summer 2020	Ongoing

<input type="checkbox"/> <i>Hosting and facilitating Support groups that help individuals remain substance free.</i>	<i>God's Way Home</i>	<i>Summer 2020</i>	<i>Ongoing</i>
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Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Fruits of Labor provides a deep investment in individuals suffering from substance use disorder. We provide mentoring, nationally certified educational opportunities in Culinary, Baking & Pastries, and Agriculture, intense on-the-job training, and employment. We also provide personal and professional development.</i>	FOL	Winter-Spring 2021	Ongoing
<input type="checkbox"/> <i>Provide Behavioral Health or Addiction services to MRV community</i>	RMC Behavioral Health/L Eagle	Fall 2020-Winter 2021	Ongoing
<input type="checkbox"/> <i>Provide for the MRV's homeless population. Currently, as we come in contact with homeless individuals, we place them in the Pine Haven Homeless Shelter in Beckley if there are beds available.</i>	God's Way Home	Summer 2020	
<input type="checkbox"/> <i>Engage with mentorship programs (Big Brother Big Sister) to support youth by establishing caring adult relationships for youth.</i> ▪ <i>Develop relationship with Community in Schools.</i>	MARVEL	Fall 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Development of a Clinic—Community Connections—working with Greenbrier County primary care medical clinics to develop infrastructure to create “clinic community connections” to improve access to health care services across the MRV region.</i>	GCHA, HCCC Team	July 2021	
<input type="checkbox"/> <i>Develop MOUs with the Robert C Byrd Clinic (RCBC), Rainelle Medical Center, and others to allow for community-based referrals and exchange of information related to evidence based self-management workshop participation.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Host Chronic Pain Self-Management Program Leader Trainings to train local leaders within the MRV to lead evidence based self-management program workshops.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Support leaders within the MRV to conduct ongoing workshops for the community.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Collect Chronic Disease Self-Management program workshop data and enter into the West Virginia Health Connection database—with support and coordination from West Virginia University Office of Health Services Research—and provide reports to partners’ community engagement with community-based health promotion programs.</i>	GCHA & HCCC Team	July 2021	

<input type="checkbox"/> <i>Establish RCBC clinical services in the “old high school building.”</i>	MRVA, RCBC	Fall 2022	
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Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Working in partnership with the Committee on Aging and other partners, provide affordable senior housing and senior programming</i>	MRVA	July 2021	
<input type="checkbox"/> <i>Provide office space for Businesses (Art, Coffeeshop....). MRVA Fall 2021</i>	MRVA	Fall 2022	
<input type="checkbox"/> <i>Support creation of skilled workforce and diversified economy enabling youth to thrive and remain in their local community. MRVA and partners.</i>	MRVA & Partners	Ongoing	
<input type="checkbox"/> <i>Develop a quality childcare educator training center, 2025.</i>	MARVEL	July 2021	
<input type="checkbox"/> <i>Seek WVSTARS, ACDIS training certification for current MARVEL teaching staff.</i>	MARVEL	September 2022 and then annually	
<input type="checkbox"/> <i>Acquire, develop, implement training curriculum.</i>	MARVEL	September 2023	
<input type="checkbox"/> <i>Facilitate Systems, Environment, and Policy changes to Support Advancement of Health Equity in the MRV by strengthening ongoing</i>	GCHA & HCCC Team	July 2021	

<i>partnerships and collaborations already working to improve systems, environments, and policy in the MRV that advance of health equity</i>			
<input type="checkbox"/> <i>Incorporate the concept of health equity into communication when possible to raise awareness and develop local capacity for promoting health equity.</i>	GCHA & HCCC Team	July 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued)

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Facilitate equitable collaborations and resource allocation for the development of systems to improve health equity.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Contribute to fundraising and grant writing efforts with MRV partners.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Advocate for policy and environmental improvements.</i>	GCHA & HCCC Team	July 2021	
<input type="checkbox"/> <i>Working in partnership with the Committee on Aging and other partners, provide affordable senior housing and senior programming.</i>	MRVA	July 2021	
<input type="checkbox"/> <i>Provide office space for Businesses (Art, Coffeeshop, etc).</i>	MRVA	Fall 2022	

<input type="checkbox"/> <i>Support creation of skilled workforce and diversified economy enabling youth to thrive and remain in their local community. MRVA and partners.</i>	MRVA & Partners	Ongoing	
<input type="checkbox"/> <i>Develop a quality Childcare Educator Training Center 2025.</i>	MARVEL	July 2021	
<input type="checkbox"/> <i>Seek WVSTARS, ACDIS training certification for current MARVEL teaching staff.</i>	MARVEL	September 2022 and then annually	
<input type="checkbox"/> <i>Acquire, develop, implement training curriculum.</i>	MARVEL	September 2023	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued)

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Fruits of Labor's mission is to "work to improve the lives of at-risk youth and adults as an addiction prevention program, and adults in recovery from addiction through training opportunities, mentoring, life skills, encouragement and employment." Working with the whole person, we have developed a Nationally Certified Culinary and Agricultural Training Curriculum to provide industry relevant educational opportunities in a safe environment, as well as intensive personal</i>	FOL	September 2021	

<i>and professional development to improve future job opportunities.</i>			
<input type="checkbox"/> <i>Establish MARVEL kitchen for Meals and as a training site.</i>	FOL	September 2021	
<input type="checkbox"/> <i>Offer broad spectrum educational and vocational opportunities such as Adult literacy programs or Community college classes by continuing the partnership with Greenbrier Co Schools, NRCTC, or other.</i>	MRVA, MARVEL	Fall 2020	
<input type="checkbox"/> <i>Invite school employees or Board of Education members onto MRVA & MARVEL boards and/or committees.</i>	MRVA, MARVEL	Fall 2020	
<input type="checkbox"/> <i>Invite NRCTC onto MRVA & MARVEL Boards and/or committees.</i>	MRVA, MARVEL	Fall 2020	
<input type="checkbox"/> <i>Invite WorkForce WV to participate on the MRVCC campus and/or MRVA board.</i>	MRVA	Fall 2021	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 2: Determine what needs and opportunities are feasible through MRVCC facilities, programs, and activities (continued)

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Offer professional clinical services shadowing & field practicums.</i>	RCBC, West Virginia School of Osteopathic Medicine (WVSOM)	Fall 2022	

<input type="checkbox"/> <i>Establish clinical services with RMC & RCBC and clinicians will have faculty appointments that are the platform for having professional students at the MRVCC, Fall 2021, ongoing.</i>	RCBC, RMC, WVSOM	<i>Fall 2021, ongoing</i>	
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Task 3: Develop a resource-informed, partner-vetted, open-ended strategic plan for the MRVCC

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>MRVA Executive Director working with the MRVCC Development Team and community partners will submit an annual review of MRCVV Comprehensive Plan to the MRVA Board for approval.</i>	MRVA Executive Director	<i>October 2021 and annually</i>	
<input type="checkbox"/> <i>MRVCC entities each run interval internal needs assessments to inform their operations and Comprehensive plan</i> <ul style="list-style-type: none"> ▪ MARVEL Spring/Summer 2021 ▪ MRVA Fall 2021 	MRVA, MARVEL, & ???	<i>Annually</i>	

Outcome 4: Develop and maintain a comprehensive plan for the Meadow River Valley Community Center (MRVCC) support to the community, MRVCC usage, and program management.

Task 4: Improve MRV Emergency Services

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
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<input type="checkbox"/> <i>Construct a helicopter pad on Rupert Volunteer Fire Department.</i>	Ronnie McClung/RVFD	Summer 2021	
<input type="checkbox"/> <i>Submit grant applications to fund design, construction, and certification of the helicopter pad.</i>	Ronnie McClung/RVFD	Fall 2020	
<input type="checkbox"/> <i>Contract for design, engineering, and construction of the helicopter pad.</i>	Ronnie McClung/RVFD	Winter 2021	
<input type="checkbox"/> <i>Certify the helicopter pad.</i>	Ronnie McClung/RVFD	Summer 2021	
<input type="checkbox"/> <i>Incorporate the helicopter pad into the Greenbrier County Emergency Services plan.</i>	Ronnie McClung/RVFD	Summer 2021	
<input type="checkbox"/> <i>Working with other MRVCC partners, conduct emergency services training.</i>	MRVA, MARVEL, RVFD	Summer 2021	

Outcome 5:

Creation and implementation of a communications plan that highlights the Center and how it services the community while leveraging its success to attract new development in the MRV.

Outcome Impacts/Measures:

Impact 1: Engages MRV residents and businesses with activities and programs available at the Center as well as gathering input on emerging needs in the community

Impact 2: Attracts outside interests to invest in the MRV

Impact 3: Creates a general awareness of the MRVA brand and supports its mission

Outcome 5: Creation and implementation of a communications plan that highlights the Center and how it services the community while leveraging its success to attract new development in the MRV.

Task 1: Build and maintain a team that creates and implements communications plans.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Using the skills and expertise resident in the MRVA Communications Committee as a starting point, recruit team members from other partners to develop an MRV-wide communications plan.</i>	MRVA Communications Committee.	November 2020	Date

Task 2: Create the communications plan that details the target audience, strategies and actions to be implemented.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Taking advantage of the expertise in the MRVA Communications Committee and its partner, develop a plan to engage (inform, gather input) residents, organizations, and towns within the MRV on MRVA/MRVCC plans and activities.</i>	MRVA Communications Committee & partners; VISTA	November 2020	
<input type="checkbox"/> <i>As part of plan development, identify the resource (financial, expertise, etc.) needed to implement the plan.</i>	MRVA Communications Committee & partners	January 2021	

Outcome 5: Creation and implementation of a communications plan that highlights the Center and how it services the community while leveraging its success to attract new development in the MRV.

Task 3: Implement, evaluate, and adjust the plan.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Implement the plan.</i>	VISTA	<i>January 2021, ongoing</i>	
<input type="checkbox"/> <i>As part of the development plan, identify the tools, metrics and expertise needed to evaluate plan effectiveness.</i>	MRVA Communications Committee	<i>January 2021</i>	

Outcome 6:

Creation and implementation of an ongoing Center promotion and communications strategy to the business and philanthropic communities.

Outcome Impacts/Measures:

Similar to the community engagement outcome, there is need for an annual communications/marketing plan that highlights the programs emanating from the Center and the opportunities available through Center facilities. This outcome is focused on potential partners from outside the MRV.

Outcome 6: Creation and implementation of an ongoing Center promotion and communications strategy to the business and philanthropic communities.

Task 1: Join organizations (WV Non-Profit Association, Chamber of Commerce, Brownsfields, etc.) that raise MRVA's visibility on the opportunities available in the MRV.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> Working with WVNPA and Philanthropy <i>WV identify the organizations that MRVA should join.</i>	MRVA Executive Committee	September 2020, ongoing	
<input type="checkbox"/> Join	MRVA Executive Committee	September 2020, ongoing	

Task 2: Identify target audiences and organizations for relevant marketing campaign(s).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> Working with WVNPA and Philanthropy <i>WV identify the organizations that MRVA should join.</i>	Executive & Finance Committees	January 2021, ongoing	

Outcome 6: Creation and implementation of an ongoing Center promotion and communications strategy to the business and philanthropic communities.

Task 3: Deliver a marketing plan and supporting tools for the Center.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Identify the person/persons tasked with developing and executing the plan.</i>	<i>Executive, Finance, and Communications Committees</i>	<i>October 2020</i>	
<input type="checkbox"/> <i>Implement the first year plan.</i>	<i>Executive, Finance, and Communications Committees</i>	<i>January 2021</i>	
<input type="checkbox"/> <i>Review plan performance and update on an annual basis.</i>	<i>Executive, Finance, and Communications Committees</i>	<i>October 2021, ongoing</i>	

Outcome 7:

Development of a MRV Volunteer Coordination Program that identifies matches the need for volunteers with individuals and groups wanting to volunteer.

Outcome Impacts/Measures:

Underpinning most of the MRVCC programs is the need for a robust volunteer program supporting Center partners.

Outcome 7: Development of a MRV Volunteer Coordination Program that identifies matches the need for volunteers with individuals and groups wanting to volunteer.

Task 1: Consult with Volunteer WV on available programs (Corporation for National and Community Service, etc.) available to support a Volunteer Coordination Program (VCP).

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Start a discussion with Volunteer WV, the WV HUB, and other agencies to explore the options for establishing a Volunteer Coordination Program for the MRV</i>	MRVA Vice President, VISTA	December 2020, ongoing	

Task 2: Apply for grant funding to establish a Volunteer Coordination Program.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Establish a preliminary budget for a MRV VCP staffing and overhead.</i>	VISTA	February 2021	
<input type="checkbox"/> <i>Apply for grant funding to establish a Volunteer Coordination Program. VISTA.</i>	VISTA	March 2021	

Outcome 7: Development of a MRV Volunteer Coordination Program that identifies matches the need for volunteers with individuals and groups wanting to volunteer.

Task 3: Working under the guidance of MRVA's Executive Director/VISTA, hire an AMERICORPS Volunteer to develop and administer a MRV Volunteer Coordination Program.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Develop the position description (if not already complete in the grant application).</i>	Executive Director/VISTA	January 2021	
<input type="checkbox"/> <i>Advertise, interview, and screen candidates for the AMERICORPS position.</i>	Executive Director	April 2021	
<input type="checkbox"/> <i>Select and hire an AMERICORPS Volunteer to develop and administer a MRV Volunteer Coordination Program.</i>	Executive Director/VISTA	June 2021	

Task 4: Develop the policies and procedures needed to administer a MRV Volunteer Coordination Program.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Develop the policies and procedures needed to administer a MRV Volunteer Coordination Plan.</i>	Executive Director/VISTA/AMERICORPS Volunteer	September 2021	

Outcome 7: Development of a MRV

Volunteer Coordination Program that identifies matches the need for volunteers with individuals and groups wanting to volunteer.

Task 5: Recruit partners who can identify the need for volunteers, provide volunteers or the resources (funding, housing, etc.) needed to fulfill community needs.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Joint and participate in volunteer coordination conferences and workshops (e.g., the National VOAD annual conferences, the WV VOAD organization, etc.).</i>	Executive Director	May 2021, ongoing	
<input type="checkbox"/> <i>Identify local and regional partners..</i>	AMERICORPS	Summer 2021	
<input type="checkbox"/> <i>Recruit partners.</i>	AMERICORPS	September 2021	

Task 6: Develop a budget to support MRV volunteer programs.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Develop a budget to support MRV volunteer programs.</i>	AMERICORPS Volunteer, Finance Committee	September 2021	

Outcome 8:

Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Outcome Impacts/Measures:

Updated governance structures, policies, and procedures will help ensure that MRVA will have the resources needed to effectively manage MRVCC programs.

Outcome 8: Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Task 1: Strengthen MRVA's Board of Directors.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>As an initial step towards strengthening MRVA's Board of Directors effectiveness, expand the Executive Committee to include committee leads from the Finance Committee, the Communications Committee, and the MRVCC Development Committee.</i>	MRVA Board	September 2020	
<input type="checkbox"/> <i>Increase the frequency of meetings for the Executive Committee to regularly scheduled monthly meetings and issue focused meetings as required. Full MRVA Board meetings to be held on a quarterly basis, issue focused meetings as required.</i>	MRVA Board	September 2020	
<input type="checkbox"/> <i>Canvass inactive MRVA Board members on their intent to remain on the MRVA Board and determine how they can contribute to the Board's work.</i>	MRVA President, Executive Secretary	September 2020	
<input type="checkbox"/> <i>Replace inactive Board members.</i>	MRVA President, Executive Secretary, Nominating Committee.	Ongoing	

Outcome 8: Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Task 2: With partner input and technical assistance, determine the MRVA Board of Directors and staff structure needed to fulfill its responsibilities as they apply to the MRVCC and MRVA's wider, long-term interests.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Establish a temporary MRVA Structure and Governance Committee charged with determining future structure and governance needs.</i>	MRVA Board, Consultant.	October 2020	
<input type="checkbox"/> <i>Subsequent to the hiring of MRVA's VISTA, convene a meeting chaired by the MRVA Structure and Governance Committee with invited representation from the HIVE, MRVA's consultant and advisors, the WVU Law Center, the WVU Business School and other technical experts to advise MRVA on governance and structure options.</i>	MRVA President and Consultant	October 2020	

Outcome 8: Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Task 3: Hire staff—starting with an Executive Director—to meet requirements

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Determine the need for and define the position description and responsibilities for an executive director.</i>	<i>MRVA President, Structure and Governance Committee, and Consultant</i>	<i>December 2020</i>	
<input type="checkbox"/> <i>Identify the funding needed to hire an executive director.</i>	<i>MRVA President and Consultant.</i>	<i>March 2021</i>	
<input type="checkbox"/> <i>Hire an executive director.</i>	<i>MRVA President and Vice President</i>	<i>July 2021</i>	

Task 4: Review and as needed update MRVA's by-laws.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Review and as needed update MRVA's by-laws.</i>	<i>Structure and Governance Committee</i>	<i>January 2021</i>	

Outcome 8: Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Task 5: As needed, update MRVA's registration with the West Virginia Secretary of State to reflect any structure/governance changes.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>As needed, update MRVA's registration with the West Virginia Secretary of State to reflect any structure/ governance changes.</i>	<i>Structure and Governance Committee</i>	<i>March 2021</i>	

Task 6: Develop the policies, procedures and handbooks needed for MRVA to fulfill its increasing responsibilities.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Develop the policies, procedures and handbooks needed for MRVA to fulfill its increasing responsibilities.</i>	<i>Structure & Governance Committee. July 2021.</i>	<i>July 2021</i>	

Outcome 8: Update MRVA structure and governance in order to fulfill MRVCC programs, activities, resource, and property management requirements.

Task 7: Develop an administration and financial support plan for MRVA.

Action Steps (check box when completed)	Responsible Entity or Entities	Target Date to Complete	Date Completed
<input type="checkbox"/> <i>Reinvigorate MRVA's Finance Committee.</i>	<i>MRVA President, Vice President</i>	<i>September 2020</i>	
<input type="checkbox"/> <i>Develop a MRVA FY21 budget.</i>	<i>Finance Committee</i>	<i>December 2020</i>	
<input type="checkbox"/> <i>Working with the Community Development Team, develop a capital budget for repurposing campus buildings and grounds.</i>	<i>Finance Committee, Community Development Team</i>	<i>March 2021</i>	
<input type="checkbox"/> <i>Working in concert with other partners, increase the number and effectiveness of MRV grant writers supporting MRV and MRVCC programs.</i>	<i>Finance Committee. July 2021</i>	<i>July 2021</i>	