

Fourteenth Street Community Center
Five-Year Strategic Plan
January 6, 2022
Revised, May 21, 2022

In a region of Ohio still facing steep economic challenges, the Fourteenth Street Community Center (FSCC) serves as a vibrant resource for Portsmouth and its surrounding area by offering quality educational, wellness, and social programs for all.

Revised Mission Statement

Historically a Black institution, the Fourteenth Street Community Center uses educational, wellness, and social programs to foster creativity, equity, and inclusion for all.

Revised Vision Statement

The Fourteenth Street Community Center transforms lives, building better futures, together.

Revised Values Statement

The Fourteenth Street Community Center shapes the character of young people, nourishes inter-generational bonds, and celebrates Black history and leadership while standing at the forefront of the pursuit of equity and inclusion.

The Strategic Plan:

Over the next five years, FSCC will build on its long-standing legacy as a trusted civic anchor, expand organizational structures, and refine administrative practices, all the while, continuing to make strategic investments in its Fourteenth Street and Seventeenth Street locations.

FSCC will meet the challenges of this moment through sponsored initiatives and affiliated programs, investing in community-wide social cohesion and connectedness.

In addition, FSCC will direct renewed attention to Portsmouth's remarkable Black heritage—a legacy that endures to this day in the service of unsung heroes who make the FSCC the vital and compassionate place it is. Looking forward, FSCC will continue to engage and support all those who pass through its doors—to build better futures, together.

Summary of strategic objectives: As a result of 1) demonstrating administrative excellence, 2) attracting increased financial support, 3) raising its public profile, and 4) refining program offerings, FSCC will become a leading trusted partner in advancing the common good in the Portsmouth community.

Five Year Board Action Plan

General Board Objectives

- Identify a lawyer to invite onto the board to serve FSCC by examining bylaws and all contracts (facilities rental, etc.) and ensuring FSCC is compliant in operations and filings.
- Identifying diverse candidates for board members, especially those to engage area Latino community.
- Identify board materials, code of ethics, and a code of conduct, etc. for onboard manual.
- Create board-staff practices that create good communications between staff and board, even at the committee level.
- Activate committee chairs to meet regularly with their committees, assign action points from strategic plan, and institute plan for regular report-out at board meetings.
- Decide on a virtual meeting platform (Zoom, etc.), subscription or free.
- Make board presence felt at FSCC-affiliated programs, events, and facility rental events, in order to share FSCC updates and invite support. Raise FSCC profile with the North End Super Reunion.
- Make board presence felt at local stakeholder meetings (Chamber of Commerce, Rotary, Kiwanis, etc.), offering updates on FSCC activities and promoting opportunities for support.
- Outreach to Chamber of Commerce for community networking and leadership.
- Create short description of FSCC organization and current efforts so board members can communicate in unified fashion on current priorities.

Program Committee (critical objective: create comprehensive FSCC policy for affiliated programs, events, activities and facilities rental to ensure organization is meeting its core mission.):

- Develop process for evaluating overall blend of educational, social, and wellness activities.
- Create and refine criteria for outside programming; on an as-needed basis, consider *at-cost* rental rates for affiliated programs that charge fees and/or fall outside of FSCC mission.
- Cultivate new affiliated program offerings as needed.
- Create FSCC cultural heritage programming documenting and interpreting Black Portsmouth-area history.
- Establish public program calendar. **(Completed)**

Communications Committee (critical objective: create comprehensive FSCC brand and create communications policy):

- Create email list, consider membership management platform for integrating email and social communications.
- Establish a newsletter.
- Create a brochure on FSCC special events.
- Update website.

Branding:

- Identify designers to invite proposals for full board consideration. (Completed)
- Create branding implementation plan that will work well for FSCC's board, staff, and program affiliates.

Development Committee (critical objectives: 1) diversify income streams, prioritizing passive income; 2) establish endowment fund; 3) seek grants from wider range of funding bodies, regional, state, federal):

- Seek long-term tenant for 17th Street facility, or cultivate event rental business, or other income generating rental.
- Create one combined major annual fundraiser
 - Soul Food + Sponsorship Drive
- In addition to local agencies, apply for grants from statewide or regional agencies, e.g., Ohio Arts Council, Ohio Humanities, Appalachian Regional Commission.
- In addition to local, state, and regional grants, identify and apply to nationwide funders.
- Establish endowment fund at Scioto Foundation, both for annual giving day and for future capital campaigns, etc.)

Bingo Committee

- Establish regular Casino Night charity events for Bingo.
- Manage Bingo programming in continuing accord with Ohio Revised Code.
- Create sustainable Bingo program oversight process.
- Consider additional Bingo machines.

Executive Committee (critical objectives: revise staffing plan):

- In conjunction with Development Committee, maintain and develop strategic partnerships with elected officials and municipal employees keeping them current on FSCC programming and priorities. (Completed and ongoing)
- Staffing:
 - Hire part-time operations director to focus on coordinating and streamlining Center activities, events, program outreach and communications, update website, ensure branding compliance, etc. (Completed)
 - Apply for and bring onboard an AmeriCorps/Vista member to complement operations director.
 - Define expectations and guidelines for current and affiliated programming staff (with precise job description, staff policy.)

Building Committee:

- Rental Policy for Facilities Rental
 - After facility upgrades and determinations, revise facilities rental contract for legal review (in conjunctions with the Development Committee).
 - Determine plans for long-term rental options at Seventeenth Street location.

- Maintenance oversight with check list on standards and procedures.
- Capital Improvements:
 - Oversee facilities FSCC expansion for bleachers, parking, and landscaping, as well as coordinating any new required streetscape upgrades per municipal code.
 - Secure lot behind FSCC and demolition and renovation.
 - Renovate Seventeenth Street parking lot.
 - Renovate Seventeenth Street location for optimal rental income.
- Update insurance binder to cover new programming, public events, and facilities rentals with proper insurance coverage.