VISION 2025
3-Year Strategic Plan
Storefront for Community Design
(2023 - 2025)
Updated May 2023
OUR PURPOSE

Many Richmond residents do not have the opportunity to participate in city planning, nor understand the complex forces shaping the designs. Storefront for Community Design is a non-profit design center in Richmond, Virginia, founded to bridge the gap and make design programs and resources accessible to all for the love of our city. Historical inequities are built into the physical environment in ways that are both obvious and hidden. We at Storefront remain committed to increasing city-wide resources while engaging the next generation of designers by equipping youth for career success, civic engagement, and creative expression.

Since 2011, Storefront for Community Design has convened over 370 low-cost design and planning assistance projects and over 20 design education initiatives to community members, businesses, non-profit organizations, local governments, and neighborhoods, with an estimated value of donated services well over $1,080,000.

Our city-wide plan prioritizes equitable and sustainable growth over the next 20 years. Richmond is growing rapidly, and our work is now more important than ever. Storefront understands the need to leverage creativity within our communities facing changes to their built environments. New methods are necessary to build design capacity and amplify community voice. Over the next three years, we will continue providing low-cost design and planning assistance programs and design education programs to adapt to the changing landscape of our communities.

VISION 2025 is a living, breathing strategic plan that we will continue revisiting over the months and years ahead. We are excited to share it with you and begin collaborating with you as we work to realize our vision.
PRIORITY 1
Inspire Community Members through Enhanced Programming assistance programs and design education programs to adapt to the changing landscape of our communities.

STRATEGIES

1 | Align projects and programs to our mission and focus areas to create intentional collaboration among Storefront, the board, VCUarts mOb studio, and community partners.

2 | Enhance Design Education programming to introduce community members to built environment design and equip youth and young adults for career success, civic engagement, and creative expression.

3 | Transform Low-cost Design and Planning Assistance programs to build capacity for community-driven design and provide resources for design/build projects.

KEY METRICS

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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</thead>
<tbody>
<tr>
<td>100% completion of organizational metrics across 3 program areas.</td>
<td>Collaborate on one (1) project or activity that includes City Builders, mOb studio, and design volunteers.</td>
<td></td>
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<tr>
<td>Grow City Builders youth enrollment by 50% in semester programming.</td>
<td>Develop draft copy of the Design Richmond Guidebook.</td>
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<tr>
<td>Provide 3 projects to community partners that bridge Design Session and Community Visioning.</td>
<td>Provide 4 projects to community partners that bridge Design Session and Community Visioning.</td>
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</table>

*Year 2 and 3 key metrics to be developed upon completion of previous year.

ACTIONS: Strategy 1

A | Complete a collaborative project at least once a year that fosters collaboration between program areas, mOb studio, volunteers, and design firms.

B | Streamline evaluation and success metrics for the organization with an emphasis on each program that are communicated and reviewed each year with all staff and program partners.

ACTIONS: Strategy 2

C | Transform the City Builders Design Workshop curriculum into an innovative and interactive 12-week program that invites design mentors to collaborate with youth ages 13-18.

D | Develop the Richmond Handbook as a design and teaching tool for junior high and high school students that equips them to be the active, informed citizens and designers of tomorrow.

E | Create an annual youth and family event to bring exposure to community-driven design and built environment professions such as architecture, landscape architecture, and urban planning.

ACTIONS: Strategy 3

F | Seek opportunities for design/build funding to provide opportunities for Design Session projects to be realized.

G | Focus on intentional community visioning initiatives with underserved communities to build capacity for community-driven design.

H | Discover new ways to bridge Design Session and Community Visioning programming into projects that create impact at a community level.
**Priority 1**

**Inspire Community Members through Enhanced Programming**

**Strategy 1:**
Align projects and programs to our mission and focus areas to create intentional collaboration among Storefront, the board, VCUarts mOOb studio, and community partners.

**Strategy 2:**
Enhance Design Education programming to introduce community members to built environment design and equip youth and young adults for career success, civic engagement, and creative expression.

**Strategy 3:**
Transform Low-cost Design and Planning Assistance programs to build capacity for community-driven design and provide resources for design/build projects.
**PRIORITY 2**

Strengthen Storefront’s Impact through Long-term Organizational Sustainability and Visibility

**STRATEGIES**

4. Advance an equity-based staffing plan (including the continued maturation of the board) outlining roles, compensation, benefits, and staffing needs to support the current and future needs of the organization.

5. Increase and diversity funding sources to grow community impact and organizational financial stability.

6. Transform our Broad Street office into a community hub with access to design resources and intergenerational programming.

**KEY METRICS**

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<tr>
<th>STRATEGY</th>
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<tbody>
<tr>
<td>4</td>
<td><strong>Year 1</strong></td>
</tr>
<tr>
<td></td>
<td>Increase team capacity by 66% (2 additional team members).</td>
</tr>
<tr>
<td>4</td>
<td><strong>Year 2</strong></td>
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<tr>
<td></td>
<td>Develop process documentation across staffing and programming.</td>
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<tr>
<td>4</td>
<td><strong>Year 3</strong></td>
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<tr>
<td>5</td>
<td><strong>Year 1</strong></td>
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<tr>
<td></td>
<td>Increase unrestricted funding by 76%.</td>
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<tr>
<td>5</td>
<td><strong>Year 2</strong></td>
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<tr>
<td></td>
<td>Increase fee-for-service funding by 25%.</td>
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<tr>
<td>5</td>
<td><strong>Year 3</strong></td>
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<tr>
<th>STRATEGY</th>
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<tr>
<td>6</td>
<td>Collect information from 100 unique visitors at Broad Street office.</td>
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<tr>
<td>6</td>
<td>Due to evolving programming and space use, strategy #6 is no longer a focus in Vision2025.</td>
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**ACTIONS: Strategy 4**

I. Develop a manual covering organizational partners, finances, operations and job descriptions for all staff members and board. (year 2)

J. Develop process documentation specific to staff positions including roles, procedures, and file locations.

K. Create a staffing plan that considers the following opportunities:
   - Develop a list of needed/desired staff and draft job descriptions for all current staff and future staff members.
   - Create an annual fellowship/internship with a university partner(s) to provide consistent yearlong support for staff, including administrative assistance, communications, and program coordination.
   - Expand staff benefits to include mental health benefits and retirement benefits.

**ACTIONS: Strategy 5**

L. Create a 3-year fund development strategy to include but not limited to creating:
   - A short term communications toolkit to assist with fundraising efforts.
   - A plan to raise unrestricted funds towards increased staff compensation and benefits.
   - A consistent annual fundraising event.
   - Non-cash gift giving and estate planning opportunities.

M. Develop board training opportunities specific to fundraising and governance to build capacity and confidence towards fundraising.

N. Increase marketing of fee-for-service programming by creating informational and promotional materials that highlight our work and successful projects.

**ACTIONS: Strategy 6**

O. Collaborate with a local design firm to redesign Storefront’s office space to create a design plan for the Broad Street office space and explore options for fundraising to build out the space to accommodate staff and programming.

P. Evaluate existing license agreements at Six Points Innovation Center (6PIC) and determine next steps as the building nears renovation.

*Year 2 and 3 key metrics to be developed upon completion of previous year.
Priority 2
Strengthen Storefront’s Impact through Long-term Organizational Sustainability and Visibility

Strategy 4:
Advance an equity-based staffing plan (including the continued maturation of the board) outlining roles, compensation, benefits, and staffing needs to support the current and future needs of the organization.

Strategy 5:
Increase and diversify funding sources to grow community impact and organizational financial stability.

Strategy 6:
Transform our Broad Street office into a community hub with access to design resources and intergenerational programming.

Strategy 4: Develop an equity-based staffing plan
-including the continued maturation of the board- listing roles, compensation, benefits, and staffing needs to support the current and future needs of the organization.

Strategy 5: Diversify funding to grow impact & financial stability
- Increase and diversify funding sources to grow community impact and organizational financial stability.

Strategy 6: Transform our Broad Street office into a community hub with access to design resources and intergenerational programming.

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**J** Organizational Manual
- Develop an operations manual covering finances, operations, roles and responsibilities for staff, board, and advisory council, and org. partners.

**L** Development Strategy
- Create a 3-year fund development strategy to include a plan for unrestricted funding, fundraising events, non-cash gifts, and communications.

**M** Governance Training
- Develop board training opportunities specific to fundraising and governance to build capacity and confidence towards fundraising.

**N** Promote Programs
- Increase marketing of fee-for programming by creating informational and promotional materials that highlight our work and impact.

**O** Office Redesign
- Collaborate with a local design firm to redesign Storefront’s office space and explore options for fundraising to build out the space.

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**K** Staffing Plan (Year 1)
- Create an annual internship with a university partner to provide consistent support in admin, communications, and programming.

**K** Staffing Plan (Year 2)
- Expand staff benefits to include mental health benefits and retirement benefits.
PRIORITY 3
Deepen Relationships and Partnerships

STRATEGIES

7| Increase presence in Southside and East End neighborhoods, continuing to focus on underserved communities.

8| Create a clear path and process for design professionals and community members to volunteer across Storefront programming.

9| Cultivate partnerships with design firms, local universities, and regional design centers to build best practices and augment our work.

KEY METRICS

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<tr>
<th>Year 1</th>
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<tbody>
<tr>
<td>Collaborate on 4 projects in the Southside and/or East End.</td>
<td>Collaborate on 5 projects in the Southside and/or East End.</td>
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<tr>
<td>Increase active volunteers by 19%.</td>
<td>Host one volunteer appreciation event.</td>
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<tr>
<td>Increase active community partnerships by 36%.</td>
<td>Maintain active community partnerships based on FY 2023 metrics</td>
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*Year 2 and 3 key metrics to be developed upon completion of previous year.

ACTIONS: Strategy 7

Q | Pursue potential partnerships with nonprofits and city partners working in those neighborhoods.

ACTIONS: Strategy 8

R | Develop a policies and procedures manual for volunteering.

S | Research volunteer platforms and implement a system to streamline volunteer management.

T | Create a volunteer appreciation event.

ACTIONS: Strategy 9

U | Attend the annual Association of Community Design (ACD) conference.

V | Reach out to executive directors of Community Design Centers to build storefront’s network, cultivate the staff’s professional development, and share best practice/program ideas.

W | Investigate opportunities for youth fellowship/internship(s) with design firms and universities to provide avenues to grow diversity in built environment professions.
Priority 3

Deepen Relationships and Partnerships

Strategy 7:
Increase presence in Southside and East End neighborhoods, continuing to focus on underserved communities.

Strategy 8:
Create a clear path and process for design professionals and community members to volunteer across Storefront programming.

Strategy 9:
Cultivate partnerships with design firms, local universities, and regional design centers to build best practices and augment our work.

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Year 1
Storefront

Year 2

Year 3

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Cross-priority connections (•)
STRATEGIC PLANNING ACKNOWLEDGEMENTS

FY 2023 Board of Directors
Bernard Harkless, Chair
Allison Leighton, Vice Chair
Joy Whitehurst, Secretary
Jimmy Chou, Treasurer
Nick Cooper, Member-at-Large
Jillian Bates
Kristen Costello
Stephanie Golembeski
Kriste Inge
Tyler Silvestro
Lashawnda Singleton
Geoffrey Zindren

Strategic Planning Task Force
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SFCD Staff
Shawn Balon, Executive Director, Facilitator
Kai Banks, Youth Innovation Director
Anya Shcherbakova, Design Session Program Manager

Emeritus Board of Directors
Burt Pinnock
Lane Pearson
The Honorable Cynthia I. Newbille

Design and Illustrations
Priority Illustrations: Jorge Teixeira Marques, LEM Studio
Priority Roadmaps: Meg Studer, Siteations