



**City of Salem, West Virginia  
Blueprint Communities Team  
2007 – 2008 Strategic Plan**

September 20, 2007  
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**Salem Blueprint Team  
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*“If you don’t know where you are going, how will you know when you get there?”*

## Community Information

### BACKGROUND

The Salem Community has a diverse and lasting heritage of which its citizens are proud. Founded in 1792 and chartered in 1794 as New Salem, Virginia, this "home among the hills" became the final settlement for a group of Seventh Day Baptist families completing a two-year trek from Shewsbury, New Jersey. Scotch-Irish and German farm culture shaped the traditions that dominated the region. By 1900, the energy resources of coal, oil and gas brought a wave of European immigration to the area. Present day Salem hosts a wide variety of basic service businesses, ranging from restaurants and retail to banking, personal, professional, day care, head start and construction. Business leaders are active in the development of the area and aggressively seek to serve new community members.

As a two-hundred-fifteen-year-old community, Salem faces its share of challenges. We are located on a major transportation East-West byway (US Route 50) but also have access to the north and south bound highways. As the home to Salem International University, the Salem Apple Butter Festival, and Fort New Salem, our community has a unique flavor.

The upgrade of Route 50 to a four-lane highway in the late 1960's impacted Salem tremendously as it bypassed the downtown. While it created an easier route for area residents to seek employment and conduct business outside the immediate area, the bypass is something from which the community has never fully recovered. This change in traffic pattern should be an area of opportunity to seize, which may mean development beyond what have been the traditional boundaries of our town. We have been referred to as the city that is five miles long but one block wide. That description exemplifies a major weakness with limited available property for development. Our downtown business district is constricted by a lack of parking.

As an old community, the condition of available housing must be improved as well as the municipal cleanliness in general. While many of our homes are beautifully maintained, the lack of a middle income housing development has impacted our ability to attract those middle income residents. The general lack of new housing has also limited our population base since some houses are demolished or destroyed by fire but not replaced.

With no local newspaper for community information, Salem has struggled to get its message out to its citizens. In recent years, a community web site was developed by the Salem Area Chamber of Commerce. While its effectiveness has been good, one wonders with the limited internet access options for our community if its impact has been fully felt.

Our sponsoring institution is WesBanco, one of three corporate funding partners in the Blueprint Communities program. Harrison County Development Authority (an arm of the Harrison County Commission), assisted us with the application process and filing fee. A major principal of Blueprint is that the community must help itself. It is up to each of us to make a difference.

Our community has a history of planning. We now highlight a few of the recent efforts that are being used in our current process.

In 2000, a diverse group of citizens participated in a planning exercise called the Community Economic Summit. The process involved listing our assets; listing our weaknesses; discussing solutions to address the shortcomings and the potential roadblocks for success. It was concluded in 2001 and offered as a proposal to the City of Salem in 2002.

We participated in a First Impressions project administered by Ohio State University in 2004. We swapped impressions with Woodsfield, Ohio. This involved unique visitors from their community visiting Salem and visa versa. The result is a snapshot of our community through the eyes of a first-time visitor.

On the heels of the 2006 Salem fire which destroyed five buildings encompassing a major section of our downtown business district, two surveys were conducted by the Salem International University School of Business. One was a survey of university students conducted on campus (of nearly 200). The second was conducted for residents and done off campus (of over 200 residents).

These reports, available on our community website, show the needs of our resident and student populations as they pertain to business patterns and opportunities, as well as housing needs.

Salem entered the Blueprint Communities process at a time the community sought vision and leadership as we pondered our future following the 2006 fire.

Our committee has been comprised of a diverse group of members, a listing of which appears in Appendix A (Page 26).

### COMMUNITY PROFILE AND LOCAL ASSETS

As part of the Blueprint Communities process, we identified several of our local physical assets that should be enhanced to create a more sustainable community. Our major transportation corridor is U.S. Route 50, which is a four-lane highway that runs between I-79 to the east and I-77 to the west. The community has an institution of higher learning, Salem International University. Salem also has two major employers in the West Virginia Industrial Home for Youth and SunBridge Nursing & Rehabilitation for Salem.

The community has several recreational assets that need to be enhanced and promoted more. They include the North Bend Rail Trail, which runs through the middle of town, the Salem City Park, as well as Upper and Lower Dog Run Lakes. We also have Fort New Salem, which is a major heritage tourism asset in the region. Salem is also home to the Salem Apple Butter Festival held each October since 1984.

In order to asset map our human capital, our team created a survey that was distributed at our town hall meeting and was given to several of the local businesses to pass out to their customers. The survey asked what types of talent and skills the individuals might be able to bring to a community project. We also gauged the public's willingness to serve on committees and their desire to help with any project that will come about by this endeavor. The survey also asked if the person was involved with any other organizations, in or out of the community, which would be a benefit to the Blueprint team. We plan to use this information to help form committees to focus on each particular project that we have deemed important to the future growth and prosperity of Salem.

## COMMUNITY INPUT

As a method of engaging our citizens to be a part of the planning process, we hosted a "Town Hall Meeting" on May 7, 2007, at the Erickson Alumni Center on the campus of Salem International University. A total of 50 attended the presentation which featured both a PowerPoint presentation and the Blueprint – West Virginia Rising DVD. Although we stated a goal of keeping the meeting to an hour, our audience watched a 30-minute presentation and participated in a question and answer session which exceeded our time limit as they did not want to leave.

Our team wore specially made Blueprint t-shirts. We gave everyone a pack of marigold seeds with our web address on the package and asked them to plant the flowers symbolic of the rebirth and beatification we all were working towards. We addressed what we were not and focused on past sustainable success and highlighted how planning and community support were the key components of the accomplishments. We also mapped our assets from those in attendance and started the foundation towards our community coalition.

## OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Our group consists of various individuals focusing on a sector he/she feels most passionate about. The team agreed to start with surveys which gave us the concerns of our citizens. From those surveys we identified objectives to be prioritized and addressed in the first year.

Our team has met several times to establish our vision and to identify projects. A community meeting was held in early May 2007 to discuss these objectives and receive input into the process from the residents. The discussion produced some light on our priorities, and the list and objectives was refined.

Additional meetings identified persons or groups in the community which could help accomplish the objectives. These persons are now being approached, and the process to complete the objectives is beginning to happen.

The plan consists of objectives which the team feels could produce an immediate impact on the community, as well as projects which would be longer in germination. Areas of new home construction, housing rehabilitation, and downtown aesthetics will

require longer term approaches as well as receiving economic help from other grants or loans. However, basic cleaning and upkeep of the streets and public environs are already being planned and taking place.

The continuation of the group into a second year is important to the team members. The addition of members from other sectors of interest should allow for more people to work on projects. The continuation of the programs will necessitate the establishment of regular monthly meetings to work on or discuss our plans. Overall, we will develop a calendar for the year.

Below is a flow chart showing the committee structure that has been developed.



## Community Vision

The Blueprint Community Team proposed terms that would best describe the Salem of tomorrow. Those terms were used to develop a proposed vision that was shared with the community in a community meeting.

At the community meeting, citizens added their ideas for the ideal community. These ideas were considered when the team met on September 3 and integrated into the vision statement. The vision was refined and adopted at the team meeting on September 3, 2007.

### VISION STATEMENT

We envision an attractive, vibrant, and prosperous community, that is

- Environmentally friendly, compact, and walkable
- Collaborative among all community stakeholders
- A tourist destination with cultural and recreational activities
- Historic with modern amenities with vision for the future
- Governed by an effective and responsive government
- A place where citizens have access to adequate health care and educational opportunities
- Fiscally stable with an array of employment opportunities

## Action Plan

### **Goal # 1**

***To increase investments in community resources and infrastructure.***

### **Objective 1.1**

Implement a citywide street paving project.

### **Impact/Measure**

- Increased sense of pride in the community
- Opens the area for home improvement and development
- Improved overall aesthetic quality of downtown
- Improved vehicle safety for those using newly paved streets
- 

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Determine the priority of streets to be paved	Ronnie Davis, City of Salem Director of Public Works	10/15/07	Completed
Execute contract with State DOH	City Manager David Mayle	6/1/08	
Pave streets	State of West Virginia	6 -10/08	

Resources Available - The State has agreed to look at a paving project encompassing at least 500 tons of asphalt in scope. A price of \$66 per ton has been arranged. Since the entire project would require around \$300,000, a prioritized list must be established with a distribution of paving projects in all areas of the community. The City has around \$33,000 from the interest accrued on the UDAG monies that they can allocate towards paving.

Resources Needed - More paving could be done with a grant from the State.

**Objective 1.2**

Purchase a new street sign machine and install signage.

Impact/Measure

- Increased community pride
- Visitors and residents will have a greater awareness of where they are and how to find desired locations.
- Residents will have a greater sense of ownership of their community due to the branding that occurs with signage.

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Need bids for purchase	City Manager Frank Robinette	9/1/07	08/07 bids closed
Present to Council	Salem City Council	9/1/07	07/07 Council approved purchase
Purchase street sign machine	City of Salem	10/1/07	09/07
Train workers in operating machinery	City of Salem	11/07	09/11/07
Install 100% of street signage	City of Salem	7/1/08	

Resources Available – Grant for sign machine.

Resources Needed - Material supplies to make the signs.

**Objective 1.3**

Implement a downtown painting/clean-up project for Veterans Memorial Park along Main Street.

Impact/Measure

- Increased sense of pride in the community
- Encourages the area for home improvement and development
- Improved overall aesthetic quality of downtown

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Contact all parties involved with prior maintenance of Veterans Memorial at Salem Veterans Park (VFW and Salem Garden Club)	Dr. Joseph Audia	8/20/07	8/20/07
Establish Date	Blueprint Team and Salem Area Chamber of Commerce	8/20/07	9/3/07
Send Press Releases	Salem Area Chamber of Commerce	9/03/07	9/3/07
Determine Materials List	Dr. Joseph Audia	9/09/07	9/9/07
Organize Work Day	Dr. Joseph Audia	9/10/07	9/10/07
Locate bucket truck to paint flag pole	David Cutlip and Stephen Kelley	9/10/07	9/10/07
Paint Flag Poles	Stephen Kelley and Asplund	9/20/07	9/20/07
Get trees cut along park	Dr. Joseph Audia and City of Salem	9/10/07	9/13/07
Present List to Harrison Development Authority for Funding	Joseph Audia and David Cutlip	9/12/07	9/12/07
Purchase Needed Materials	Dr. Joseph Audia	9/14/07	9/14/07
Rehabilitate Memorials	Blueprint Team, VFW, City of Salem, Salem Area Chamber	9/15/07	9/16/07
Establish list of materials and costs to construct connecting sidewalks, Congressional Medal of Honor memorial and replacement of the name boards on two large brick memorials – Phase 2	Blueprint Team, Salem Area Chamber	3-17-08	

Meet with VFW for fund raising discussions – Phase 2	Joseph Audia and Stephen Kelley	3/08	
Seek group or person to review names on monuments for accuracy – (High School or SIU project are options)	Lena Audia and VFW	4/08	
Review list of names for correctness	Group selected	4/08	
Restoration – Phase 2	Blueprint Team, VFW, City of Salem, Salem Area Chamber	5/08	

Resources Available – City of Salem Public Works Department; Funding from Harrison Development Authority; Volunteers.

Resources Needed – City to prune overgrown trees at memorials; Bucket truck to paint flag pole.

### **Objective 1.4**

Implement housing rehabilitation and demolition project. With most of our homes approaching 50 years of age or more and an average value that is about 33% of the national average, it is obvious that this program is essential to an improvement in housing in our community.

#### **Impact/Measure**

- Increased sense of pride in the community
- Opens the area for home improvement and development
- Improved overall aesthetic quality of downtown
- Increase in partnerships of key stakeholders

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Identify properties for demolition or rehabilitation.	Lu Bush to work with City Council – Dave Fisher and David Mayle	Now through 3/24/08	
Send notices to property owners	City Council	Now through 3/24/08	
Contact University on ways to get student involvement in rehabilitation projects.	Lu Bush and Dr. Phyllis Freedman	3/25/08	
Contact local correction facility to get commitment of inmates to assist in rehabilitation projects	Lu Bush	3/25/08	
Contact local lumber/home improvement companies for donations	Lu Bush	3/25/08	
Contact local banks for product descriptions	Lu Bush	3/25/08	
Propose programs and project assistance at town meeting of interested residents and invite local contractors	Lu Bush	4/22/08	
Link residents with programs	Lu Bush	4/22-30/08	

Link projects with contractors	Lu Bush	4/22-30/08	
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Resources Available - Clarksburg-Harrison Regional Home Energy Loan Program; Local bank products and services.

Resources Needed - Donated labor and some materials; Local contractors

**Objective 1.5**

Attract new businesses for downtown. The local economy is diverse but small in total numbers. Our county has an average wage per job and per capita spending which is higher than the state average. Growth in our local economy could capitalize on these factors.

Impact/Measure

- Increased viability of getting new businesses in downtown
- Improved city tax base
- Increased downtown activity

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Obtain site data on properties in downtown	Dave Cutlip	10/07	
Submit information to Harrison County Land Bank of the HCDA	Dave Cutlip	10/07	
Submit eligible properties to State site	Dave Cutlip	10/07	
Follow-up	Blueprint Team	Through 06/08	

Resources Available – Harrison County Development Authority.

Resources Needed – Involve Governor’s Development Office.

**Objective 1.6**

Implement a citywide waterline project.

Impact/Measure

- Environmentally clean water for residents
- Cost savings to city

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
City of Salem to initiate Small Cities Block Grants to upgrade the water distribution lines within the city.	City Manager David Mayle	Currently in action	
Once funding is available, work with engineers	City of Salem and an engineering firm to be determined	1/09	
Final hookup to supplier line	An engineering firm to be determined	12/08 - Projected	

Resources Available - City of Salem.

Resources Needed – Engineering firm, Small Cities Block Grant from the State of West Virginia to complete project. Without the help of the State or Federal government there is little to accomplish. The replacement of old leaded pipes is a must.

**Objective 1.7**

Implement a new housing development project.

With nearly 50% of the housing in Salem built before 1939, an overall home value of about 33% of the national average, and new home mortgages at a rate half the national average, a new housing development project should dramatically improve our standing on all counts.

Impact/Measure

- Increased downtown activity
- Increased tax base
- Increase in partnerships among stakeholders
- Reverse recent trend of decreasing population

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Arrange a meeting with the City, community leaders, the University, and property owners to discuss the prospect of housing development	Dr. Phyllis Freedman and David Cutlip	10/07	Met 10/07 with follow-up meeting planned for 3/08.
Identify next steps for moving the new housing development project forward	Dr. Phyllis Freedman, David Cutlip, and Blueprint Communities Team	4/08	

Resources Available – Property identified for development.

Resources Needed – Access to property must be secured before project can move from concept to reality.

**Goal # 2**

**To increase cultural and recreational assets to improve the quality of life for residents of Salem.**

**Objective 2.1**

Improve entrance to Fort New Salem.

Impact/Measure

- Make Fort New Salem a viable business in the heritage tourism industry
- Improved entrance aesthetics, access, and traffic safety for visitors accessing Fort New Salem

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Contract engineer to design a new entrance with safety in mind	Fort New Salem Foundation	4/08	
Locate persons to donate time or contract with State	Blueprint Communities Team and Fort New Salem Foundation	4/08	
Locate monies	Blueprint Communities Team and Fort New Salem Foundation	5/08	

Resources Available - There are a number of people who would like to assist the Fort as well as the State DOH. Needed are heavy equipment and the plan.

Resources Needed - Needed are heavy equipment and the final design plan.

**Objective 2.2**

Install playground equipment at the Salem City Park.

Impact/Measure

- Provide a safe play area for children and families
- Increase the utilization of Salem City Park
- Increased downtown activity

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Meet with Salem Park Board	Salem Area Chamber (Joseph Audia, Fredette Leda)	6/08	
Review current inventory of playground equipment at former grade school	Salem Park Board	12/07	12/07
Design layout of park	Salem Park Board	7/08	
Make Presentation to Salem City Council	Salem City Manager Mayle	7/08	
Seek Matching Money from Harrison County Development Authority	David Cutlip	7/08	
Presentation to Harrison County Parks & Recreation Commission to obtain matching money	City of Salem	7/08	
Relocate and Install Equipment	City of Salem, Department of Public Works	7/08	

Resources Available - Salem Area Chamber of Commerce held a June 2007 fund raiser for the park improvement. Harrison County Development Authority has expressed an interest in assisting with a small project. Recent closure of Van Horn Grade School and the relocation of Salem City Hall to the school leave the City with a surplus of playground equipment.

Resources Needed - Design layout of the grounds; matching money for relocation materials and repairs; in kind work from City of Salem to install the equipment.

**Objective 2.3**

Develop a nature educational trail and an outdoor classroom to accommodate fifty students at Salem Elementary School.

Impact/Measure

- Increased exercise and recreational opportunities for faculty, students, and community
- Increased opportunities for students and community to improve their health and education
- Provides a location for outdoor training and learning scenarios for students
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<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Present idea to Harrison County Board of Education	James Swiger and Harrison Co. Chamber of Commerce- Education Committee	10/10/07	10/10/07. Project approved pending funding.
Improve existing wetlands	Harrison Co. Chamber of Commerce- Education Committee, volunteers	12/08	
Phase 1: Expand existing bird sanctuary	Harrison Co. Chamber of Commerce- Education Committee, volunteers	12/08	
Phase 1: Construct fitness/educational trail	Harrison Co. Chamber of Commerce- Education Committee, volunteers	12/08	
Phase 2: Connect trail to existing fitness trail at Salem International University	Harrison Co. Chamber of Commerce- Education Committee, SIU	12/09	
Phase 3: Connect both trails to future trail at Fort New Salem	Harrison Co. Chamber of Commerce- Education Committee, SIU, Fort New Salem Foundation	12/10	

Resources Available - Board of Education, Harrison County Chamber of Commerce- Education Committee, School faculty, Blueprint Communities Team.

Resources Needed - Money, labor, volunteers, and building materials.

**Objective 2.4**

Implement hunter and instructional safety courses for local youth.

Impact/Measure

- Improved hunter safety
- Increased downtown activity due to participants taking courses
- Increased opportunity for recreation activities

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Propose Hunting Seminar to Exc. Comm.	Salem R&P Club	8/30/07	Comm. OK'd 8-30-07
Propose to Club Membership	Salem R&P Club	9/28/07	OK'd by Club
Conduct Seminar for Public and Youth	Salem R&P Club	11/17/07	(need info from D. Fisher)

Resources Available - Salem Rifle and Pistol Club, West Virginia Rifle and Pistol Association Regional Director, City of Salem Park Barn, and NRA Certified Hunter Safety Instructor.

Resources Needed - All needed resources are local.

**Goal # 3**

**To improve our community ecosystem.**

**Objective 3.1**

Removal of gas tanks at the closed downtown Exxon gas station.

Impact/Measure

- Removal of blighted area in downtown
- Clean-up of an environmentally contaminated area in downtown
- Opportunity for new businesses in downtown

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
DEP to remove tanks	WVDEP, City of Salem	5/30/08	
Soil Evaluation	WVDEP, City of Salem	5/30/08	
City has the option to buy or sell property	City of Salem	6/08	

Resources Available – Department of Environmental Protection; Brownfields.

Resources Needed – None.

**Goal # 4**

***To increase social capital by building relationships and strengthening the community's capacity to assess, plan, implement, and evaluate collaborative team efforts.***

**Objective 4.1**

Implement a neutral, multi-disciplinary organizational structure to sustain the work of the community collaborative team. Volunteerism, vital to the success of community projects, is an area to be improved upon. Our youth participation in volunteer projects is below the state average and our voter registration, a sign of community activism, is significantly below the state average.

**Impact/Measure**

- Planning will be more inclusive
- Increased input and buy-in from stakeholders, including not only those in existing groups, but also in groups not currently represented (i.e., people who are not members of the Chamber, the University, or living within City limits)
- Increased capacity to assess, plan, implement, and evaluate collaborative team efforts
- Increased awareness of community collaboratives' mission, goals, objectives, and overall efforts
- Increased organization of community collaborative

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Increase the membership of the community collaborative team through recruitment efforts	Blueprint Communities Team	Ongoing	
Develop and implement a Memorandum Of Understanding (MOU) that defines roles, responsibilities, and expectations of collaborative team members	Blueprint Communities Team	6/08	
Conduct orientation session for new community collaborative team members	Blueprint Communities Team	6/08	
Revisit and revise (if needed) the community vision statement	Community collaborative team	3/08	3/10/08

Develop mission statement and values/operating principles to guide the work of the community collaborative team	Community collaborative team	6-08	
Adopt a decision-making process that encourages maximum community participation	Blueprint Communities Team	6-08	
Identify leadership and operational structure (chairs, co-chairs, action teams, committees, etc.)	Community collaborative team	6-08	
Develop operational by-laws (protocols)	Community collaborative team	6-08	
Implement internal and external communication processes	Community collaborative team	6-08	
Develop a brand name and image for the Community Collaborative Team to garner greater awareness, recognition, and buy-in from the community at-large	Community collaborative team	6-08	

Resources Available - Blueprint Communities Team, Support of City, Chamber of Commerce, and Salem International University.

Resources Needed - Newsletter or other methods of communication, Community Collaborative Team.

## Communications

Realizing that a strategic plan is only effective if all stakeholders know about it, the team has developed a communications goal to ensure maximum success. These communications strategies will help the team to guarantee that everyone is aware of their responsibilities and that the plan is shared with team members, partners, funders, and the community at-large.

### **Goal # 5**

***To increase community awareness of the community collaborative team’s vision, mission, efforts, and achievements.***

### **Objective 5.1**

Implement a variety of communications activities to guarantee maximum success in implementing the strategic plan.

### **Impact/Measure**

- Generate positive interaction between residents, City officials and the business community
- Establish good communications that enable the team to provide accurate, precise and detailed information to our citizens
- Make communication a two-way street between the team and the citizens
- Makes it possible for the citizens to constructively participate in the projects, plans and vision for the betterment of the City of Salem

<b>Tasks</b>	<b>Responsible Entity</b>	<b>Target Date</b>	<b>Date Completed/Outcome Achieved</b>
Disseminate information and other related updates via e-mail lists	Blueprint Communities Team	Immediately and ongoing	Since this is event driven, the task in concept is never completed
Establish monthly meeting date	Blueprint Communities Team	9-10-07	9-10-07 Will meet on the second Monday of each month
Develop press releases to be placed in local news and media outlets (radio, print, TV, etc.)	Blueprint Communities Team	Immediately and ongoing	Since this is event driven, the task in concept is never completed
Set up and distribute suggestion boxes	Blueprint Communities Team	6-08	

Develop a Calendar of Events	Blueprint Communities Team	9-10-07	9-10-07 Two of the monthly meetings (March and September) shall be the semiannual meetings. March will involve a preview while September shall be an annual review.
Develop an annual report to highlight successes of efforts through August 31 of each year	Blueprint Communities Team	9-08	
Create promotional materials to articulate the mission of the team and its efforts	Blueprint Communities Team	Ongoing	
Make strategic plan and other related resource materials available for posting on the Salem community and Salem International University websites	Blueprint Communities Team	9-20-07	9/07. Posted on Salem community website.

Resources Available – The Herald Record and the Clarksburg Exponent-Telegram, local newspapers, public service announcements on local television and radio stations, Chamber and Fort New Salem e-mail membership listings.

Resources Needed - Person(s) with good communication skills and knowledge of the people or venues to get our message disbursed.

## Evaluation

Evaluation is an important activity as it will help the Salem Blueprint Communities team to:

- Ensure the plan is implemented;
- See if we are doing what we said we were going to do;
- Learn what is working and what is not, and why;
- Make changes and modifications when necessary; and
- Document and communicate the results of implementing our strategies to team members, partners, funders, and the community at large.

The team will implement a participatory evaluation process to measure both quantitative and qualitative outcomes. This approach will actively engage all key stakeholders in the evaluation process. Evaluation will be used as a continuous learning strategy. It will provide valuable and meaningful information for our team as it moves forward in implementing an array of projects that impact the various domains identified by the Blueprint Communities initiative and beyond.

Over the course of the year and by the end of year one, the team will assess things such as:

- Goals impacted, objectives accomplished, and activities completed;
- Challenges encountered and how they were overcome;
- Unexpected successes experienced and ways to adopt them to other situations;
- People/entities who were involved in the work;
- Ways that people worked together and the relationships that were developed;
- Money, time, and other resources invested and the return on investments made and value added benefits achieved; and
- Adherence to timeframes and how adjustments were made to continue the momentum.

Impact will be measured using a variety of techniques. Some of these methods include:

- Documentation in the strategic plan of the completion of objectives
- Findings from community meetings and discussions
- Pre- and post- completion pictures
- Qualitative stories from stakeholders and community residents
- Tracking of fewer complaints and more positive comments from residents
- Increases in numbers of things (e.g., participation in team efforts, downtown activity/traffic, new building and renovation licenses/permits, etc.)

An evaluation report will be prepared at the end of year one reflecting impact, achievements, course adjustments, and overall learnings. The report will be disseminated to all key stakeholders, posted on the Salem Area Chamber of Commerce and Salem International University websites, and used to develop communications materials to inform and further engage the citizenry. At the end of year one, the strategic plan will be revisited and revised based upon the facts and findings identified in the evaluation report.

## APPENDIX A

### SALEM BLUEPRINT COMMUNITIES TEAM MEMBERS

#### CHARTER MEMBERS

Dr. Joseph Audia	Optometrist and Salem Area Chamber President
LuAnne Bush	Vice President, Wesbanco
David Cutlip	Owner, Comvest and President, Harrison County Development Authority
David Fisher	Biologist with MSES Engineering and Salem City Council member
Kevin Fluharty	Owner, Salem IGA and Salem Area Chamber Vice President
Dr. Phyllis Freedman	Dean of Library Services, Salem International University and board member, Salem Area Chamber
Stephen Kelley	Project Manager with WYK Associates, Inc., member of Harrison County Development Authority, and board member of Salem Area Chamber
Frank Robinette	Former Salem City Manager

#### ADDITIONAL MEMBERS

Tim Brady	Executive Director, Fort New Salem Foundation
Ronnie Davis	City of Salem Director of Public Works
Frank Harrison	Community Member
W. Todd Hayes	Evaluation and Induction Manager, WV Division of Corrections
Haroldene Helmick	Board member, Salem Area Chamber and board member, Salem Apple Butter Festival
Brad Ikler	General Manager, Judel Glassworks, Inc.
Maxine Mason	Retired nurse and member of Salem Area Chamber
David Mayle	Salem City Manager
James "Jimmy" Plaughter	Salem City Council and member of Salem Area Chamber
Ron Reck	Former president of Salem International University
J. Robert Samples	Small business owner
Arlen "Al" Swiger	Salem City Council and member of Salem Area Chamber
James Swiger, AIA, NCARB	Vice President / Principal of WYK Associates, Inc.