# 2019–2022

**STRATEGIC PLAN**

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# 1: PROJECT OVERVIEW

## INTRODUCTION

1. Expand Programming for Children
2. Increase Workforce Development Opportunities
3. Increase Awareness of Needs
4. Advocate for Affordable Housing
5. Strengthen Internal Capacity

The strategic plan reflects these five goals and is accompanied by specific strategies to achieve those goals.

The plan was researched and developed by a strategic planning team that met 2018 to early 2019 to identify and capture current and future environmental, program and operational opportunities and challenges; collect input from staff, key stakeholders and board members; and shape the final plan.

Tri-County Community Action Agency (TCCAA) used the services of The Spark Mill, a Richmond, Va.-based Strategic Planning firm to facilitate the process. Consultants from The Spark Mill collected information from six key areas as part of the information-gathering portion of the planning process.

· Feedback from Key Stakeholders

· Client and Community Survey

· Review of Client Provided Documents

· Staff Retreat

· Board Retreat

## STRATEGIC PLANNING PROCESS

The project began in August 2018 with a kick-off meeting with the Strategic Planning Team (SPT) composed of Tri-County staff and board members.

Strategic planning team members included:
- Petrina Carter – President and CEO, Tri-County
- Alisha Rice – Executive Assistant, Tri-County
- Sekethia Walton – Family Case Manager, Tri-County
- Shanna Tucker – Finance Office, Tri-County

- Elizabeth Blair Toner, Tri-County Board Member, Halifax County
- Glanzy Spain, Tri-County Board Member, Mecklenburg County
- Sarah Milston – The Spark Mill Consultant
- Mariah Williams – The Spark Mill Consultant

In October, the SPT was reconvened to determine which key stakeholder voices to engage and how best to talk with them.  Staff worked with the consultants to disseminate the Client and Community Survey to capture community needs (See Appendix B at the end of this document for the list of stakeholders and the means used to engage them, see Appendix C for the questions we asked stakeholder groups, see Appendix D for Survey Questions).

Upon completion of gathering data from internal and external stakeholders, the consultants identified key themes.

# BACKGROUND

In 1964, President Lyndon Baines Johnson signed the Economic Opportunity Act, authorizing the formation of community action agencies across the nation with the goal of eliminating poverty and racial injustice. Tri-County Community Action Agency (TCCAA) began serving members of Halifax County in 1965 as the Halifax County Community Action Agency. Changing its name in 1980, the agency began serving members of Mecklenburg County and Charlotte County with the goal of helping families become self-sufficient by providing a range of services, including housing services, child development programs, training, services for individuals experiencing homelessness, as well as youth and adult programming.  TCCAA is rooted in the community and is utilized by its citizens as a central repository for resources and services which address the needs of the community. TCCAA has been a staple in the community for over 47 yrs.  The mission of Tri-County Community Action Agency, Inc. is "to mobilize resources, human and financial, at the local, state and federal levels to combat the causes of poverty affecting low and moderate income families and individuals".  They have done this by providing an array of programs, services and advocacy toward the goal of family empowerment, family self-sufficiency, and community development. They have the respect and trust of the community, with the experience and expertise to influence positive change.  TCCAA's leadership in the community allows it to draw upon an invaluable group of public, private and nonprofit organizations and supporters who provide in-kind support, funding, expertise and specific services. TCCAA knows well the power of harnessing these thoughtful partnerships to more efficiently and effectively serve low-income families. Trends and paradigm shifts have created a need to not only redefine but to reposition our organization and community relationships, to leverage our knowledge and experiences to address and support the ever changing needs of the community.   Their strategic planning efforts are an attempt to remain abreast of the needs in the communities they serve.  They
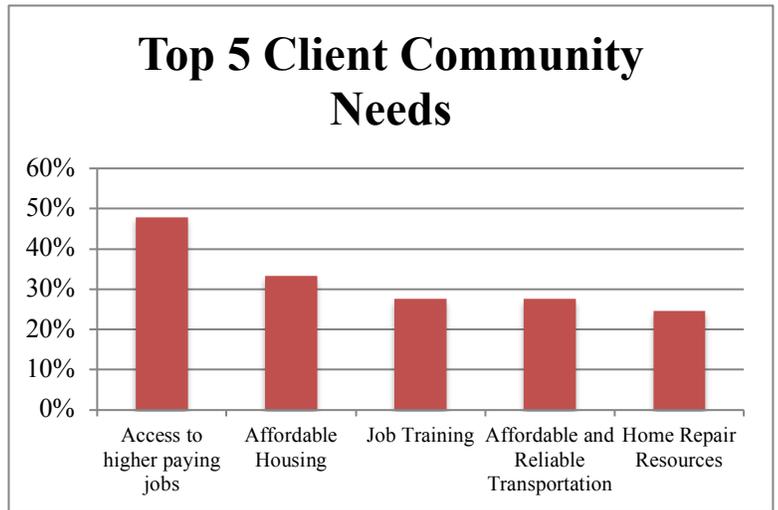
want to ensure the programs they provide are relevant to the needs of the community today and in the near future.

# 2: DATA

## COMMUNITY NEEDS

**Introduction**

One of the goals of our work is to identify community needs so that the agency can examine its work to make sure that it is helping clients become truly self-sufficient in areas of identified community need. Consultants examined census data and community reports and spoke to 11 community stakeholders in local government, economic development, and partner agencies and businesses to identify these needs. Lastly, and most importantly,

**Top 5 Client Community Needs**

they surveyed 79 clients and community members to ask them to identify their needs. Sifting through the data, consultants saw overlap between what clients stated as needs and what key stakeholders identified as needs. However, there were some differences.

| **Client Identified Community Needs** | **Key Stakeholder Identified Community Needs** |
|---|---|
| • Access to higher paying jobs<br>• Affordable Housing<br>• Job Training/Workforce Development<br>• Affordable and Reliable Transportation<br>• Home Repair Resources | • Transportation<br>• Job Training/Workforce Development<br>• Affordable Housing<br>• Access to higher paying jobs<br>• Aging in Place/Senior Services |

**Living Wage/ Higher Paying Jobs**

According to census data, 44% of the population in the service area is at or below 200% of the Federal Poverty Level, which is about 34,000 individuals (including 8,952 children). Access to higher wage jobs can address this statistic. Almost 50% of clients surveyed named access to higher paying jobs as one of their top three needs. The Southern Virginia Region has experienced a substantial shift in industry. Once a location for booming tobacco and textile industries, when these industries declined, so did employment in the area. According to the US Census, in 2016 in Halifax County and Charlotte County, Retail was the core industry. In Mecklenburg, while there are higher paying jobs, stakeholders often spoke about the lack of skilled workers to fill these positions, which speaks to the need for workforce development, which is discussed in more detail below.

**Affordable Housing**

There is a great need for affordable housing in the CAA service areas. 33% of the clients surveyed named this as one of their top three needs. According to Affordable Housing Online, Halifax County, Mecklenburg County and Charlotte County have a total of 13, 12 and 0 low income properties, respectively. While this certainly points to an issue with a living wage limiting people's ability to afford adequate and quality housing, it also points to a need for more affordable housing stock in the region. Additionally, stakeholders see a need for both affordable rental and ownership opportunities throughout the community.

**Job Training/Workforce Development Training**

Community stakeholders believe there are opportunities for jobs in skilled labor. According to the 2016 US Census, in Mecklenburg County Professional, Scientific, and Technical Services was the top industry. Stakeholders validated that this was due to the Microsoft's data center 2014 expansion in the area, but also believe that there are not enough skilled workers for the county to benefit. Stakeholders also stated this need in terms of access to educational opportunities to enhance skills, including the elderly who represent a significant portion of your population.

**Affordable and Reliable Transportation**

Because the agency serves clients in a rural area that lacks public transit, multiple clients stated in the survey a need for affordable and reliable transportation. Likewise, several stakeholders named transportation as a key challenge in the region. Lack of transportation was seen as limiting access to potential job opportunities as well as access to many of your services in Halifax County. Thus, access to transportation is an issue that affects wages, quality of life, and opportunities for advancement.

**Home Repair Resources**

A majority of key stakeholders discussed the aging housing stock in the areas the agency serves. As a result, many homes need great repair, needing anything from roofs to indoor plumbing to adequate

heating. Client and community members also validated this issue and identified assistance with home repair as a need in order to become more self-sufficient. According to key stakeholders, a few additional factors have also led to an aging housing stock, including an aging baby boomer population who is unable to maintain their homes as well as families with who are either unemployed or underemployed.

**Aging in Place/Senior Services**

As stated above, many of the stakeholders expressed concern for the growing aging population. According to the 2017 US Census, in all three counties individual ages 55 and older represent over a third of the total population. Many of the stakeholders discussed the need to provide services to elderly to ensure that they can in place as well as opportunities for them to access income, as many rely on social security benefits. There was also concern that this population is most in need of home repair and maintenance.

# KEY THEMES FROM THE DATA

**Increase Self-Sufficiency Of Clients Through Enhanced Processes And Navigation Of Services**

Since inception as an organization, the mission has been to help families living in poverty by providing them with resources to be self-sufficient. Key stakeholders believe that this not only comes with providing access to Tri-County's services and programs, they also believe there must be measures in place to ensure the agency is helping your clients thrive by effectively tracking their needs and navigation through your organization's programs. Doing so can help ensure that clients feel confident and empowered to also help themselves move out of poverty. Stakeholders discussed possible ways to help clients become self-sufficient, they saw workforce development as the foundation for helping families to thrive.

**More Visibility Around Lives Of People In Poverty To Increase Empathy**

While many of the issues that affect the areas the organization serves are apparent, some are not. Poverty is often hidden from plain sight. Stakeholders specifically called out homelessness and mental health. They believe homelessness and/or housing instability is a bigger reality within your community. As the organization works to tell the story of impact, creating more visibility around these issues may increase empathy from potential partners and individuals who may not be aware of the many challenges families face and the intricacies of these obstacles as they work to become self-sufficient.

**Decrease Barriers To Services And Programs**

Although the organization's initial work began in Halifax County, upon expanding to Mecklenburg and Charlotte, the organization has had to manage how to work with all of regional clients. However, stakeholders cited a number of barriers that prevent the organization from effectively working with clients in all three counties. The perception is that the organization's main presence is in Halifax County, which seemingly limits access for clients from Charlotte and Mecklenburg. Second, poor public transit and limited access to automobiles make it difficult for clients to get to the services and program you offer throughout the community.

**Develop A Holistic Housing Strategy: Systems Level Advocacy, Housing Education And Financial Literacy**

As mentioned in the community needs section, access to affordable and quality housing is a huge issue in the regional footprint of the organization. Stakeholders often discussed the work done in helping families repair and maintain their homes, but also believe that additional advocacy work is needed on this issue, particularly advocacy around the regulatory barriers around building new, quality and affordable homes for clients in order to provide both ownership and rental opportunities. They do not believe that the current zoning and land use requirements benefit those who need access to housing. They believe that advocacy work in this area in addition to financial and home ownership education can provide more sustainable and affordable living conditions throughout the community.

**Despite Historical Issues, People Are Excited For Future**

The organization has experienced a great deal of change over the past year, including the hiring of a CEO. Although these changes have been difficult for staff and leadership, key stakeholders are excited about the organization's future and see these transitions as an opportunity to build a stronger relationships and partnerships and a stronger, and most importantly, more impactful organization. They expressed the desire to see the agency embrace changes in leadership and confidence in the agency's overall direction.

**Increase Marketing To Increase Client Awareness Of Your Programs And Services**

Although TCCAA has served the area since the 1960s, many of your stakeholders believe that there is an opportunity for the organization to strengthen how it markets services and programs throughout the community in order to increase client awareness. Stakeholders were unsure about whether or not enough people knew of the work done throughout the community, despite the great need. As discussed in more detail in the next section, increasing partnerships and collaborations is an opportunity make the community more aware of the organization's work.

**Partnerships And Collaborations: Moving Beyond A Transactional Relationship To Create The Greatest Impact**

Many stakeholders work with the organization on a transactional basis, mainly through referring clients in need of your services. However, they expressed a desire to build deeper relationships, not only with Tri-County but also with other organizations in order to best meet client needs. Given the housing needs, they also see an opportunity to build partnerships with businesses and contractors to assist in this area, either with labor or supplies. They also believe that it is important for clients and other community partners to be aware of the ample resources that exist and see the organization playing a key role in building these relationships. As stated in a previous theme, they are excited about the ability for this to happen in the future under new leadership.

# AREAS TO EXPLORE

Based on the community needs and feedback from stakeholders, below are specific areas the organization explored and considered.

**Create a Client-Centric Culture of Self-Sufficiency**
Helping families become self-sufficient is at the root of the organization's work. Achieving this requires effort internally, ensuring that staff and leadership are equipped to deal with the issues facing clients in an effective and empathic way. Externally, this means assessing and being aware of how clients navigate the organization's services and others throughout the community in order to discourage a culture of dependence and to create a culture of self-sufficiency.

**Examine Program Mix in Light of Community Needs**
Head Start is one of the most well-known programs throughout the regional footprint. In fact, most stakeholders named this and emergency assistance as the most popular programs. However, interviews also highlight changing needs throughout the community, including mental health and drug addiction services. In light of the above identified community needs, the organization has the opportunity to review and assess its program mix to see how it is addressing those needs. Along with that review and assessment, it is important to also see where there may opportunity for strategic collaboration around an emerging need area.

**Assess Ability to Deliver Services Across the Region**
Given the reach across three counties and the difficulties clients have accessing transportation, the agency must be intentional about how it delivers services to all of those in need. As discussed above, many stakeholders have the perception that Halifax County is better served in comparison to Charlotte and Mecklenburg. Therefore, it will be important consider presence in each of these areas as you move forward.

**Broaden Housing Advocacy**

Many stakeholders are excited about the organization's involvement in the Poplar Creek project, as they believe it a step in the right direction for housing development. Given this unique project, there is an opportunity to continue work in the area through housing advocacy, making key constituents aware of this need throughout the counties the organization operates in and using the platform to increase development projects such as this one.

# STRENGTHS, WEAKNESSES AND OPPORTUNITIES (SWOT)

| Strengths | Weaknesses | Opportunities | Threats |
|---|---|---|---|
| • Leadership Transition<br>• Established Community Partnerships<br>• Program Mix<br>• Reputation throughout the community | • Existing Silos<br>• Dependency on Grants<br>• Organizational Capacity | • Establish more partnerships<br>• Increase Fundraising and Development<br>• Enhance marketing and storytelling<br>• Engage in Broader Advocacy | • Current Political Climate<br>• Funding Opportunities |

# COMPETITIVE ADVANTAGE

- Work across three counties (Mecklenburg County, Charlotte County and Halifax County)
- Partnerships with Southern Virginia Higher Education Center (SVHEC) and South Central Workforce Development Board
- Optimism around ability to influence affordable housing development in the region
- Name Recognition, longevity in community
- Engaged and Informed Board of Directors
- Agency leadership forward thinking and solution oriented.

# 3: STRATEGIC PLAN

Using all of the data gathered and a series of staff and board retreats as well as Strategic Plan Team retreats the organization revised its mission, vision, guiding principles and adopted the following strategic plan.

## OUR MISSION

To eliminate the violence of poverty through advocacy, empowerment, and self-sufficiency.

## OUR VISION

We envision a region without poverty where all people live a thriving life.

## GUIDING PRINCIPLES

Tri-County Community Action Agency has developed the following principles to guide and direct the organization's work. The principles help determine how individuals in the organization will work together to successfully accomplish the agency's efforts in the community.

- Collaboration
- Empathy
- Excellence
- Strength's Based
- Accountability

# OBJECTIVES AND STRATEGIES

| | |
|---|---|
| **ROMA: Agency and Family Goal CAA GOALS: 1,3,6** | **LONG TERM OBJECTIVE 1**<br><br>DISRUPT THE CYCLE OF POVERTY BY EXPANDING PROGRAMS FOR CHILDREN IN ORDER TO INCREASE SELF SUFFICIENCY FOR FAMILIES<br><br>**Short Term Priorities**<br><br>1.1 Prioritize community initiatives that impact the lives of children<br>1.2 Leverage head start program in order to increase access to opportunities for families<br>1.3 Advocate to serve more children and families through your current head start program<br>1.4 Advocate to serve more school aged children and their families<br>1.5 Expand Healthy Families programming to serve more families |
| **ROMA: Community Goal CAA GOALS: 1, 2** | **LONG TERM OBJECTIVE 2**<br><br>INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES FOR INDIVIDUALS THROUGHOUT THE REGION<br><br>**Short Term Priorities**<br><br>2.1 Engage businesses throughout the area in order to strengthen their investment in your organization<br>2.2 Develop partnerships with businesses, organizations, and higher education institutions that can provide workforce development opportunities to your clients<br>2.3 Encourage individuals to take advantage of development opportunities that will allow them to access higher paying jobs |
| **ROMA: Community Goal CAA GOAL: 2,3,5** | **LONG TERM OBJECTIVE 3**<br><br>BECOME THE VOICE OF THOSE LIVING IN POVERTY THROUGHOUT THE REGION BY INCREASING AWARENESS OF NEEDS<br><br>**Short Term Priorities** |

3.1 Prioritize community issues to address with local government and agencies

3.2 Develop and execute a marketing plan that tells the story of community's resilience and success through CAA intervention

3.3 Revise the CAA mission and vision to reflect the organization's renewed dedication to helping families be empowered and self-sufficient

**ROMA:**
**Community Goal**
**CAA Goal: 2**

**LONG TERM OBJECTIVE 4**

INFLUENCE AFFORDABLE HOUSING DEVELOPMENT BY BECOMING A WELL KNOWN RESOURCE AND ADVOCATE THROUGHOUT THE REGION

**Short Term Priorities**

4.1 Examine more effective ways to be involved in impacting housing throughout the areas your serve

4.2 Advocate for ongoing updates to zoning and land-use policies for affordable housing

4.3 Partner with organizations and local government to expand the development of affordable housing

**ROMA GOALS:**
**Agency**
**CAA Goal: 5**

**LONG TERM OBJECTIVE 5**

STRENGTHEN INTERNAL CAPACITY IN ORDER TO ACHIEVE STRATEGIC GOALS

**Short Term Priorities**

5.1 Realign staff work plans to support organization's strategic goals

5.2 Create more opportunities for cross-collaboration across programs

5.3 Create a board that has the skills, knowledge, and abilities to support a sustainable future

5.4 Equip staff with the skills and knowledge to be self sufficient

# SCORECARD TOOLS

Staff created a project plan indicating multiple tactics for each strategy, assignment of responsibilities and measurements of success to track overall performance on the plan. This is submitted as an addendum to the plan in the form of an excel spreadsheet.

# FINANCIAL ASSESSMENT

Staff analyzed the project plan and noted where the objectives and strategies had financial impacts and those are noted below:

**LONG TERM OBJECTIVE 2**

INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES FOR INDIVIDUALS THROUGHOUT THE REGION

2.1 Engage businesses throughout the area in order to strengthen their investment in your organization

2.2 Develop partnerships with businesses, organizations, and higher education institutions that can provide workforce development opportunities to your clients

**LONG TERM OBJECTIVE 4**

INFLUENCE AFFORDABLE HOUSING DEVELOPMENT BY BECOMING A WELL KNOWN RESOURCE AND ADVOCATE THROUGHOUT THE REGION

4.1 Examine more effective ways to be involved in impacting housing throughout the areas we serve

**LONG TERM OBJECTIVE 5**

STRENGTHEN INTERNAL CAPACITY IN ORDER TO ACHIEVE STRATEGIC GOALS

5.3 Equip staff with the skills and knowledge to be self sufficient

Empowered People Strengthen Communities

Empowered People Strengthen Communities

# 4: APPENDIX

## APPENDIX A:  COMMUNITY VERSION OF THE PLAN


Tri-County Community Action
PLAN FOR THE FUTURE

## Goal Focus Areas

1. Expand Programming for Children
2. Increase Workforce Development Opportunities
3. Increase Awareness of Needs
4. Advocate for Affordable Housing
5. Strengthen Internal Capacity

## MISSION

To eliminate the violence of poverty through advocacy, empowerment, and self-sufficiency.

## VISION

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**Empowered People Strengthen Communities**

# Goals & Strategies

1. GROW MORE & BIGGER PROGRAMS FOR CHILDREN TO HELP FAMILIES
   - Make sure community issues that impact children are at the top of the list to work on
   - Push to make sure more children and families have access to Head Start and Healthy Families
   - Get more school aged children and their families access to programs

2. CREATE NEW AND BETTER OPPORTUNITIES FOR JOB & CAREER TRAINING
   - Work with local businesses, organizations, and colleges to offer training
   - Help local residents connect with training that can help them get better jobs and careers

3. INCREASE UNDERSTANDING OF WHAT PEOPLE WHO ARE LIVING IN POVERTY NEED
   - Create a list of community issues and figure out what are the most important then work with the local government and organizations to work on them
   - Work on how Tri-County CAA talks about what we do and how we are making a difference in the community

4. BECOME BETTER KNOWN FOR OUR WORK AND UNDERSTANDING AROUND AFFORDABLE HOUSING DEVELOPMENT SO WE CAN HELP MORE PEOPLE
   - Figure out better ways to make a difference in housing in the region
   - Work for zoning rules that will mean more affordable housing can be built and operated
   - Work with organizations and the local government to create more affordable housing

5. ENSURE TRI-COUNTY CAA HAS THE RIGHT STAFF IN THE RIGHT POSITIONS TO MEET THE ABOVE GOALS
   - Improve how all of the different programs work together and make sure they are all working toward the goals in this plan
   - Get the right people with the right skills and knowledge on the board

- Train and work with staff to make sure they have what they need to be the very best at their jobs

# APPENDIX B : STAKEHOLDER OVERVIEW

Through strategic planning the organization gathered data from 90 individuals across stakeholder groups using one on one interviews, site surveys, and a client survey. What follows is a complete list of stakeholders and their affiliations.

**One-On-One Interviews**

| Stakeholder Affiliation | Stakeholder |
|---|---|
| Tri-County Community Action Agency | - Kim Carson – TCCAA Emergency Services<br>- Tamela Owens – TCCAA Housing Services |
| Social Services/Local Government | - Sandra Gregory, Department of Social Services - Mecklenburg<br>- Sari Goff – Department of Social Services – Charlotte County*<br>- William E. Green Jr. – Charlotte County Commonwealth Attorney Office |
| Private Sector | - Mickey Thomas – Benton Thomas Office Products |
| Partner Agency | - Earl Howerton – Southside Outreach<br>- Wendy McRae – Telamon<br>- Debra Crowder – Virginia Career Works*<br>- Dr, Betty Adams – Southern Virginia Higher Education Center |
| Community Groups | - Bonita Nelson – Do Something Halifax |

*Denotes TCCAA Board Members*

**Client and Community Survey Sites**

- Head Start Families
- Satellite Office, South Boston
- Mecklenburg County, Boydton Library
- Satellite Office, Charlotte County Department of Social Services
- Tri-County Community Action Main Office

# APPENDIX C: STAKEHOLDER QUESTIONS

**General Questions**

1. Tell me how you got involved or connected with TCCAA?
2. What would you say that TCCAA is best known for?
3. What opportunities for improvement does TCCAA have?
4. If you had 1,000,000 and you gave it TCCAA how would you like them to spend it?
5. What are the barriers to TCCAA doing their very best work?
6. If TCCAA could only focus on one area, what would that be (area to make the greatest impact)?
7. If you could give one piece of advice to TCCAA as it sets its direction for the future, what would it be?
8. If you could pass a secret note to the TCCAA board, what would it say?

**Community Needs Questions**

1. What does poverty look like in this area?
2. What do you see as the top 3 needs in the community (Halifax County, Mecklenburg County, and Charlotte County)?
3. When you think about the landscape of services in the area, what keeps you up at night?
4. Where are the gaps in existing/current services being offered?
5. Is there anything else you'd like to share with me?

# APPENDIX D: SURVEY QUESTIONS

**Client and Community Survey**

1. **Have you received services from Tri County Community Action Agency?**
   a. Yes (continue to question 2)
   b. No (continue to question 5)

2. **What programs have you participated in at the agency? (<u>Check ALL that apply</u>)**
   a. Head Start Program – preschool for children ages 3-5 years
   b. Weatherization – funds to reduce heat and cooling costs
   c. Emergency Home Repair – Services to repair homes
   d. Indoor Plumbing – Constructing new home and rehabilitating older structure to add indoor plumbing
   e. Community Cannery – canning fruits, vegetables, soups, juices, etc.
   f. VITA – tax preparation services
   g. Healthy Families Tri County – family access to education and community resources and support
   h. Virginia Homeless Solutions Program – services to homeless individuals and households
   i. Domestic Violence and Sexual Assault Program
   j. None
   k. Other (Please Specify)

3. **Overall, how would you rate the quality of services you receive?**
   a. Excellent
   b. Good
   c. Average
   d. Poor
   e. Very Poor

4. **How did you learn about the community action agency?**
   a. Referral from another program
   b. Family/Friends
   c. Website/Search Engine
   d. Social Media
   e. Flyer
   f. Community/Area Event
   g. Direct Mail
   h. Newsletter or Newspaper
   i. Staff Member
   j. Other (please specify

## COMMUNITY NEEDS

5. **What are your greatest needs? (<u>Please Select TOP 5</u>)**

- Access to College and Certification Programs
- Job Training
- Access to higher paying jobs
- Affordable and Reliable Transportation
- Affordable and Flexible Childcare
- Affordable Housing
- Afterschool Programs
- Parks and Recreational Activities
- Food and Nutritional Programs
- Homeownership
- Care for Aging Family Members
- Mental Health Resources
- Medical Care
- Credit Assistance
- Home Repairs
- Entrepreneurship Opportunities

6. **Briefly describe what you need for you and your family to be self-sufficient.**


**TELL US A LITTLE ABOUT YOURSELF**

7. **What ethnicity best describes you? (Check ALL that apply)**
   a. Black/African-American
   b. Asian/Pacific Islander
   c. Native American
   d. Hispanic/Latino
   e. Non-White Hispanic
   f. White/Caucasian
   g. Multiple/Other

8. **What is your gender identity?**
   a. Male
   b. Female
   c. Transgender
   d. Gender Non-conforming
   e. None of the Above
   f. Prefer not to answer

9. **What is your age?**
   a. <18
   b. 18-24
   c. 25-34
   d. 35-44
   e. 45-54
   f. 55-64
   g. 65+

10. **What city/town do you live in?**
    a. Charlotte County
    b. Halifax County
    c. Mecklenburg County
    d. Lunenburg County
    e. Other

# APPENDIX E: REPORTS COMPILED

Other data reviewed or compiled as artifacts of the process include:

Staff Retreat Report
Board Retreat Report
Preliminary Findings Report
Executive Summary: Preliminary Findings Report
Survey Report
Community Needs Assessment
Abbreviated Strategic Plan