

“

How can we develop an infrastructure to support a family of social enterprises to inspire courage, to grow the creativity, to transform perceived liabilities into assets, and the community needed to cultivate opportunity in Appalachia through mentorship, education and employment?

”

**WAYNE, WV**

Rose Fellowship 2019 – 21

Our Journey

Our organization exists because in 2009 volunteers started to address concerns about housing in Wayne, WV. It was quickly realized that traditional charity was not nearly enough to address the deep, generational challenges we face. After intense community engagement, we pioneered a relationship-based, holistic approach to on-the-job training. Unemployed and underemployed people were hired to construct green affordable housing. Trainees worked the 33-6-3 model each week: 33 hours of paid labor, 6 hours of higher education class time, and 3 hours of life-skills mentorship.

Today, we have grown into a family of social enterprises working throughout the region as a leader in the building of a new economy during the wake of the coal industry's rapid decline. We have created more than 40 on-the-job training positions, more than 200 professional certification opportunities, redeveloped more than 150,000 square feet of dilapidated property, and successfully launched five new businesses in real estate development, construction, wood working, agriculture and artisan trades – industries based on local assets and having real viability in the Appalachian.

“

When these values are applied to the complex, long-standing, and sometimes ill-defined problems affecting Central Appalachia, a way of working emerges organically that closely resembles design-driven approaches to problem-solving.

”

Learn about Coalfield Development's impact: [HERE](#)



Organizational Culture

Coalfield Development's culture has been shaped by our organizational values, the "3Gs," which include: gumption, which we think of as the courage to take risks, tackle big and complex problems, and try new things; grit, or the determination, patience, and adaptability needed to see things through to completion; and grace, which acknowledges that we all make mistakes and learn from them, so we must remain humble, empathetic, and kind to ourselves and each other when challenges arise. When these values are applied to the complex, long-standing, and sometimes ill-defined problems affecting Central Appalachia, a way of working emerges organically that closely resembles design-driven approaches to problem-solving.

For instance, we are realistic about the limitations and constraints that we face, yet we are creative and open-minded as we explore ways of transforming perceived liabilities into assets. In particular, we focus on human capacities and other assets that are present but that may have been overlooked in previous problem-solving approaches. From the very start of this exploration and brainstorming phase, we intentionally involve a variety of stakeholders with a broad range of expertise because we believe that this input ultimately leads to the best solutions. Importantly, particularly in our region, we do not seek to understand or perfect everything before getting started. We cannot wait for the path to be laid out perfectly before us or we will be waiting forever. Rather, we figure out what is likely to be the best next step, and then we take that step. We evaluate, learn, re-frame, and adapt in order to identify the next move. We prototype and experiment as needed, and we make a point of engaging in deep collaboration during this phase of our work as well.

All of this has been a part of our organizational culture from the start, by necessity, and it remains our approach at every level and in every branch of the organization. Whether we are dealing with a huge, abandoned factory building in need of renovation, a former strip mine in need of reclamation,

or the challenge of building out a new sector of the economy while simultaneously retraining people to work in that sector, we begin with gumption and get the job done through grit and grace.

Coalfield activities contribute to workforce competitiveness, and foster entrepreneurial activities while moving toward the goal of creating vibrant community-based industry clusters. SEED-LIFT is a holistic, strategic, and collaborative approach: communities are strengthened, jobs are created, per capita income is raised (helping our communities reach parity with the nation), and the capacity of our workforce is strengthened so we can better compete in a global economy. It is a partnership agreement that will strengthen local business in areas of high demand for the geographic expansion and new programmatic elements introduced by SEED-LIFT. Our social enterprises are designed to build on the culture, talents, and interests inherent to people living in these communities and includes: Revitalize Appalachia, growing the sustainable construction and multi-family housing sector; Rediscover Appalachia, growing the arts, culture and creative-placemaking sector; Refresh Appalachia, growing the sustainable local agriculture sector; Rewire Appalachia, growing the solar and energy efficiency sector; and Reclaim Appalachia, growing the environmental reclamation and reuse sector. Coalfield currently manages a real estate portfolio with more than 20 properties in southern West Virginia and more than 190,000 square feet of formally abandoned/dilapidated building space.

“

The end result will be restored cultural assets and hubs of commerce for coal-impacted communities.

”

Learn about Wayne, West Virginia: [HERE](#)



Our Challenge

Growing our community-based real-estate line-of-business is a key strategy for scaling. We are basing this process on entrepreneurship; key to its success is a laser-focus on developing real estate in a way that supports business development. Real estate is a core competency of this organization which often gets overlooked because of the compelling visibility of the 33-6-3 model. However as a Community Housing Development Organization (CHDO) and as the leader of six major real-estate revitalization projects in southern West Virginia, we are poised to make big plays in this arena. Importantly, our development process is inclusive, thorough, and creative meaning we are expert at community engagement and design processes, we are diligent in designing projects so as to maximize the community value created, and we are relentlessly rigorous in refusing "same-old/same-old" ideas and pushing through mimicry to find the true comparative advantages of each community we serve. Note, too, that real estate is an effective strategy for leveraging investment since it is asset-based and often bankable as evidenced by letters of partnership from two banks and two CDFI's.

These deals are mixed-use and mixed income, taking historic abandoned buildings and hiring local people through 33-6-3 to revitalize these structures according to the needs of entrepreneurs. Coalfield will infuse entrepreneurship and social enterprise in revitalization efforts, modeling how to do so effectively, and then disseminating this knowledge widely throughout central Appalachia. A new programmatic element in this POWER application is job-training in historic preservation trades. Through partnership with the Carpenter's Union and Preservation Alliance West Virginia, Coalfield will work with community leaders in Ft. Gay, WV, Kimball, WV, and Mt. Hope, WV to preserve and protect historic downtown buildings, and to create local jobs by doing so. Public trainings will be offered for local contractors to earn certification in historic preservation trades. The end result will be restored cultural assets and hubs of commerce for coal-impacted communities.

Work Plan

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021) Note: Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Projects:

Project 1 ○ ----- ● **Project Goal**

Peer Reviews – Develop and implement a peer review process for upcoming projects in the Coalfield portfolio.

To build a better understanding of queuing projects for feasibility and impact in our communities.

Project 2 ○ ----- ● **Project Goal**

Peer Reviews – Develop and implement a peer review process for upcoming projects in the Coalfield portfolio.

Develop a better understanding of sustainable building practices in affordable housing in rural areas.

Project 3 ○ ----- ● **Project Goal**

Develop Community Engagement process for Coalfield developments and programs.

To uplift community voices and develop projects that align with the cultural values of our communities.

Project 4 ○ ----- ● **Project Goal**

Co-Developed Project with Coalfield and the Rose fellow

Project geared towards mutual goals learned from the partnership.

For a more detailed version of the work plan: [HERE](#)



“

Whether we are dealing with a huge, abandoned factory building in need of renovation, or a former strip mine in need of reclamation, we begin with gumption and get the job done through grit and grace.

”

Enterprise Rose Fellowship

The innovative model of the Enterprise Rose fellowship embeds architectural designers and artists in place-based community development organizations who are committed to improving the quality of design, sustainability and community engagement within their projects and throughout their organization.

Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

Qualifications

- + Applicants must have an accredited architecture degree in order to be considered for the fellowship:
- + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
- + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified
- + Applicants must be eligible to work in the U.S. for the entire fellowship period

Learn more about the Rose Fellowship: [HERE](#)

Apply for the Rose Fellowship: [HERE](#)

Learn more about Enterprise Community Partners: [HERE](#)

Key dates:

FEB. 12 & 14	2:00 - 3:30 PM EST.	Webinars: Informational "Meet the Hosts"
MAR. 14	2:00 - 3:00 PM EST.	Webinar: Rose Fellows Application FAQ
APR. 14	12:00 AM EST.	Application Deadline
JUNE 14	12:00 AM EST.	Finalist Summit
JUNE 20 -JULY 30	N/A	In-person interview /host org.
AUGUST 15	N/A	Final decisions and notifications
OCT 1	N/A	Fellowship begins

The Rose Fellowship in Numbers

Over 19 years there has been

76

2000 - 2019

fellows that have been hosted in over



different cities nationwide and who have partnered with



host organizations to design and develop more than

90

community facilities and over

11,000

units of affordable housing.

Mark Matel
Program Director, Rose Fellowship
mmatel@enterprisecommunity.org

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021)

Note: If your organization is selected, this Draft Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Host Organization Name: Coalfield Development Corporation

One-sentence project description - Activities	Host organization’s target goals with project	Fellow’s targets, First 15 months	Milestones, First 15 months	Expected Collaborators	Supervising architect and/or site planner
Architectural Design – directly design construction and development plans for Coalfield Development projects; these are for a mixed-use, mixed-income revitalization project in a historic building in southern WV	Projects serve as host sites and incubators for Coalfield’s family of social enterprises which inspire courage, activate creativity, and cultivate community for low-income people in southern WV. Ultimately, this lays the groundwork for the diversification of an economy long reliant on one industry	Design three Coalfield Development revitalization projects	Three sets of conceptual plans by 7 months; three sets of construction blueprints by 15 months.	Directors of Coalfield’s family of social enterprises, community residents	Claud Karr (Coalfield’s Director of Revitalize Appalachia)
Peer Reviews – Develop and implement a peer review program for upcoming projects in the Coalfield portfolio	Develop a program for Coalfield to review project plans	Establish program procedures and host three training sessions for Coalfield staff (core, real estate and construction)	Incorporate peer review results and feedback into existing Coalfield projects where feasible	Directors, Construction Manager, CEO, COO, CFO and Crew Chiefs	Claud Karr (Coalfield’s Director of Revitalize Appalachia)
Design Competition – Support the planning and implementation of a design competition	Inform competition scope, recommend potential sites, incorporate competition results by building the winning design at a Coalfield development to enhance the building envelope and secure energy efficiencies	Define roles, processes and procedures for participation whether competing or judging	Assist in launch of the design competition	Various Architects from the surrounding area Judges: Local Governmental Representatives	Claud Karr (Coalfield’s Director of Revitalize Appalachia)
Community Engagement Design – to facilitate community input into upcoming projects in the Coalfield portfolio	Develop a program for Coalfield to entice community leaders and residents to participate in activities to define the needs in a community	Establish program policies and procedures for marketing, conducting and evaluating a Community Design charette	Host three Community Design charettes	Coalfield, project Architect, Community residents	Claud Karr (Coalfield’s Director of Revitalize Appalachia)
Design Principles & Guidelines – Facilitate the creation of Coalfield’s design principles, guidelines, standards, and specs	Develop design principles and guidelines for new construction and rehabilitation projects	Work to streamline/standardize specifications across the portfolio. Incorporate updated specs into Coalfield projects	Develop, review and formalize design recommendations from internal and external stakeholders. Incorporate input into design guidelines, standards and specs	Coalfield, Architects/engineering firms, County and City agencies along with WVHDF – Universal Design and WV Board of Architects	Claud Karr (Coalfield’s Director of Revitalize Appalachia)
Design Principles & Guidelines – develop procedure for regular updates of principles, guidelines, standards and specs	Develop procedure for regular updates to Coalfield’s Development design principles, guidelines, standards and specs	Identify frequency, timing, depth, and parties responsible for updating as well as means of update	Develop draft procedure for implementation after initial design principles and guidelines are completed.	Coalfield: Directors, Construction Manager, CEO, COO, CFO and Crew Chiefs	Claud Karr (Coalfield’s Director of Revitalize Appalachia)