

# Achieving 20/20 Vision

Wayne County: The Western Gate to the Mountain State



## Final Report and Strategic Plan

Prepared for  
Wayne County Family Resource Network and  
Wayne County Commission  
by  
Collective Impact, LLC  
[www.collectiveimpact.com](http://www.collectiveimpact.com)

November 2009





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## Achieving 20/20 Vision - Project Overview

The Wayne County Family Resource Network (FRN) and Wayne County Commission initiated the Wayne County Community and Economic Development Analysis and Strategic Planning Project - Achieving 20/20 Vision to help move the county forward and empower its citizens to effect change in their communities. The Wayne County Community and Economic Development Planning Team (Planning Team) comprised of representatives from various stakeholder groups in the county, obtained funding from a variety of supporters to catalyze community and economic development in Wayne County and chart a course for the future.

The Planning Team engaged *Collective Impact, LLC* to conduct the community and economic development analysis and strategic planning project.

The project was undertaken to do the following:

- Understand community and economic development needs and resources in Wayne County; including strengths, challenges, opportunities, and areas for improvement.
- Adopt a common vision for Wayne County's future.
- Develop a county strategic plan to serve as a "road map" to move the county forward and to be disseminated to funders, investors, policy makers, and other key stakeholders.
- Engage citizens in a participatory process to effect change in their communities and encourage continued involvement in community and economic development activities.

The project was carried out from February 2008 through August 2009. The original target for completion of the project was September 2008, however funding that had been designated for the project was not made available and other funding sources had to be secured. The Planning Team was determined to leverage funding to finish the project and their efforts paid off as several entities stepped forward to provide the financial support needed to complete the project.

The Community and Economic Development Analysis and Strategic Planning Project is considered a starting point to help key stakeholders and other citizens in Wayne County understand the assets and needs in the community and to shape the future direction of the County.

A successful planning process taps the ideas and energies of its citizens in ways that move the community forward. When community residents are engaged in the planning they are much more likely to be engaged in the doing. It is this citizen engagement that generates the energy necessary for action. In order for the project to be a success, it was important to hear directly from Wayne County residents and other stakeholders in the county.

As part of this project, the Planning Team implemented citizen engagement strategies including a series of discussion groups, key informant interviews, a student survey, a "clip and send" survey, and a community survey. Other activities completed as part of the project included a review and analysis of existing data and best practice research. The project resulted in a strategic plan for the future development of Wayne County. The plan and related project materials are available on the Wayne County website at [www.waynecountywv.org](http://www.waynecountywv.org).

"This Planning team has overcome considerable challenges to get this plan to where it is now. We've used commitment and determination to do that, and our communities will need that same spirit of commitment and determination to overcome similar challenges."

– Carl Marcum, WVU Extension,  
Planning Team Member

## Acknowledgments

For making this project possible, many thanks to Great Kanawha Resource Conservation & Development Area, United Bank, Marathon Petroleum Company LLC, Wayne County Board of Education, Wayne County Economic Development Authority (EDA), Wayne County Commission, Wayne County Family Resource Network (FRN), and the West Virginia Legislature for their financial support of this effort. Additional thanks go to the Wayne County Family Resource Network (FRN), Wayne County Commission, and West Virginia University Extension (Extension) for their tremendous leadership of this effort. Exceptional gratitude is expressed to the Planning Team for providing ongoing guidance, leadership, and hard work throughout the project.

Very special appreciation is extended to the many volunteers, residents, schools, students, churches, women's clubs, non-profit organizations, and governmental agencies who offered their support and expertise by participating in community discussions and interviews, and completing surveys. Their support and input has been essential to understanding the issues in Wayne County and to shaping the goals and strategies within this report. Finally, thanks go to *Collective Impact, LLC* and its team of consultants for leading the planning sessions, engaging stakeholders, compiling the needed information, researching the issues, and moving the Planning Team forward throughout the process.



## Wayne County Overview

Wayne County was established in 1842 and named for Revolutionary War general “Mad” Anthony Wayne. Settlement in the area dates to the eighteenth century. George Washington surveyed the land that later became Wayne County and the first white settlers established homesteads during the last decade of the eighteenth century.

The current town of Wayne has served as the county seat since the county was established. The town was originally named Trout Hill and renamed Fairview in 1860. Since the town was often referred to by county residents as Wayne Courthouse or, sometimes simply Wayne, the name was eventually changed to conform to the local reference.

The total population of Wayne County as estimated in 2008 is 41,082 persons. This is a 4.2% drop in population since the 2000 census and a 10.7% drop in population over the 28 years since the 1980 census. The population of the county is 98.5% white.

Based on 2005-07 estimates by the US Bureau of the Census, there are 16,639 total households in Wayne County. Of these households 30.5% or 5,072 are families with children under the age of 18 years. Average household income for all households in Wayne County is \$42,712 (2007 inflation adjusted dollars). Nearly one in five (18.3%) families in Wayne County has annual income below the federal poverty level and 37.5% of families with children under 5 years of age are below the poverty level.

Significant portions of the Wayne County population age 25 and older have not earned a high school diploma. Over age 25, at least 23.9% of the population did not finish high school while 12.5% of this portion of the population holds a college degree.

During the period 2005-07 the US census Bureau estimated the total number of persons employed in Wayne County (civilian population 16 years of age and older) as 15,789 persons. Management and professional occupations make up the highest percentage of employment (27.6%) followed by sales and office occupations. See Chart 1 for percentage of employment by type of occupation.

These figures (chart 1) represent persons residing in Wayne County not necessarily the types of jobs available within the county.

Most workers residing in Wayne County work for private businesses. These are private wage and salary workers and they make up 74.2% of the workforce. Government workers account for 21.1% of all workers, and the remaining 4.7% of the workforce is self-employed. See Chart 2.

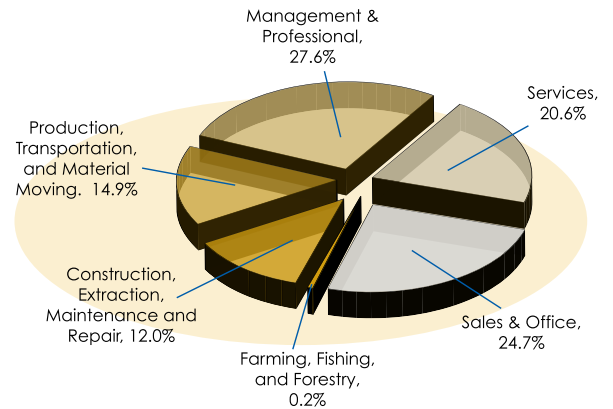
## Achieving 20/20 Vision - Planning Team

A diverse team of stakeholders came together to guide the community and economic development assessment and strategic planning process in Wayne County, West Virginia. The Planning Team was instrumental in engaging stakeholders to participate and helping to plan and implement project activities. The Team reviewed the project findings and made recommendations for areas of improvement.

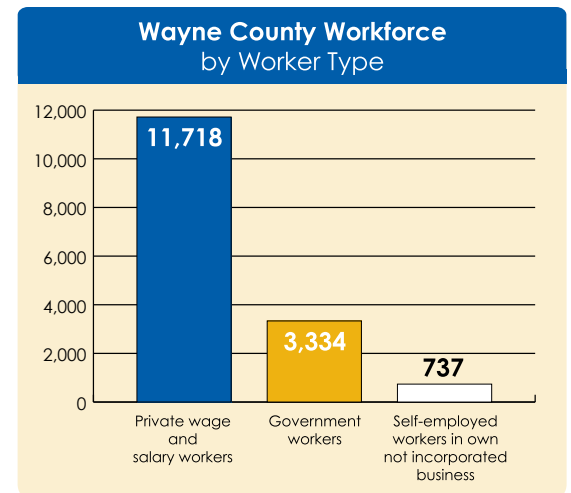
The Planning Team was comprised of the following individuals (in alphabetical order by last name):

- Lisa Bell, *West Virginia University Extension*
- Rachel Chambers, *Housing Authority of Mingo County*
- Joyce Clark, *Wayne County Habitat for Humanity*
- Carol Damron, *Wayne County Economic Development Authority (WCEDA)*
- Charity Damron, *Wayne County Family Resource Network (FRN)*
- Brett Jones, *Wayne County Commission*
- Carl Marcum, *West Virginia University Extension*
- David Maynard, *West Virginia Department of Health and Human Resources (DHHR)*
- Robert Pasley, *Wayne County Commission*
- Donna Sullivan, *Marshall University*
- Julie Tritz, *West Virginia University Extension*
- Kristy Watts, *Wayne County Commission*
- Angie Whitley, *Whitley Training and Consulting*

**Chart 1**



**Chart 2**



"I have enjoyed talking to all of the folks around the county that have come out to help create a plan to make the county a better place to live. This plan will give the Commission a tool to evaluate proposed projects and assist in tracking progress toward our ultimate goal of progress in the county."

– Brett Jones, *Wayne County Administrator, Planning Team Member*



## Achieving 20/20 Vision - Analysis and Strategic Planning Process

The Community and Economic Development Analysis and Strategic Planning Project were carried out from February 2008 through August 2009. The project was funded by a variety of community supporters and administered and coordinated by the Wayne County Family Resource Network and Wayne County Commission. *Collective Impact, LLC* an independent consulting firm facilitated the process and provided planning, data collection, data analysis, and report development services.

The Planning Team identified project domains to organize the information gathered and frame the goals and strategies of the strategic plan. The domains and sub-domains were developed using the West Virginia Community Development Hub's Capacity Assessment Domains as a basis from which to build.

The following are the domains and the sub-domains chosen to represent what was important to know and understand about Wayne County in order to support healthy community and economic development.

1. **Health and Well-Being**
  - a. Healthy People
  - b. School Readiness
  - c. Educational Attainment and Access
  - d. Community Safety
  - e. Family Stability
  - f. Economic Security
2. **Community Infrastructure**
  - a. Housing
  - b. Facilities
  - c. Utilities
  - d. Transportation and Roads
  - e. Communications
  - f. Internet/Technology
3. **Development Resources**
  - a. Financial Investments
  - b. Local Financial Resources
  - c. Legal Resources
  - d. Business Development
  - e. Access to Outside Resources
  - f. Resource Mobilization
  - g. Business Diversity
  - h. Entrepreneurship
4. **Culture and Quality of Life**
  - a. Heritage
  - b. Arts
  - c. Recreation
  - d. Spirituality

5. **Natural Resources**
  - a. Air
  - b. Water
  - c. Soil
  - d. Minerals
  - e. Biodiversity
  - f. Land Use
  
6. **Social Capital**
  - a. Shared Vision
  - b. Leadership
  - c. Citizen Engagement
  - d. Planning
  - e. Ability to solve problems
  
7. **System Effectiveness**
  - a. Access to Resources
  - b. Awareness of Resources
  - c. Interaction

Four planning sessions were held with the Planning Team. These were facilitated sessions held in January, February, and June of 2008, and in August of 2009. Community meetings to unveil the report and leverage support for implementing the plan will occur in March 2010.

The analysis and strategic planning project relied on the following principal sources of information:

- Knowledge and guidance from the Planning Team
- Information gathered through discussion groups with communities
- Information gathered from students from a discussion group/survey
- Data collected through an Internet-based community survey
- Data collected through key informant interviews
- Best practice research
- A review of related data and reports

Guidance was offered by the Planning Team at the four planning sessions. The first meeting focused on identifying domains for organizing the project work, project promotion, and citizen engagement strategies. At the second meeting, the Planning Team identified the content for discussion groups, interviews, and the community survey and identified related data and reports for review and summary. At the third meeting, participants brainstormed strategies to locate funding to finish the project as funding that was previously

*"As Wayne County's Economic Development Authority, it behooves us to provide leadership in charting a course for our future. There's no map, we can't see all the curves in the road, and we can't anticipate all the contrary winds, but neither can we afford to drift aimlessly at sea".*

*– Wayne County Economic Development Authority*





designated for the project was not made available. At the fourth and final meeting, Planning Team members reviewed project findings, produced image and branding ideas for the final report, and began planning for community meetings to be conducted in March, 2010 to unveil the plan and leverage community support for implementing the strategic plan.

The Planning Team implemented citizen engagement strategies that included discussion groups, key informant interviews, a student survey, a “clip and send” survey, and a community survey.

Discussion groups were held during the months of March, April, and May 2008. Participants addressed issues regarding the vision for Wayne County’s future, ways in which to improve the economy and quality of life in the county, ways in which organizations can better work together, things that can be done to make Wayne County an even better place to live, work, and play, and perceived strengths/assets and challenges/barriers within the county.

Each discussion group was facilitated by members of the Planning Team or the consultant team from Collective Impact, and ideas, suggestions, and comments were recorded. A summary of each individual discussion group was prepared, as well as an overall summary that identified common themes and issues across the different perspectives represented by participants.

A total of 120 people participated in discussion groups. Discussions were held in different communities throughout Wayne County. In the area of Crum/Dunlow 19 people participated, in East Lynn there were six participants, Ft. Gay had 29 participants, Prichard 19 participants, Wayne/Genoa 12 participants, Westmoreland nine participants, Ceredo-Kenova eight participants, and Lavalette had two participants. In addition, a discussion group was conducted with 16 county officials/leaders.

Interviews were conducted with stakeholders in the county. The Planning Team identified 12 community leaders to serve as key informants and arranged to interview these persons using a standardized interview protocol. *Collective Impact* developed the interview protocol and provided training on both the instrument and interview procedures to prospective Wayne County interviewers.

Interviews were held in March and April of 2008. Persons interviewed included five human services professionals, two bankers, a representative of a local public service district, the county 4-H extension agent, the manager of Tri-State Airport, the owner of the local newspaper, and a community activist. The interviews were, for the most part, conducted by a member of the Planning Team. In a few cases the person interviewed responded to the questions independently. Interview questions touched on a range of issues and comments received from the interviewees and were used to shape the development of the strategic plan for Wayne County.

“Wayne County and the citizens within its borders deserve a bright future and endless opportunities. This plan will provide Wayne County the vision and the resources to make those opportunities achievable.”

– Lisa Bell, WVU Extension, Planning Team Member

The Planning Team partnered with Marshall University’s Hats of Appalachia Talent Search (HATS) Program to conduct a survey of High School and Middle School students in Wayne County. The survey consisted of similar questions asked in the discussion groups. This survey was conducted at the following Wayne County schools. Attendance included 18 participants at Buffalo Middle School, 20 participants at Ceredo-Kenova Middle School, 45 participants at Wayne High School, 62 participants at Spring Valley High School, 50 participants at Tolsia High School, 19 participants at Vinson Middle School, and 22 participants at Wayne Middle School.

Twelve people completed the ‘Clip and Send’ survey that was posted in the [Wayne County News](#) in May 2008. The “Clip and Send” survey consisted of similar questions asked in the discussion groups. Participants addressed issues regarding the vision for Wayne County’s future, ways in which to improve the economy and quality of life in the county, and perceived strengths/assets and challenges/barriers within the county.

An extensive community survey was designed with input from the Planning Team to gather relevant data about Wayne County’s current community and economic development system. The survey was also designed to capture information about how key stakeholders in Wayne County view the county.

The survey was accessed by local residents over the Internet during the months of May and June 2008. Paper versions of the survey were made available and data collected was entered into the online survey database. In addition to analysis of overall survey responses, data was captured that allowed for the survey responses to be reviewed and analyzed by where respondents live within Wayne County, male respondents as compared to female respondents, and age group comparison.

Analysis of survey responses by type of respondent allows for some conclusions about how different types of stakeholders view various issues. For example, do males see issues differently than females? Similarly, by sorting survey responses by community, variations in responses could be analyzed to determine if people living in one part of the county perceive issues differently than those in another part of the county.

A total of 178 people responded to the survey. The *Summary of Results and Findings from Community Survey* provided as a separate report to the Planning Team should be reviewed for information about the socio-demographic characteristics of respondents and more detailed analysis of survey findings.

Other activities completed as part of the project included a review and analysis of existing data, and best practice research. These project components were completed by the Planning Team and along with all of the other project reports, are available on the Wayne County website at [www.waynecountywv.org](http://www.waynecountywv.org).

## Vision for the Future of Wayne County

Wayne County residents envision safe and clean communities throughout the county. Increased local business activity, improved infrastructure, and increased tourism are also key elements of the local vision for the future of the county. Nearly all residents of Wayne County express a desire for improved roads and public facilities and they also see increased local opportunities for small business and commercial enterprises.

Local residents’ vision for the future of the county varied to some degree based on local community concerns. Some local communities include in their vision for Wayne County’s future the development of recreational resources, local parks, lodging facilities for tourists, and an increasing use of alternative energy sources.

“My vision for Wayne County is a place where people are working together because they are proud of their community.”

- Discussion Group Participant



## Summary of Project Findings and Goals/Strategies



### DOMAIN 1: Health and Well Being

#### *Identified Strengths:*

- Early childhood development programs
- Faith based communities
- Family Resource Network (FRN)
- Local Department of Health and Human Resources
- 4-H Clubs and other youth organizations
- Youth sports programs
- Local schools
- Law enforcement
- Social service agencies and organizations

#### *Identified Needs:*

- Good jobs
- Improve access to mental health services within Wayne County
- Prevention and treatment of drug misuse and abuse
- Improve access to physical health services within Wayne County
- Training and education programs for adults
- Increase law enforcement in parts of Wayne County
- Disaster preparedness and coordinated plan for disaster response

#### **Survey Participants Say:**

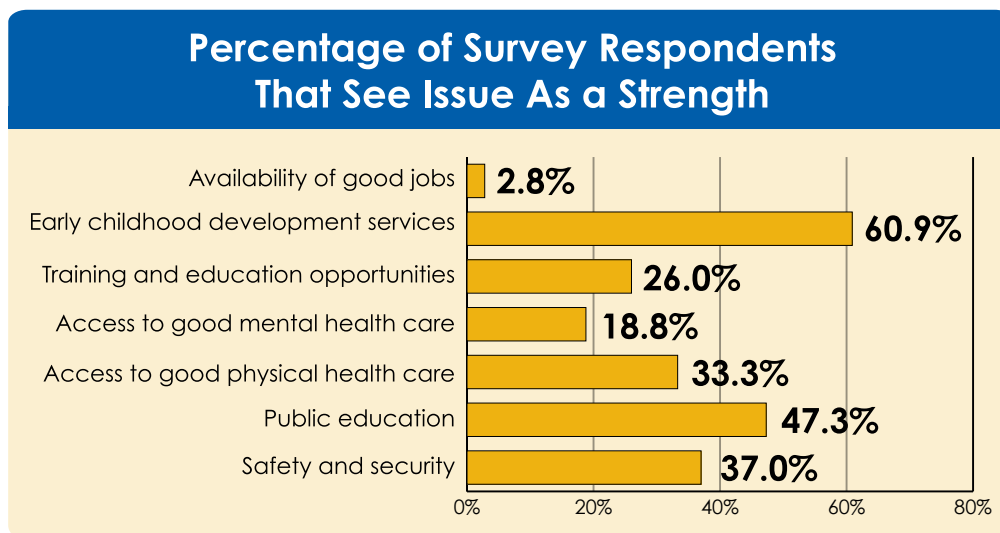
- Obtaining a good job is challenging for most local residents.
- Additional opportunities for adult education and training are needed in the county.
- Safety and security is a concern for many county residents.
- Local access to quality physical and mental health services is lacking.

#### **Discussion Group Participants Say:**

- Abuse of prescription drugs is a concern as expressed by members of several local discussion groups.
- More police presence is needed in parts of Wayne County.
- The need for local health and mental health services were identified needs by some discussion groups.
- Affordable housing is needed in some areas.

### Interviewees Say:

- Most of the key informants interviewed feel the health and well-being of county residents is worse than the general population of the United States.
- Unhealthy lifestyles were cited as a reason for poor health and the lack of well being.



## GOAL 1:

### Improve the health and well being of Wayne County residents.

#### Recommended Strategies:

- Support the development of local businesses that provide good jobs.
- Expand access to physical health services in underserved areas of Wayne County.
- Expand access to mental health services throughout Wayne County.
- Explore ways to increase safety and security in remote communities.
  - Increase police presence
  - Establish neighborhood watch programs
- Address issues of drug abuse and misuse of prescription medications.
- Reduce unhealthy lifestyle behaviors practiced by county residents.
- Develop a concise disaster response plan that can be used as an education and outreach tool with county residents.
- Develop additional services to address issues of domestic violence.
- Address the needs of single parent households with young children through additional support services.



## DOMAIN 2: Community Infrastructure

### *Identified Strengths:*

- 2010 Water Plan for Wayne County
- Access to rail transportation
- Local highways
- Huntington Tri-State Airport
- Habitat for Humanity
- Cell phone service in some areas of Wayne County
- Industrial development at Prichard
- Local development groups and organizations (Wayne County Economic Development Authority (EDA), Huntington Area Development Council (HADCO), Huntington Municipal Development Authority, etc.)

### *Identified Needs:*

- Additional lodging facilities to accommodate visitors to Wayne County
- Access to broad band Internet services
- Expanded cell phone services to some areas of county
- Affordable housing
- Public water and sewer systems in some areas of county
- Improved highway infrastructure
- Development of parks and recreational opportunities

### **Survey Participants Say:**

- Access to broad band Internet services are lacking for most county residents.
- Many public schools are in need of replacement or repair.
- Public utilities such as gas, electric and water/sewer systems are not adequate to serve county residents.
- Availability of affordable housing is a problem.

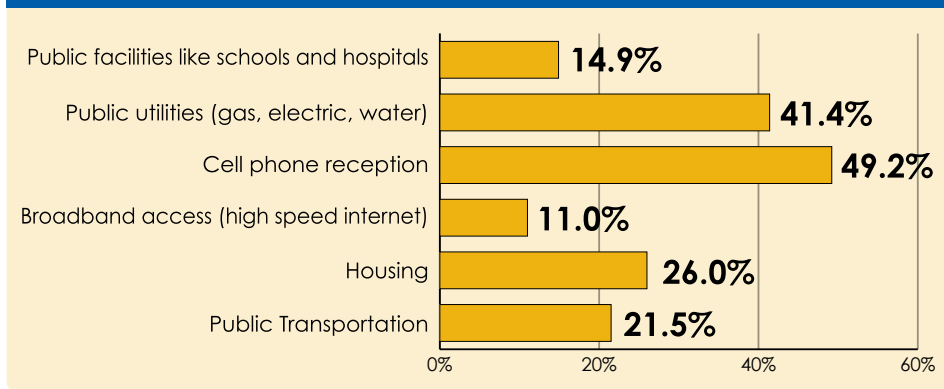
### **Discussion Group Participants Say:**

- Water and sewer systems need to be developed or improved in some parts of the county.
- Cell phone service is not reliable in some parts of the county.
- Broadband Internet connection is not available to many county residents.

### **Interviewees Say:**

- Community infrastructure and local facilities appear to be better in the northern parts of Wayne County than in the southern parts.

## Percentage of Survey Respondents That See Issue As a Strength



## GOAL 2: Develop needed community facilities and enhance basic infrastructure within Wayne County.

### Recommended Strategies:

- Expand public water and sewer systems to un-served areas of Wayne County.
- Develop a hotel facility to serve tourists and visitors.
- Increase access to broad band Internet services throughout the county.
- Improve cell phone reception in more remote areas of Wayne County.
- Develop the Intermodal Facility.
- Expand public water & sewer systems throughout the county.
- Develop plans and seek funding to improve public school facilities.
- Further assess housing needs and increase the availability of affordable housing.
- Continue to work toward completion of the highway infrastructure throughout the county.
- Explore feasibility and potential usage of public transportation.
- Support continued establishment and growth of Wayne County Housing Authority.
- Increase the number of community centers in the county.
- Inventory dilapidated buildings and repair or demolish structures that are not useable.
- Complete projects to establish more public parks and green spaces.
- Establish a community/technical college to promote retraining and education of the adult work force.
- Develop or improve a fairgrounds site that is accessible to all in the county.
- Develop camp grounds and facilities suitable for 4-H and other group camps and retreats.



## DOMAIN 3: Development Resources

### *Identified Strengths:*

- Wayne County Commission
- USDA Rural Development
- Local banking institution
- Huntington Regional Chamber of Commerce
- Local political leaders
- State representatives

### *Identified Needs:*

- Increased diversity of local businesses
- Additional investment in local development projects
- Entrepreneurial activity within Wayne County

### **Survey Participants Say:**

- Economic development in Wayne County is a significant challenge.
- Current capacity for economic development including access to capital, assistance with new business development, and access to financial resources and investment is not adequate to meet local needs.

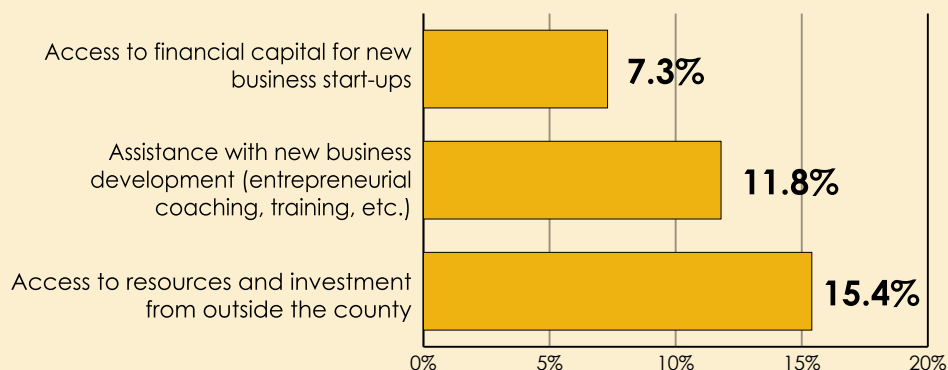
### **Discussion Group Participants Say:**

- There is a need to access financial capital and outside investment in local communities.
- More coordination among city, county, state, and federal officials is needed to support infrastructure projects.

### **Interviewees Say:**

- Sound business proposals would likely receive support.
- County residents lack training and knowledge related to securing financial capital and outside investment in local businesses.

### Percentage of Survey Respondents That See Issue As a Strength



## GOAL 3: Increase capacity in Wayne County for economic and community development.

### Recommended Strategies:

- Establish a business incubator program in Wayne County.
- Provide entrepreneurial training and coaching services to persons interested in starting or expanding a business enterprise.
- Establish more hometown banks with local control.
- Establish a community foundation to encourage local philanthropy and provide support for local projects.
- Assess the need for additional fiscal capital and identify sources of outside investment.
- Conduct market studies in local communities to assess need for specific types of businesses.
- Utilize Internet based technologies to promote the resources available in the county in order to attract outside investment.
- Increase the diversity of the business community like new restaurants, shops, and a variety of types of owners, etc.
- Establish a business retention and expansion program.
- Develop a Wayne County Chamber of Commerce.



## DOMAIN 4: Culture and Quality of Life

### *Identified Strengths:*

- Strong religious and spiritual values among local residents
- Historical significance of the county
- Opportunities for recreation
- Schools and communities
- Low crime rates in some communities
- Extended family ties to local communities
- State parks and lakes
- Camden Park
- WFGH radio
- Good people of Wayne County
- WV Beehive (<http://wv.thebeehive.org>)

### *Identified Needs:*

- Heritage tourism industry is underdeveloped
- Music and arts activities and events
- Positive quality of life issues need to be emphasized in marketing

### **Survey Participants Say:**

- Quality of life issues are generally seen as positives for Wayne County.
- The religious and spiritual values of local residents are seen as a major strength.
- The historical significance of the area is seen as a strength that can be leveraged for additional development in Wayne County.
- Access to music and arts programs is seen as an area that should be improved.

### **Discussion Group Participants Say:**

- Riverfront development will enhance quality of life in many communities.

"Wayne County is the beginning of the Midland Trail. There is potential for more visitors and for places to stay, eat, and shop for people going to the Hatfield- McCoy trail."

- Government/Community Leaders Discussion Group

**Interviewees Say:**

- About half of the people interviewed felt the county would benefit from more local cultural events and opportunities.
- Some interviewees indicated the city of Huntington was close enough to meet the cultural needs of Wayne County citizens.

**GOAL 4:**

**Enhance the quality of life for Wayne County residents and visitors through expanded cultural events and activities.**

**Recommended Strategies:**

- Develop a marketing plan designed to emphasize quality of life issues and focused on attracting outside investment.
- Develop a logo and brand to assist with promotion of Wayne County.
- Further develop the heritage tourism industry within Wayne County.
- Explore feasibility of an outdoor historical drama and/or living history presentations.
- Expand high quality lodging facilities within Wayne County.
- Develop a lodge within Beach Fork State Park.
- Increase opportunities to attend and/or participate in music and arts activities.
  - Emphasize traditional Appalachian music and arts opportunities
- Promote and interpret the Indian Burial Grounds as a heritage tourism destination.
- Develop a convention and visitors bureau.
- Provide opportunities for youth to participate in dramatic productions and living history presentations.

“Marketing and promotion for the area should be developed emphasizing the wonderful quality of life in our historical towns. I believe this will become more appealing in the future as Americans search for ways to live happily in this day of the diminishing middle class.”

- Survey Respondent





## DOMAIN 5: Natural Resources

### *Identified Strengths:*

- Income producing natural resources (coal, timber, and gas)
- Rivers, lakes, and streams

### *Identified Needs:*

- There is a lack of effective land use management policies
- Improve water quality in some parts of the county
- Clean up litter and trash throughout the county
- Remove or rehabilitate dilapidated buildings

### **Survey Participants Say:**

- Coal, timber, and natural gas are resources that benefit Wayne County.
- Air quality is problematic in some parts of the county.
- Water quality is an area of concern in some parts of the county.
- Land use is not well managed.

### **Discussion Group Participants Say:**

- Water quality of rivers needs to be improved.
- Air quality is problematic in some areas.

### **Interviewees Say:**

- Natural resources are generally seen as a positive for Wayne County.
- Some areas of the county experience problems with litter, trash and pollution in local rivers and streams.

## GOAL 5: Protect and nurture the natural resources within Wayne County.

### **Recommended Strategies:**

- Improve land use management within Wayne County.
  - Develop model policies and ordinances necessary to assure natural resources are protected and development is appropriately planned.
  - Work toward adoption of land use policies and ordinances by county and municipal governments.

- Improve water quality in areas of the county where water quality is a concern.
- Clean up trash and litter throughout the county and in rivers and streams.
- Remove or rehabilitate dilapidated buildings.
- Work with extractive industries to protect the environment and balance resource distribution.
- Develop a recycling program and get youth involved in the process.
- Establish an education and research center focused on environmental issues and wildlife management.
- Explore opportunities for environmentally friendly, income producing enterprises such as energy generating technologies from solid waste and strategies for “green” development.





## DOMAIN 6: Social Capital

### *Identified Strengths:*

- Wayne County Family Resource Network (FRN)
- Faith-based communities and organizations
- School/community relations
- Wayne County Commission
- Wayne County Economic Development Authority (EDA)
- WVU Extension
- Local civic organizations

### *Identified Needs:*

- Increase involvement in community projects
- Leadership and planning skills
- Lack of trust
- Lack of “pride in community”
- Additional social activities that promote network building among county residents

### **Survey Participants Say:**

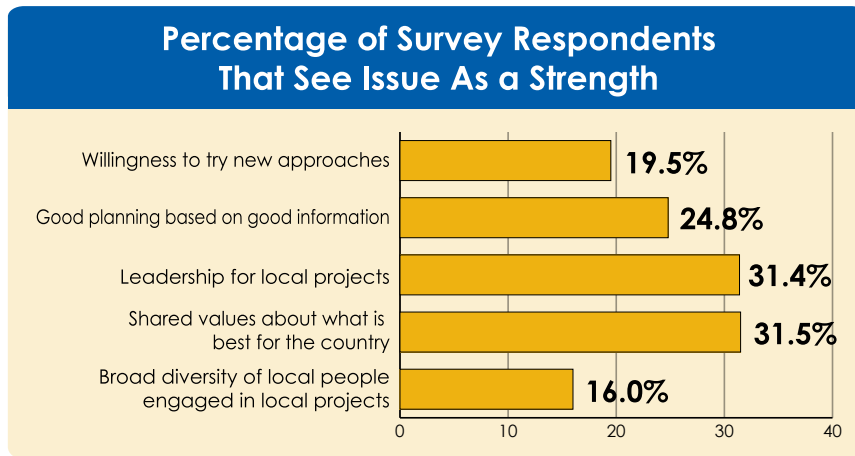
- Levels of social capital in Wayne County need to be increased.
- There is a need to involve more local citizens in local projects.
- Leadership skills are not adequate to meet local community needs.
- Half of the people responding to the survey express a desire to be more involved in shaping and implementing local projects that improve their community.
- Half of the people responding to the survey feel that someone else is responsible for improving local community conditions.
- There is no clear consensus about what is best for the county among local citizens.

### **Discussion Group Participants Say:**

- A county-wide website was suggested to better inform residents about community projects.
- More coordination among local community groups and organizations is needed.
- Improved communication between local government and citizen based groups should be encouraged.

**Interviewees Say:**

- Half of those interviewed felt people were involved in local issues and half felt they were not.
- The county lacks a long range plan and local organizational structure that encourages citizen involvement in community projects.



**GOAL 6:**  
**Build additional social capital within Wayne County.**

**Recommended Strategies:**

- Increase the number and diversity of local residents engaged in community projects.
- Establish and support local community organizations to encourage citizen engagement and coordinate local community improvement projects.
- Increase leadership and planning skills among county residents.
  - Develop a local leadership development program
  - Identify natural leaders interested in enhancing skills and abilities
  - Provide opportunities for youth to develop leadership and planning skills
- Support and encourage community events of all sorts that encourage dialogue and networking among local residents.
- Further assess issues of trust and working together within the county and identify strategies to increase levels of trust among citizens, government, organizations, and local agencies.
- Identify ways for residents, agencies, and local government to work together to solve problems and build on assets.
- Increase networking opportunities among service and resource providers.
- Promote the positive aspects of Wayne County among county residents and increase “pride in community.”
- Expand “Farmer’s Markets” in Wayne County.

“We need to listen to each other’s ideas.”

- Wayne Discussion Group Participant



## DOMAIN 7: System Effectiveness

### ***Identified Strengths:***

- Wayne County Family Resource Network (FRN)
- Wayne County Economic Development Authority (EDA)
- Huntington Area Development Council (HADCO)

### ***Identified Needs:***

- Better coordination among agencies and organizations involved in local community and economic development
- Effective information and referral about local services within the county
- Coordinated planning among county government, local municipal governments, and community organizations

### **Survey Participants Say:**

- There is a lack of coordination among county and municipal governments and local community agencies and organizations in Wayne County.

### **Discussion Group Participants Say:**

- Local community organizations focused on local issues would encourage people to get engaged in local projects.

### **Interviewees Say:**

- Some local organizations exist in Wayne County that focus attention on economic and community development but the public is generally unaware of what these organizations do and how to be more involved.



“Government can support local community groups to get what they need (cell towers, grocery stores, gas stations, etc.)”

-Government/Community Leaders Discussion Group

## GOAL 7:

### Enhance working relationships and joint planning among local governments, community agencies, and civic organizations.

#### Recommended Strategies:

- Establish a Wayne County information and referral service including phone access, walk-in support and web-based resources.
- Hold resource/service fairs to increase awareness of community services and resources.
- Consider some type of county-wide structure for enhanced coordination of planning and development efforts across local governments, community organizations, faith-based organizations, community agencies, civic groups, and others concerned with improving the quality of life in Wayne County.
- Identify satellite locations throughout Wayne County that can serve as “one stop shops” for outreach and provision of a variety of needed services.
- Strengthen the Magistrate Court system.



## Sources of Data

- *Planning Team session summaries*
- *Summary of Results and Findings from the Community Survey*
- *Verbatim responses to open ended student survey questions*
- *Summary of Results and Findings from Interviews of Key Informants*
- *Summary of Results and Findings from Discussion Groups*
- *Clip and Send summary and observations*
- *Discussion group verbatim responses*
- *Wayne County Best Practices Report*
- *Wayne County Related Data Review Report*
- *2005-07 General Profile of Wayne County – U.S. Bureau of the Census*
- *2005-07 Economic Profile of Wayne County – US Bureau of the Census*
- *Early History of Wayne County – WVU Department of Political Science*



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*Due to the large amount of information collected and analyzed through this study, the data presented in this report represents a summary of the total data collected. The Wayne County Community and Economic Development Analysis and Strategic Planning Resource Disc contains the in-depth information collected and analyzed throughout the project. This information can be obtained by calling the Wayne County Family Resource Network at 304.272.6003 or the Wayne County Commission at 304.272.6350.*