Dear Friends and Colleagues:

I am pleased to share Appalachian Community Fund’s General Fund Impact Assessment Report.

In 2013 we conducted a survey that began to explore the landscape and to determine how ACF was doing in responding to grantee needs for funding and technical assistance.

As a part of the Assessment, ACF conducted a survey and received 100 responses from grantees about their organizations, the challenges that impact their work, key issues and strategies used in their work, their access to community assets, and their organizational capacity.

Interviews were also conducted with 18 community stakeholders to ascertain their perceptions of ACF and the role it has played in the region since its inception. The purpose of the interviews was to give those who have invested in ACF over the years an opportunity to offer their critique, and to share their perceptions of accomplishments and challenges.

We also closely examined our five-year funding history and identified key issues funded and the percentage of funding that went to each area.

Thanks to everyone who participated in this Assessment. Whether you attended a gathering, participated in the survey or interviews, we couldn’t have done or continue to do what we do without you.

We appreciate all of you who have worked and stood with us side by side for the past 27 years to create a culture of “Change, not Charity” in Central Appalachia. You are the ones that make this work possible; you are the ones helping to pave the way on our Journey toward Justice.

Peace, love, and justice!

Margo Miller
Executive Director
INTRODUCTION AND EXECUTIVE SUMMARY ...........................................1
ASSESSMENT COMPONENTS .....................................................................3
DEMOGRAPHIC GRANTMAKING SUMMARIES .....................................3
MAP OF GRANTMAKING .....................................................................13
GRANTEE SURVEY FINDINGS .............................................................14
RESPONSE OF ACF STAKEHOLDERS .................................................24
REFLECTIONS FROM GATHERINGS .....................................................28
BOARD OF DIRECTORS AND STAFF ..................................................29
Introduction and Executive Summary

The Appalachian Community Fund (ACF) has been supporting social change work in the region since 1987. It has been an honor to partner in the critical work that is done on the ground. In order for ACF to stay current with the changing needs, challenges and accomplishments taking place in your communities, it is critical that we have opportunities to hear from you.

The Fund was set up to deal with issues that impacted poor communities that were dealing with multiple issues, including issues affecting People of Color, and to support small emerging organizations that weren’t able to get funds from large national entities. One stakeholder responded, “We were small groups taking on big issues and there was a hotbed of issues related to coal, employment, and political organizing. ACF came out of that action time and supported projects we were working on.”

ACF has offered support and has been a presence in the region through participation in events and listening to the communities - helping to sustain people’s ability to make place-based change through self-help and building community leadership bringing a diversity of approaches to the work.

In August of 2013, the Board of Directors of ACF launched an Assessment of social justice work and issues in the region in an effort to listen to communities and to understand the role that ACF has played in the fight for justice. This Assessment was supported by the New York Community Trust which has resourced social justice work in the region through the Alexander Fund in partnership with ACF for more than 15 years.

ACF envisioned the Assessment as an evaluative tool that could best be used to determine the effectiveness and impact of the particular strategies and program efforts of the general fund. We saw it as an inclusive process to ensure that all the relevant voices and ideas were engaged. It was used to determine needs and strengths of the community, program or constituency, gaps in meeting those needs and the resources necessary to fill those gaps. It was designed as a process that allows stakeholders to be more strategic about how to identify resources and tell the stories of communities and what have been some catalysts for change.

In order to ensure that as many voices and perspectives as possible were included in the Assessment, ACF employed surveys to hear from the folks on the ground about the critical issues and needs of their constituencies; stakeholder interviews of donors and allies and current and past grantees to explore the role that ACF plays as a funder of their work; an analysis of the grant making patterns over the past five years; and finally, two gatherings of ACF grantees to discuss the findings.
What we learned from this rich and inclusive process is outlined in this report. There were many areas of consensus among the program respondents that reflected the breadth and depth of the critical issues facing constituencies in the Central Appalachian region. Folks feel strongly that there is an interconnection among these issues and that the strategies to respond need to be holistic in recognizing these connections, that the solutions must come from the community itself rather than the outside, and that strategies that include leadership development, relationship building and community building are most effective. The inhabitants of the region are committed to maintaining what is left of the natural resources and beauty of the community that have not been stolen for the gains of outsiders.

People who are working on the ground here share a belief that the Appalachian Community Fund is theirs – built from inside the region and led by community people who do the work and understand the issues. The mantra of ACF from its inception has been “Change not Charity”, and making systemic change requires a broad and inclusive vision, and a commitment to the long-term nature of the work. ACF is characterized by its constituencies as having that commitment to long-term change and to being accessible to the smallest and the largest of groups in the region working for change. It is seen as being both accountable to and consistent with its grantees and, because of its modest size and grounding in the community, able to quickly and flexibly respond in meeting the needs of those who are small but mighty in their determination for a better life within their communities and in their region.

The quote above gives a point of reference for the importance that this small but critical fund has played in a region devastated by those who have extracted its resources and left it to heal and rebuild itself. It is this healing and rebuilding work that has been ACF’s charge as we struggle to maintain the integrity of a community-driven process of grantmaking that has made change possible in the light of overwhelming obstacles and what could have so easily turned to utter despair. But it is at the intersection of despair and hope that courage is born. And it is that fundamental courage and self-determination that has made change in the region possible. It was not because ACF had big bucks, but because the people of Central Appalachia had a foundation that believed in them enough to entrust them with the modest resources that have allowed them to rebuild and regrow their families and communities despite the odds. This overall feeling of support and possibility was evident in the themes that emerged in the Alexander Fund Assessment.

“The devastating effects of coal mining on the human and ecological communities of Appalachia can’t be overstated. Nearly 1.2 million acres of land in Appalachia have been surface mined and more than 500 mountains have been severely impacted or destroyed. Mining companies detonate approximately 2,500 tons of explosives daily, equal to a Hiroshima-strength bomb on a weekly basis. Studies reveal that people living near mountaintop removal sites are around 50% more likely to get cancer than non-mining communities and the rate of children born with birth defects is 42% higher. Cases of black lung, a preventable disease, have quadrupled in the last twenty years and the disease is being found in unexpectedly high concentrations in young miners. The public health cost of coal mining in Appalachia is estimated at 75 billion dollars a year. Meanwhile, coal miners are working in dangerous conditions, risking their lives in mines where the bottom dollar is more important than the lives of the workers.”

Appalachian Citizen’s Law Center – Whitesburg, Kentucky
Assessment Components

This Assessment included the following components:

- an analysis of ACF's giving patterns over the past five years, including a categorization of issue areas, geographic breakdown, demographics of populations affected, types of organizations funded, and level of funding;
- an environmental scan of the current state of social change and social challenge in the region;
- a survey of our grantee partners regarding the critical issues and changing trends they see regarding regional issues including: the impact of poverty on the people in the region; the state of the educational systems; the effects of transportation and communication on services and organizing; and the politics in the region (i.e. coal and gas companies vs. environmentalists) and how it affects the work of grantee partners;
- a series of interviews with stakeholders regarding ACF's impact on social change work in the region; and
- two gathering to analyze the data collected and engage in popular education-based critical thinking about the impact of ACF and new capacity building and sustainability opportunities for social change work within each of the states in the region and to plan together about future capacity building efforts.

Demographic Grantmaking Summaries

The Appalachian Community Fund (ACF) makes grants on a yearly basis from the General Fund Program which is supported by a combination of unrestricted funds and monies from the Alexander Fund of the New York Community Trust. ACF’s General Fund is an annual board-directed program focusing on organizing for social change. Organizations may use for general support as well as for programs and projects. We fund organizations in Central Appalachia.

As part of the Assessment, we tabulated our funding from the Alexander Fund over the past five years.

Following are charts of our funding for the past five years, 2009-2013, grouped by states including counties served, grant focus/issue and organization and total funds awarded.
Overall Grantmaking
by State 2009-2013

KY: $143,454.19
TN: $238,520.27
VA: $115,570.64
WV: $382,086.52

Top Pie Chart:
- Technical Assistance: 16%
- Community Building: 10%
- Economic Development: 12%
- Educational: 3%
- Environmental: 10%
- Health: 3%
- Immigration and Racial Justice: 4%
- LGBTQ: 4%
- Media Justice: 14%
- Youth Organizing and Development: 0.3%
- Other: 4%

Bottom Pie Chart:
- Technical Assistance: 16%
- Community Building: 10%
- Economic Development: 12%
- Educational: 3%
- Environmental: 10%
- Health: 3%
- Immigration and Racial Justice: 4%
- LGBTQ: 4%
- Media Justice: 14%
- Youth Organizing and Development: 0.3%
- Other: 4%
Eastern Kentucky Grantees
American Civil Liberties Union of West Virginia Foundation, Inc.
Appalachian Arts Alliance
Appalachian Citizen's Law Center
Appalachian Funders Network
Appalshop
Central Kentucky Radio Eye
The Clear Creek Festival
Cumberland Mountain Outreach
Kentuckians for the Commonwealth
Kentucky Coalition
Kentucky Environmental Foundation
STAY Project
Kentucky Heart Foundation
Laurel County African American Heritage Center
Owsley County Action Team
Owsley County Arts Council
Pine Mountain Settlement School
STAY Project
Whippoorwill Festival/Mountain Road Show
Williamsburg Action Team

$143,454.19
Counties Served

Anderson
Blount
Campbell
Chatham
Claiborne

Cocke
Davidson
Greene
Hamblen
Hamilton

Jefferson
Johnson
Knox
Monroe
Roane

Sullivan
Unicoi

Community Building $44,858.32
Economic Development $23,166.66
Educational $4,000.00
Environmental $74,000.00
Health $33,554.16
Immigration and Racial Justice $19,295.82
LGBTQ $0
Media Justice $2,500
Other $6,133.33
Technical Assistance $16,512.00
Youth Organizing and Development $14,499.98
East Tennessee Grantmaking
by State 2009-2013

East Tennessee Grantees
African American Appalachian Arts
The Carpetbag Theater
CASA of Northeast TN
Centro Hispano de East Tennessee
Chattanooga Organized for Action
Clearfork Community Institute
Citizens for Police Review
Clearfork Community Institute
Clearfork Watershed Council
Clinch Valley Children's Center
Community Economic Development Network of East Tennessee
Community House Cooperative
Highlander Research and Educational Center
In Praise of Mountain Women
Jobs with Justice of East Tennessee
Johnson County Farmers Market
Just Connections
Know How
League of Women Voters Knoxville
Marcella Center for the Arts and Educational Melange
Narrow Ridge Earth Literacy Center
National Alliance on Mental Illness
Negro Women's Civic Club
Oak Ridge Environmental Peace Alliance
Project 2000
Rose Center Council for the Arts
Rural Resources/Greenville Farmers' Market
Salt of the Earth, Inc. dba Fair Share Urban Growers
School Community Organized Program Enterprise
See Rock City*
SEEED (Socially Equal Energy Efficient Development)
Southern Alliance for Clean Energy
Southern Energy Network
Statewide Organizing for Community eMpowerment
Sunshine Ambassadors, Inc.
Supporting Emerging Appalachian Leaders Network
Tennesseans for Fair Taxation
Tennessee Alliance for Progress
Tennessee Coal Ash Survivors Network
Tennessee Health Care Campaign
Tennessee Immigrant and Refugee Rights Coalition
United Mountain Defense
Urban EpiCenter
UUNIK Academy
Woodland Community Land Trust

$238,520.27
Southwest Virginia Grantmaking
by State 2009-2013

Southwest Virginia Grantees
Appalachian Peace Educational Center
Appalachian Women's Alliance
Christiansburg Institute Inc.
Clinch Valley Community Action
Clinchco Center
The Clinch Coalition
In Praise of Mountain Women
Rural Youth for Progressive Action
Southern Appalachian Mountain Stewards
SustainFloyd
Virginia Black Lung Association
Virginia Organizing
Wolf Creek Indian Village and Museum

$115,570.64
West Virginia Grantmaking
by State 2009-2013

West Virginia Grantees
Alderson Main Street
The Alliance for Appalachia
Appalachian Emerging Leaders Network
The Appalachian Prison Book Project
Big Creek People in Action
Boone Raleigh Community Group
Central Appalachian Regional Network
ChildLaw Services
Clay County Communications - WYAP Radio
Coal River Mountain Watch
Direct Action Welfare Group
Eastern Coal Regional Roundtable
Fairshake Network
Family Refugee Center
High Rocks
J.R. Clifford Project
Keeper of the Mountain Foundation
Minority Health Advocacy Group
Ohio Valley Environmental Coalition
Partnership of African American Churches
People Concerned About M.I.C.
Pochontas County Opera House
Rural Appalachian Improvement League
South Central Educational Development
Southern Appalachian Labor School
Tyler County Family Resource Network
US Social Forum (Poverty Working Group)
West Virginia Coalition Against Domestic Violence
West Virginia Community Development Hub
West Virginia Economic Justice Project
West Virginia Statewide Independent Living Council
West Virginia Surface Owners' Rights Organization

$382,086.52
Map of Grantmaking

We created maps of our grantmaking throughout the region for our new website.

For each year of funding, 2011-2013, we mapped all of our grantees that received general funding and technical assistance grants. These maps also track what issues were addressed by each grant.

Each of the hyper-links below will take you to an interactive map.

Click on any pin, within each map, for more information.

2013
2012
2011
Grantee Survey Findings

Following is a summary of responses to our grantee survey.

Overview of Survey Respondents:

Q1 Which of the following describes your organization?

- Not associated with a program
- Never been funded by ACF
- Current Grantee of ACF
- Past Grantee of ACF

Answered: 100  Skipped: 0

About 50% past grantees
30% of current grantees
Staff Size

Q2 Which option best describes your staff:

Answered: 100  Skipped: 0

- More than 10
- All volunteer
- 6-10 staff
- 1-3 staff
- 0-3 staff

Majority of those who responded have 0-3 staff members.

Only 17% have more than 10 staff members.
Constituency

Q3 Who are your organization’s primary constituents or participants? Please check as many as apply:

Answered: 100  Skipped: 0

Additional Constituency Groups:
- People with Disabilities
- Coal Miners
- Low Resourced Farmers
- Ex-Offenders
- Elderly People
- People Impact by Environmental Disasters

Top 4 Primary Constituents/Participants
- Low Wage Workers
- Women
- Youth
- People of Color
Geography

Q4 Which geographical area is your work mainly focused in:

Answered: 100   Skipped: 0
Budget

Q5 What is your organization's budget size:

Answered: 100  Skipped: 0

- 30% have a budget range of $25,000 - $50,000
- 25% have a budget over $500,000
Critical Issues that IMPACT the work:

• Environmental Dangers 72.16%
• Lack of Employment 70.41%
• Environmental Abuses 69.07%
• Poor Education: 67.34%
• Lack of/poor quality Health Care: 60.42%
• Racial Injustice 57.73%

• Lack of Community Spaces 47.96%
• Substance Abuse 46.81%
• Violence Against Women 46.32%
• Exclusion of LGBTQ 35.42%
• Workplace Exploitation 31.64%
Key Issues

Q6 Which of the following key issues does your organization/project address through your social change work? Please check as many as apply:

Answered: 100  Skipped: 0

- Community Building
- Economic Development
- Education
- Environmental
- Health
- Immigration and Racial...
- LGBTQ
- Media Justice
- Youth Organizing/...
- Other

The majority of grantees indicated “Community Building” is a key issue.
Strategies

Q7 What are the strategies your organization uses to address these key issues? Please check as many as apply:

Answered: 100  Skipped: 0

- Grassroots Organizing
- Policy/Advocacy
- Leadership Development...
- Relationship Building
- Meeting Basic Needs
- Unionizing
- Coalition Building
- Radical Organizing/De...

“Relationship Building” and “Grassroots Organizing” were the top two strategies used in addressing key issues.
Community Assets

Q10 Which of the following community assets does your organization have access to? Choose all that apply:

Answered: 100  Skipped: 0

- An Intact Storytelling...
- Cultural Richness,...
- Vibrant Art Community
- Strong Sense of Self...
- Strong Community...
- Strong Intergenerat...
- Individual and Collective...
- Beautiful Land and Natural...

Top Three Community Assets
- Strong Community Connections
- Individual Collective Strength
- Cultural Richness, Diversity and Expressions
Capacity Building

Q8 Rate how each of the following challenges impact the work of your organization:

Answered: 100  Skipped: 0

Organizational/Board...  Staff Recruitment...
Volunteer Recruitment...  Budgeting/Financial Management
Burn Out/Organization...

Greatest Challenges
Budgeting and Financial Management 92%
Organizational and Board Development 93%
Responses of ACF Stakeholders

Following are a few responses from the stakeholder interviews that were conducted as part of the Assessment.

**Key Themes Addressed in the Interviews**

- The Original Mission of ACF
- The Critical Functions of ACF
- The Strengths and Challenges of ACF
- Social Change in the Region and the Role of ACF

**The Original Mission of the Appalachian Community Fund**

“The Fund was set up to deal with issues that impacted poor communities that were dealing with multiple issues, including issues affecting People of Color, and to support small emerging organizations that weren’t able to get funds from large national entities. We were “small groups taking on big issues” and there was a hotbed of issues related to coal, employment, and political organizing. ACF came out of that action time and supported projects we were working on.”

“Keeping an eye on the big picture not just fighting an issue – helping people recognize that they have power to come together and make change. Oppressions are broad and interconnected in Appalachia and require a holistic vision and approach to change. ACF recognizes that change has to come from within the community or it’s not going to happen, or will not be sustainable.”

“Helping to sustain people’s ability to make place based change through self-help and building community leadership who bring a diversity of approaches. ACF has offered support and has been a presence in the region through participation in events and listening to the communities.”

“Empowering grassroots movements that have been and continue to be underfunded though they bring about social justice change even if they are small, they make big change – helping to find solutions through funding as a form of activism - giving people the resources to fight.”

“ ‘Change, not Charity’ has been the mantra – funding orgs that are doing change work rather than just throwing money at an issue – making the connections between policy work on environmental change and addressing environmental health dangers for people in the region.”

“It provided a way to raise new money to fund grassroots work in the region – there was no foundation funding in the region and ACF provided a grassroots way to raise money for grassroots work that was controlled and supported in the region.”
The Critical Functions of ACF

- Raising financial resources and grantmaking to support social change work in the region
- Being an anti-racist organization, funding work that addresses racial inequities that affect vulnerable at risk communities in Appalachia
- Raising the voices and visibility of the issues and people of the region
- Keeping an ear to the ground and identifying trends
- Funding efforts other funders do not and funding controversial community efforts addressing rural and urban issues in the Appalachian region that other funders do not
- Being a catalyst for social change and defining and documenting that change
- Convening of grantees and building collaborations to connect social change issues throughout the region
Strengths and Challenges

“I see ACF as a truth teller. I am always impressed with the way they can say what needs to be said – not be afraid to talk about LGBTQ issues or structural racism, issues that are not easy to talk about in a way that is gentle and kind and truthful. That is the role that ACF continues to play. ”

“It has been sustained and expanded – in last 15 years more efforts have been made to bring grantees together for networking and support of each other – the original focus was on environmental justice and as people networked across issues it spread out. ”

“ACF is a loyal funder with an understanding of the breadth and depth of the problems in the region and a willingness to invest in long-term change. They are real people that you can pick up the phone and have a conversation with on equal ground – there’s no feeling of a power differential. Programs get notified in advance if there are funding limitations or cut backs so that they can look around for other sources – really appreciate the heads up. ”

“They have the flexibility to respond quickly to the needs of organizations – they’re a lot lighter and quicker than larger foundations that have so much bureaucracy and so many layers. And they fund a broad range of issues and are able to identify what the community needs. ”

“Their size and capacity is limited – need to make the case for work we’re doing in large arenas ‘poor people trying to help other poor people’ ”

“ACF has a big area to cover and not a lot of capacity – one thing to say you’re in Appalachia – but how can you realistically cover so much ground – need to focus and build internal capacity for ACF to do the job they’ve taken on.”

“It’s important to pay attention to the role of the foundation vs. the role of grantees. It is the foundation’s role to resource the grantees as they develop the analysis otherwise you have “mission creep” when the foundation begins to do the work of grantees. ”

“Foundations don’t need to teach the grantees about the intersections, they need to support the grantees in operationalizing their analysis.”
Social Change in the Region and the Role of ACF

- ACF represents risk takers willing to respect their own upbringing – able to name and claim the realities – we don’t have the answers but know where to find them. Long term sustained change is a generational and lifetime investment.

- Work designed to lead to systemic change – need to fund single issue work sometimes but organize long term – leadership development is relational – community organizing to involve people directly

- Challenging the systems (political, economic, and corporate) and making change in the way the rules are applied. It’s long term work – you have to keep at it – keep organizing, educating, analyzing – people live it everyday – challenging the system and transforming our lives.

- Each one teach one – empowering people to have conversations about issues of concern to people in the community – taking a stand and identifying issues of concern and then organizing around those issues.

- When a group of people define and execute their will around shaping their own future – ACF provides support for that to happen and through interaction with ACF understand possibly that it can happen. ACF is the “un-foundation” a visible partner in the struggle.

- Improving society by eliminating oppression – racial, gender based and environmental – and making change real and sustainable. ACF is driving that real change.

- Happens when we allow communities to set priorities and respect the youth and their point of view by including them in real and authentic ways and seeing them as a vital part of the community – then social change happens.

- Work designed to lead to systemic change – need to fund single issue work sometimes, but organize long term – leadership development is relational – community organizing involves people directly as leaders.
Reflections from Gatherings

Below are a couple of sound bites and themes pulled from the gatherings that were held in West Virginia and Tennessee in June 2014. Participants from both gatherings showed overwhelming support of the current and future work of ACF. Full transcripts of the news prints from both gatherings will be available upon request.

Why is union organizing so low?
Perhaps it’s because there’s a difference between organizations that are grant funded and others like unions that are funded through dues/membership; broken unions-industry says we’ll shut down any attempt to organize unions.

These days, any piece of new equipment takes away more employment so people are afraid to lose jobs if they start to organize. They don’t have a choice if they’re going to take care of their families.

Community Building

Coalitions
It’s better if we can self identify our coalitions rather than having the funding dictate what we do. Coalition comes before money, vs. funding then forming a coalition to use it. Don’t want to be motivated by money, but by work that’s needed on the ground.

Fundraising
We would be happy to have joint fundraisers with ACF and other grantees. This would be a win-win situation for everyone involved.

Relationship Building

Leadership Development

WHAT SHOULD ACF DO WITH THE FINDINGS OF THIS SURVEY?
- publish on the website to educate funders; get word out about who we are and what we do;
- have a community forum to tell us who ACF is and to ask how others can help;
- advocate and interpret to other funders importance of what you’re doing for folks in Appalachia;
- use direct/hard data from survey with funders to prove what you’re doing;
- We need ACF to be sustainable so do what you need to do to keep yourselves viable.
## BOARD OF DIRECTORS

**Members who served terms between 2009-2013**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcie Barnes</td>
<td>Abingdon, VA</td>
</tr>
<tr>
<td>Darryl Cannady</td>
<td>Bluefield, WV</td>
</tr>
<tr>
<td>Beth Dortch</td>
<td>Cross Lanes WV</td>
</tr>
<tr>
<td>Tracy Frazier</td>
<td>Ashland, KY</td>
</tr>
<tr>
<td>Mark Hamilton</td>
<td>Dungannon VA</td>
</tr>
<tr>
<td>Willa Johnson</td>
<td>McRoberts, KY</td>
</tr>
<tr>
<td>Renda Keith</td>
<td>Gate City, VA</td>
</tr>
<tr>
<td>Sherry Kinder</td>
<td>Fairmont, WV</td>
</tr>
<tr>
<td>Amelia Kirby</td>
<td>Whitesburg, KY</td>
</tr>
<tr>
<td>Dianne Levy</td>
<td>Cosby, TN</td>
</tr>
<tr>
<td>Jay Mazon</td>
<td>Knoxville, TN</td>
</tr>
<tr>
<td>Tony Murchison</td>
<td>Knoxville, TN</td>
</tr>
<tr>
<td>Silvia Perez Ugalde</td>
<td>Williamsburg, KY</td>
</tr>
<tr>
<td>Lorelei Scarbro</td>
<td>Rock Creek, WV</td>
</tr>
<tr>
<td>John Stewart</td>
<td>Williamsburg, KY</td>
</tr>
<tr>
<td>Chetan Talwalkar</td>
<td>Lexington, KY</td>
</tr>
<tr>
<td>Gwendolyn Valentine</td>
<td>Knoxville, TN</td>
</tr>
<tr>
<td>Wendy Welch</td>
<td>Big Stone Gap, VA</td>
</tr>
</tbody>
</table>

**2014-2015**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emanuel Bailey</td>
<td>Knoxville, Tennessee</td>
</tr>
<tr>
<td>Marcie Barnes</td>
<td>Abingdon, Virginia</td>
</tr>
<tr>
<td>Theresa Burriss</td>
<td>Bristol, Virginia</td>
</tr>
<tr>
<td>Darryl Cannady</td>
<td>Bluefield, West Virginia</td>
</tr>
<tr>
<td>Beth Dortch, Secretary</td>
<td>Huntington, West Virginia</td>
</tr>
<tr>
<td>Ethan Hamblin</td>
<td>Gay Creek, Kentucky</td>
</tr>
<tr>
<td>Renda Keith</td>
<td>Kingsport, Tennessee</td>
</tr>
<tr>
<td>Malvika Knapp-Smith</td>
<td>Charleston, West Virginia</td>
</tr>
<tr>
<td>Lorelei Scarbro, Vice Chair</td>
<td>Rock Creek, West Virginia</td>
</tr>
<tr>
<td>John Stewart, Chair</td>
<td>Williamsburg, Kentucky</td>
</tr>
<tr>
<td>Tanya Turner</td>
<td>Mayking, Kentucky</td>
</tr>
</tbody>
</table>

## STAFF

Catlin Fullwood, Assessment Consultant  
Kathy Johnson, Office Manager  
Patricia Jones, Dev. and Office Assistant  
Amy Jordan 2014 Intern  
Margo Miller, Executive Director