

# *Davidson County Community Action*

2014—2017 Strategic Plan



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*Celebrating 50 Years of Community Action*



We would like to thank the members of the Planning and Evaluation Committee of the Davidson County Community Action Board of Directors for their help in crafting the Strategic Plan for 2014-2017. The Committee members met weekly for several months in order to complete this project on time.

We thank agency staff for providing input and feedback at each stage of the process, and to Dr. Scott McLaughlin, CSBG Director, who coordinated and facilitated the strategic planning project for the agency.

We also recognize with appreciation several experts who provided guidance and assistance via youtube videos viewed by the Committee members at crucial times in the planning process: Bruce B. Johnson, at Bruce TV; Erica Olsen, at Virtualstrategist; and John Daly, whose inspiring story of a New York city taxi driver's mission statement set the tone for improving our agency through mission-driven initiatives.

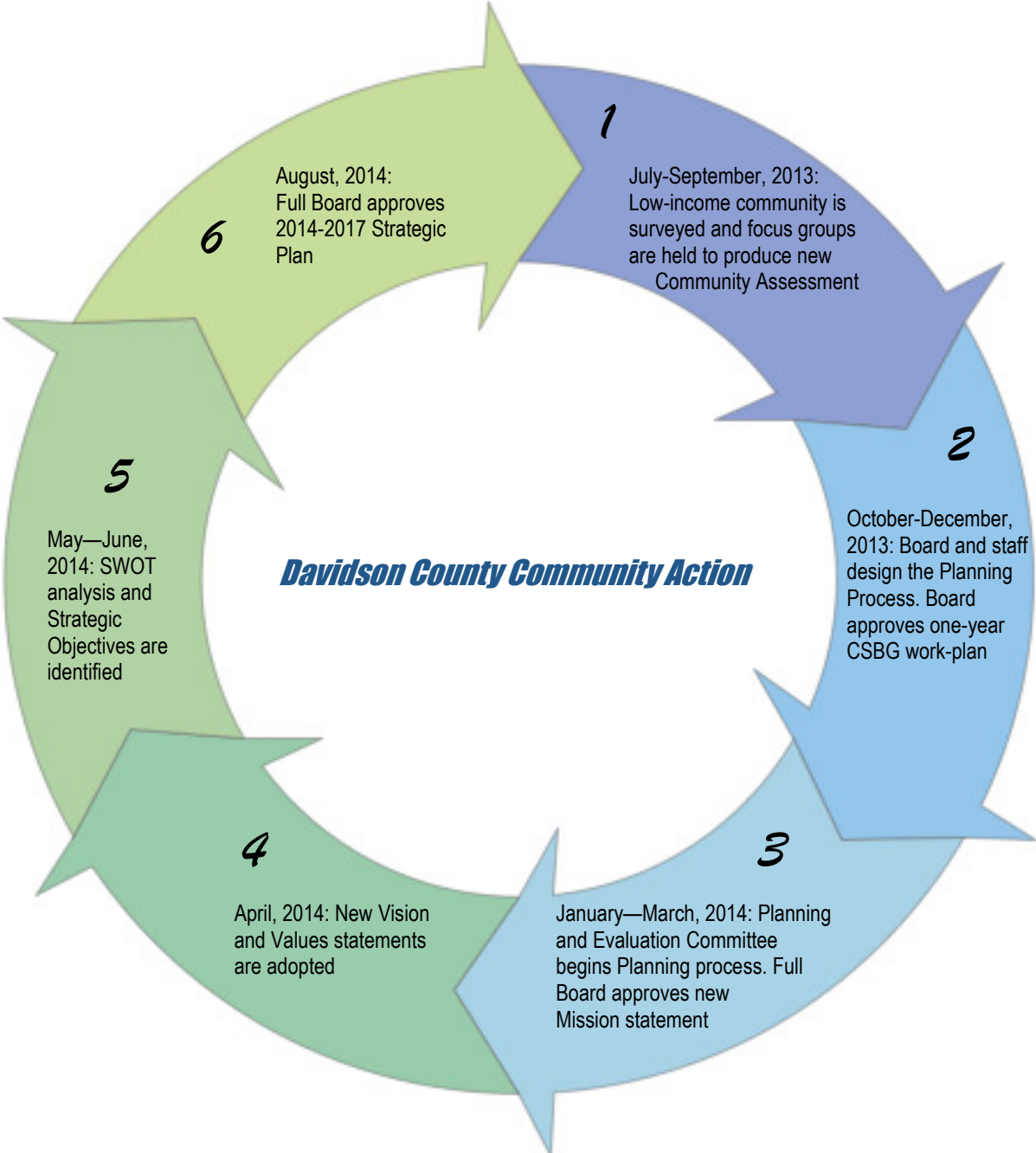
Barbara Walser  
Executive Director  
July 23, 2014

***Davidson County Community Action***

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# Timeline of the Strategic Planning Process



# Our Mission



Mission statements provide organizational definition, answering the questions “Why do we exist, as an agency?” and “What do we do, as an agency?” using short, memorable, and simple language. A Mission statement must also be operative (able to drive initiatives and activities, as well as direct the use of resources). Finally, while a Mission statement says what we do, by definition, it also says what we don’t do.

Davidson County Community Action’s Board members and staff worked for three months to craft a new Mission statement for the agency. Paramount to this process was the understanding that the six National Goals of the Community Services Block Grant define the larger objectives of the entire Community Action movement.

Categorized in three broad areas, the six National Goals are:

Goal 1: Low-income people become more self-sufficient. (Family)

Goal 2: The conditions in which low-income people live are improved. (Community)

Goal 3: Low-income people own a stake in their community. (Community)

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved. (Agency)

Goal 5: Agencies increase their capacity to achieve results. (Agency)

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

We summarized the National Goals in our Mission statement by the phrase “to promote economic mobility”, which defines why we exist. We have further identified three distinct ways in which we accomplish this promotion, which defines what we do:

Our Mission is to promote economic mobility by

- Connecting people to community resources
- Coaching people to help themselves
- Calling attention to inequality in our county.

This new Mission statement was formally adopted by the Board of Directors on April 10, 2014.

# Our Vision and Values

Vision statements are aspirational and inspirational, providing a compelling vision of the future. While the vision is an ideal, the final realization of which is greater than the agency's sole efforts, vision statements provide the emotional content that evokes heartfelt commitment to accomplish the Mission. Vision statements also provide an agency with a clear, motivating objective to achieve.



On June 12, 2014, the Board of Directors formally adopted this Vision statement for our agency:

We envision Davidson County to be a place where all people have equal opportunity to reach their full social, civic, and economic potential. To achieve this vision, our aim is to be the most widely-known, the most highly-regarded, and the most results-oriented local anti-poverty agency in North Carolina.

Both Mission and Vision statements require concrete, non-negotiable guidelines for behavior, attitude, and ethics, memorialized in a Values statement:

Davidson County Community Action has formally adopted a set of guiding principles to which we are committed to demonstrate in our relationships with all agency stakeholders:

We value **professional competency** in our work, exhibiting expertise, efficiency, accuracy, and reliability in delivering high-quality, measurable outcome-based services to our clients.

We practice **fair, open, and impartial administration of our programs**, regardless of the racial, social, cultural, religious, or economic status of our stakeholders.

We believe in **honoring each other with dignity and respect**, building inter-relationships that demonstrate empathy, compassion, courtesy, and appreciation of the unique qualities of every person with whom we work.

We are **optimistic about the future**, and are thus committed to an agency culture that is positive in attitude and supportive of others, encouraging the dedication and fortitude necessary to succeed in our work.

We know our success depends upon the **community in action**: that only by honest, open, and effective collaboration with agency partners can we mutually address the needs of low-income workers and their families in Davidson County.

# Our Community's Needs



The following is an extract from the Executive Summary of our Community Assessment, entitled *Low Income Families in Davidson County: An Appraisal of the Causes and Consequences of Poverty* (2013). The entire document can be found on the resources page at [www.communityaction.agency](http://www.communityaction.agency). The *Appraisal* was prepared as part of the planning process for the Fiscal Years 2014-17 program activity, funded by the Community Service Block Grant (CSBG), and administered locally by

Davidson County Community Action, Inc. The *Appraisal* is a compilation and analysis of information collected from statistical sources such as the US Department of Labor, US Census Bureau, and the American Community Survey (accessed through the National Association for State Community Services Programs' Community Needs Assessment). Additionally, the *Appraisal* uses two locally produced sources of information: the *Community Needs Survey*, circulated in the low-income community in Davidson County, NC from September 5 through November 15, 2013 (85 completed surveys were examined), and the *Community Needs Assessment*, circulated among leaders of two community organizations with expertise in local economic conditions impacting low income families in the county.

Areas surveyed included employment, education, food insecurity, health care, housing, use of income, and poverty rates. Statistical data are balanced with reports by low-wage workers and their families, highlighting the most critical perceived poverty-related problems and their potential solutions. The statistics noted below were current as of October, 2013.

## **Results:**

Employment: Davidson County's unemployment rate of 9.6% remains chronically higher than the state unemployment rate of 9.1%. There are 7,420 unemployed persons in the county. The unemployment rate declined in 2012-2013 by 1.1%. Median household income, at \$41,631, is also lower than the state median of \$44,028. Respondents of the *Community Needs Survey* cite lack of job availability due to inadequate job-related skills and employers leaving the area. In addition to better pay, the low income community values job stability as one of its highest employment-related needs.

Community leaders, responding to our *Community Needs Assessment*, suggested other approaches to address chronic high unemployment. These approaches include: establishing micro-lending partnerships in low-income areas to promote entrepreneurship, encouraging child care providers to offer more flexible child care accommodations to include second- and third-shift openings, and involving low income residents in the development, evaluation, and implementation of community/economic development projects. A youth employment program connected with the public schools in low income areas would also be valued.

Education: 21% of Davidson County residents over the age of 25 lack a high school diploma, compared to 15.87% state-wide. Nearly 35% of high school graduates in the county have never been to college: the county lags behind the state in all categories of post-secondary education. According to the US Department of Education, 14% of the adult population, in both the county and the state, lack literacy skills. Respondents from the low income community understand the connection between

# Our Community's Needs

education and economic success, with many wanting to complete a GED, train for a specific skill, or earn an academic degree. Training for better computer skills was highly valued as a path to prosperity.

Community leaders, responding to our *Community Needs Assessment*, suggested an additional approach to address unmet educational needs: making public school facilities open after hours for educational programs and purposes, especially programs that provide job-training and skills-building for unemployed adults.

Health Care: 19.9% of county residents under the age of 65 lack health insurance, compared to 19.1% state-wide. This is also reflected in the *Community Needs Survey* as the foremost barrier to better health care. The *Survey* also indicates a high need for dental care and better access to prescription medications.

Food Insecurity: 12,548 Davidson County students (49.17%) received free or reduced price lunches during the 2009 - 2010 school year, which is more than the NC average of 48.78%. 12.67% of Davidson County households receive SNAP benefits (food stamps), and an additional 5,000 households (7.69%) living below the federal poverty guidelines do not receive SNAP benefits for which they are eligible. Based on average benefit amounts, the November 1, 2013 cut in SNAP benefits eliminated \$66,733 in food stamp dollars to Davidson County residents every month.

Housing: The American Community Survey's 5 Year Survey indicates that 38.5% of renters in Davidson County pay more than 35% of their household income for rent. In Davidson County, about one out of every 2,000 homes is in foreclosure, and in some parts of the county the rate climbs to one out of every 500 homes. Most of the respondents to the *Community Needs Survey* indicated they do not receive housing subsidies. The availability of affordable standard housing in low income neighborhoods remains a critical need.

Community leaders, responding to our *Community Needs Assessment*, suggested an additional approach to address inadequate standard housing: establishing assistance for landlord/tenant disputes in low-income areas of the county. Greater availability of emergency temporary shelter would also be highly valued.

Income: Davidson County's 2011 median annual household income (\$41,631) lags behind both the state (\$44,028) and national (\$50,502) rates. In its 2012 National Financial Capacity Study, the FINRA Investor Education Foundation found that 64% of North Carolinians are financially illiterate, while 34% of NC respondents indicated they used non-bank sources of borrowing. More than a third of the respondents to the *Community Needs Survey* indicate they do not use banking services, and more than two-thirds would value training in money management and budgeting skills as a way to address income-related problems.

Poverty: 2011 poverty estimates show a total of 23,666 (14.7%) persons (9,500 households) living below the poverty guidelines in Davidson County, an increase of 4.8% of those in poverty since the year 2000.

# Our Environmental Scan

Below are the results of an Environmental Scan (SWOT Analysis) from the June 18, 2014 Planning and Evaluation Committee meeting, ranked in order of priority. Priority was determined by Board member preferential voting. Numbers in parentheses are the “votes” given to the issues listed.



## INTERNAL STRENGTHS

1. Qualified staff (20)
2. Good relationships with clients (20)
3. CSBG-designated agency (20)
4. HUD-certified agency (20)
5. Consistently meets or exceeds program outcome targets (15)
6. Good referral network (13)
7. Good inter-agency network (11)
8. Staff shows genuine concern about clients (9)
9. Agency invests time and money for staff development (8)
10. 50 years of operation, since 1965 (4)
11. Staff shows compassion (3)

## INTERNAL WEAKNESSES

1. Lack of fundraising (20)
2. Lack of Board training (18)
3. Lack of a Board retreat (15)
4. Lack of publicity/public awareness of the agency (15)
5. Inadequate office size, privacy, and meeting space (13)
6. No Board recruitment effort/strategy (11)
7. Technology/Database issues (10)
8. Not county-wide/Lexington-focus (8)
9. Lack of Board engagement (5)
10. Client intake issues (3)
11. Small budget (3)
12. Lack of Board quarterly training/annual retreat (0)

## EXTERNAL OPPORTUNITIES\*

1. Use technology to increase public awareness of agency (20)
2. Participate in public/community events (18)
3. Be intentional about having a whole-county focus (18)
4. Change office--lease expiration (16)
5. More Board involvement in Promotion of agency (15)
6. Use various promotional strategies (8)
7. Increase grant dollars by applying for new programs (5)
8. Networking with other organizations to increase fundraising, publicity, and clients (4)

\* Some of these are internal, rather than external, in focus.

## EXTERNAL THREATS\*

1. Inactivity of Board members (15)
2. Lose staff if there are cutbacks/reductions in funding (13)
3. Present grant funding is ending or forecast to be reduced (10)
4. Potential negative feedback from clients if funding is cut (7)
5. Competition with other agencies for funding (5)
6. Loss of funding experienced community-wide, by all agencies (0)

\* Some of these are internal, rather than external, in focus.



# Our Environmental Scan

Below is a table showing the top five issues for each quadrant identified in the SWOT analysis, listed in order of priority:

<p><b>INTERNAL STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Qualified staff (20)</li> <li>2. Good relationships with clients (20)</li> <li>3. CSBG-designated agency (20)</li> <li>4. HUD-certified agency (20)</li> <li>5. Consistently meets or exceeds program outcome targets (15)</li> </ol>	<p><b>INTERNAL WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Lack of fundraising (20)</li> <li>2. Lack of Board training (18)</li> <li>3. Lack of a Board retreat (15)</li> <li>4. Lack of publicity/public awareness of the agency (15)</li> <li>5. Inadequate office size, privacy, and meeting space (13)</li> </ol>
<p><b>EXTERNAL OPPORTUNITIES*</b></p> <ol style="list-style-type: none"> <li>9. Use technology to increase public awareness of agency (20)</li> <li>10. Participate in public/community events (18)</li> <li>11. Be intentional about having a whole-county focus (18)</li> <li>12. Change office--lease expiration (16)</li> <li>13. More Board involvement in Promotion of agency (15)</li> </ol> <p>*Some of these are internal, rather than external, in focus.</p>	<p><b>EXTERNAL THREATS*</b></p> <ol style="list-style-type: none"> <li>7. Inactivity of Board members (15)</li> <li>8. Lose staff if there are cutbacks/reductions in funding (13)</li> <li>9. Present grant funding is ending or forecast to be reduced (10)</li> <li>10. Potential negative feedback from clients if funding is cut (7)</li> <li>11. Competition with other agencies for funding (5)</li> </ol> <p>*Some of these are internal, rather than external, in focus</p>

# Our Strategic Priorities



After performing the Environmental Scan (SWOT analysis), the Planning and Evaluation Committee members identified five issue areas to be addressed in the objectives section of the Strategic Plan. Priority was determined by Board member preferential voting. Numbers in parentheses are the “votes” given to the issues listed.

1. Board-related issues:
  - a. Board training (15)
  - b. Board recruitment (13)
  - c. Board passion (11)
  - d. Board involvement (10)
  
2. Publicity-related issues:
  - a. “political clout”—developing personal relationships with county leaders to benefit the agency (15)
  - b. Using publicity to assist in fundraising (10)
  - c. Using publicity to increase client intake (6)
  
3. New funding issues:
  - a. Applying for new grants (13)
  - b. Seeking more donations (13)
  - c. General fundraising activity (10)
  
4. New office issue: (10)
  
5. New/increased use of technology: (18)

Below is a list with these issues listed in priority order:

1. New/increased use of technology (18)
2. Board training (15)
3. Developing political clout (15)
4. Board recruitment (13)
5. Applying for new grants (13)
6. Seeking more donations (13)
7. Board passion (11)
8. Board involvement (10)
9. Using publicity to assist in fundraising (10)
10. General fundraising activity (10)
11. Identify/acquire a new office (10)
12. Using publicity to increase client intake (6)



# Our Strategic Initiatives: Connecting

## CSBG National Goals:

### FAMILY:

Low-income people become more self-sufficient.

Low-income people, especially vulnerable populations, achieve their potential by strengthening support systems.

### COMMUNITY:

Living conditions of low-income people are improved.

Low-income people own a stake in their community.

### AGENCY:

Partnerships with supporters and providers are achieved.

Increase capacity to achieve results.

## Our Mission is to promote economic mobility by **connecting people to community resources**

1. Meet or exceed outcomes of existing Self-sufficiency and housing grants.
2. **New** Technology Initiative- Use technology to connect better with clients and the low-income community:
  - A. FY 2014-15- Survey clients on reliable use of cell phones, social media, and internet use. Implement social media accounts and social media policy. Highlight free/reduced cost cell phone opportunities as part of intake process.
  - B. Design and implement SMS messaging system for client communication, social media for promotion, client intake, and client retention.
  - C. At end of each fiscal year, evaluate results against projected outcomes, and continue/alter Technology Initiative.
3. Promote free/reduced cost cell phone opportunities at all public events at which the agency participates. (Board Fundraising Committee to work with staff to produce annual event calendar.)

1. **New** Health Insurance Information Initiative-
  - A. FY 2014-15: Investigate implementation of ACA/Navigator and SHIIP to low-income families. Staff/volunteers to undergo training to deliver services. Evaluate funding necessary and budget.
  - B. FY 2015-16: Fully implement service.
  - C. FY 2016-17: Evaluate results against projected outcomes, and continue/alter Health Insurance Information Initiative.

1. Continue to expand new partnerships with Lexington city youth recreation committee, Access to Care committee, and Project Lazarus.
2. Satellite service delivery-
  - A. FY 2014-15-Survey clients on needs for staff to deliver services in Thomasville, Denton, and other areas of the county.
  - B. FY 2015-16, if there is a demonstrated need, secure suitable office space for service delivery in other parts of the county.
  - C. By FY 2016-17, evaluate impact and make recommendations regarding continued off-site service delivery.
3. **New** Office-
  - A. FY 2014-15: Board Executive Committee to assess present office space suitability and explore other options.
  - B. If feasible, move office at the beginning of FY 2015-16. Note: new office space must have adequate meeting space not only for DCCA meetings, but also for other community groups with similar missions.
4. Board Governance committee to design and implement an on-going Board recruitment process.



# Our Strategic Initiatives: Coaching

## CSBG National Goals:

### FAMILY:

Low-income people become more self-sufficient.

Low-income people, especially vulnerable populations, achieve their potential by strengthening support systems.

### COMMUNITY:

Living conditions of low-income people are improved.

Low-income people own a stake in their community.

### AGENCY:

Partnerships with supporters and providers are achieved.

Increase capacity to achieve results.

Our Mission is to promote economic mobility by  
**coaching people to help themselves**

1. Meet or exceed outcomes of existing Self-sufficiency and housing grants.
2. Partner with Lexington CDC to supply more Financial Literacy training for clients.
3. Board and staff to explore Internet Entrepreneur Initiative for next 3-year strategic plan.

### 1. New Community Support Initiative-

A. FY 2014-15: Investigate existing legal aid and banking services available to low-income community in the county. Explore alternative sources and/or better outreach for community. Evaluate funding necessary and budget. Investigate Community Reinvestment Act dollars spent in the community.

B. FY 2015-16: Implement plan.

C. FY 2016-17: Continue plan implementation and evaluate outcomes.

2. Board and staff to explore a new Youth Initiative (or partner with an existing one) for next 3-year strategic plan.

1. Investigate and acquire new grant-sourcing software application.
2. Continue evaluation of existing AR4CA system compared to more comprehensive CMS systems available, based on reported results of CAP 60 pilot project.
3. Identify and recruit a Volunteer Coordinator for the agency to support personnel requirements of new Initiatives and public events. Write and adopt Volunteer policy. Implement more aggressive volunteer program.
4. Conduct an annual Board retreat, with outside facilitation, highlighting board training and responsibilities.



# Our Strategic Initiatives: Calling Attention

## CSBG National Goals:

### FAMILY:

Low-income people become more self-sufficient.

Low-income people, especially vulnerable populations, achieve their potential by strengthening support systems.

### COMMUNITY:

Living conditions of low-income people are improved.

Low-income people own a stake in their community.

### AGENCY:

Partnerships with supporters and providers are achieved.

Increase capacity to achieve results.

Our Mission is to promote economic mobility by **calling attention to inequality in our county**

1. Develop and distribute a Tenants' Rights brochure regarding eviction issues.

1. **New** Community Action Awareness Campaign-

A. FY 2014-15: Write strategic plan for Campaign, with measureable outcomes. Campaign to address causes and consequences of poverty in the county, and be useful for both clients, county leaders, and the general public.

B. FY 2015-16 and FY 2016-17: Evaluate results and continue/alter Campaign. Note: Campaign to include printed and technology-based promotion. Board to provide e-mail contacts for mass e-mail publicity, and attend council/commissioners' meetings on a regular basis.

1. FY 2014-15: Collaborate on Poverty Simulation with county Access to Care team.

2. Establish new Board Fundraising Committee to lead large, annual publicity and fundraising event. Establish an annual events calendar.

3. New National Organizational Performance Standards to be adopted by Board, and documentation of meeting the Standards to be fully implemented in FY 2014-15.

# Funded Initiatives

(Current as of July, 2014)



## **Community Service Block Grant (CSBG): Economic Self-sufficiency**

Under our CSBG major funding, a Self-sufficiency program is available to families currently living at or under Federal Poverty Income Guides. The program uses a comprehensive case-management methodology to lift these families above the poverty level by assessing and addressing their needs in the areas of education, health, income, nutrition, transportation, childcare, employment, housing, income management, and parental support. A unique Self-sufficiency action plan is designed for each family enrolled, with case management provided to qualified families for up to three years. Case managers assist families by providing referrals to our partner collaborative agencies for direct services: very few direct service dollars are available or allocated under the CSBG regulations. Thus, DCCA's answer to poverty is to move families from a future of financial dependence to independence, akin to the old adage: "give a man a fish and feed him for a day; teach a man to fish, and feed him for a lifetime."

### **Housing Counseling Programs:**

#### **Mortgage Payment Program (MPP)**

#### **State Home Foreclosure Prevention Project (SHFPP)**

#### **National Mortgage Settlement (AG)**

The N.C. Foreclosure Prevention Fund offers a **Mortgage Payment Program (MPP)** to North Carolina homeowners who are struggling to make their mortgage payments due to job loss through no fault of their own or other temporary financial hardship. Participants are typically behind (or at risk of getting behind) on mortgage payments, or in foreclosure. To those who qualify, the program offers zero-interest loans up to \$36,000 to cover the mortgage and related expenses for up to 36 months while clients search for or train for a new job.

The **State Home Foreclosure Prevention Project (SHFPP)** offers free help, including housing counseling, access to legal services if one's income is low, and assistance working with the loan servicer. Clients are eligible for assistance whatever the cause of the pending foreclosure – the reason does not need to be related to employment. There are no credit restrictions for this help. The SHFPP coordinates HUD-approved housing counseling agencies, state and federal agencies, legal assistance organizations, mortgage servicers and community organizations to provide the resources you need to avoid foreclosure.

The 2012 **National Mortgage Settlement (AG)** was a landmark agreement between state Attorneys General and the five, leading mortgage servicers: Ally/GMAC, Bank of America, Citibank, JP Morgan Chase, and Wells Fargo. The Settlement provides \$25 billion in relief to homeowners and included payments to states. In North Carolina, 47 HUD-approved housing counseling agencies received settlement funding to strengthen their capacity to offer free help to home buyers and owners, especially those facing foreclosure. The funding awards for housing counseling are managed by the N.C. Housing Finance Agency. At no charge to homeowners, the counseling agencies can offer guidance to borrowers who may be eligible for financial payments under the National Mortgage Settlement, help homeowners work with servicers to seek loan modifications and counsel them on their options to avoid foreclosure.

# Our Board of Directors

(Current as of July, 2014)

“Since 1968, local community action agencies have been required to have tripartite governing boards. . . . to reflect and promote the unique anti-poverty leadership, action, and mobilization responsibilities assigned by law to community action agencies. Boards are responsible for assuring that agencies continue to assess and respond to the causes and conditions of poverty in their community, achieve anticipated family and community outcomes, and remain administratively and fiscally sound. . . . A minimum of one-third of tripartite board membership must be democratically selected representatives of low-income individuals and families who reside in the geographic area being served by the agency. . . . One-third must be elected officials, holding office at their time of selection, or their representatives. . . . The remaining board members must be chosen from ‘business, industry, labor, religious, law enforcement, education, or other major groups and interests in the community served.’” (Source: US Department of Health and Human Services, Administration for Children & Families, Office of Community Services, Transmittal No. 82, March 23, 2005.)

## **Directors Presenting Public Agencies:**

### **Mr. Sylvester Hairston**

*Representing the Lexington City Schools*

Mr. Hairston is Chairperson of the Board Governance Committee. He has been a Board member since June, 2009.

### **Ms. Barbara Hogan**

*Representing the Town of Denton*

Ms. Hogan is a Denton Town Council member, and has been a Board member since September, 2008.

### **Ms. Charlotte Roberts**

*Representing the City of Lexington*

Ms. Roberts has been a Board member since February, 2013.

### **Ms. Jan Russell, Vice-Chairperson**

*Representing the Davidson County Board of Commissioners*

Ms. Russell has been a Board member since June, 2013.

### **Fr. James Turner**

*Representing the City of Thomasville*

Fr. Turner is the Priest at Our Lady of the Highway Catholic Church, and was elected to the Board in December, 2013.

## **Directors Representing Major Community Organizations:**

### **Ms. Francine Bowens, Secretary**

*Representing the Thomasville NAACP*

Ms. Bowens has been a Board member since October, 2008.

### **Rev. Gloria Cross**

*Representing HOPE, Inc., an affiliate of the Industrial Areas Foundation*

Ms. Cross was elected to the Board in October, 2013.

### **Mr. Alvin Hoover**

*Representing the American Legion*

Mr. Hoover has been a Board member since June, 2012.

### **Ms. Josephine Jones**

*Representing the Iris of Love Chapter, Order of the Eastern Star #147*

Ms. Jones has been a Board member since October, 2012.

### **Mr. Kenneth Kirk**

*Representing Davidson County Community College*

Mr. Kirk serves as the Chairperson of the Board Personnel Committee. He has been a Board member since March, 2006.

## **Directors Representing Low-Income Communities:**

### **Mr. Robert Craven, Chairperson**

*Representing the South Lexington Area*

Mr. Craven has been a Board member since April, 2010.

### **Rev. Calvin Crump**

*Representing the Petersville Area*

Rev. Crump is the Chairperson of the Board Planning and Evaluation Committee. He was elected to the Board in October, 2013.

### **Bishop Selmon Green, Treasurer**

*Representing the Raleigh Road Area*

As Treasurer, Bishop Green serves as Chairperson of the Board Finance Committee. He has been a Board member since October, 2008.

### **Ms. Lexie Johnson**

*Representing the North Lexington Area*

Ms. Johnson has been a Board member since April, 2013.

### **Ms. Mary Reid**

*Representing the Walltown-Little Florida Area*

Ms. Reid has been a Board member since June, 2011.

***Davidson County Community Action***

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