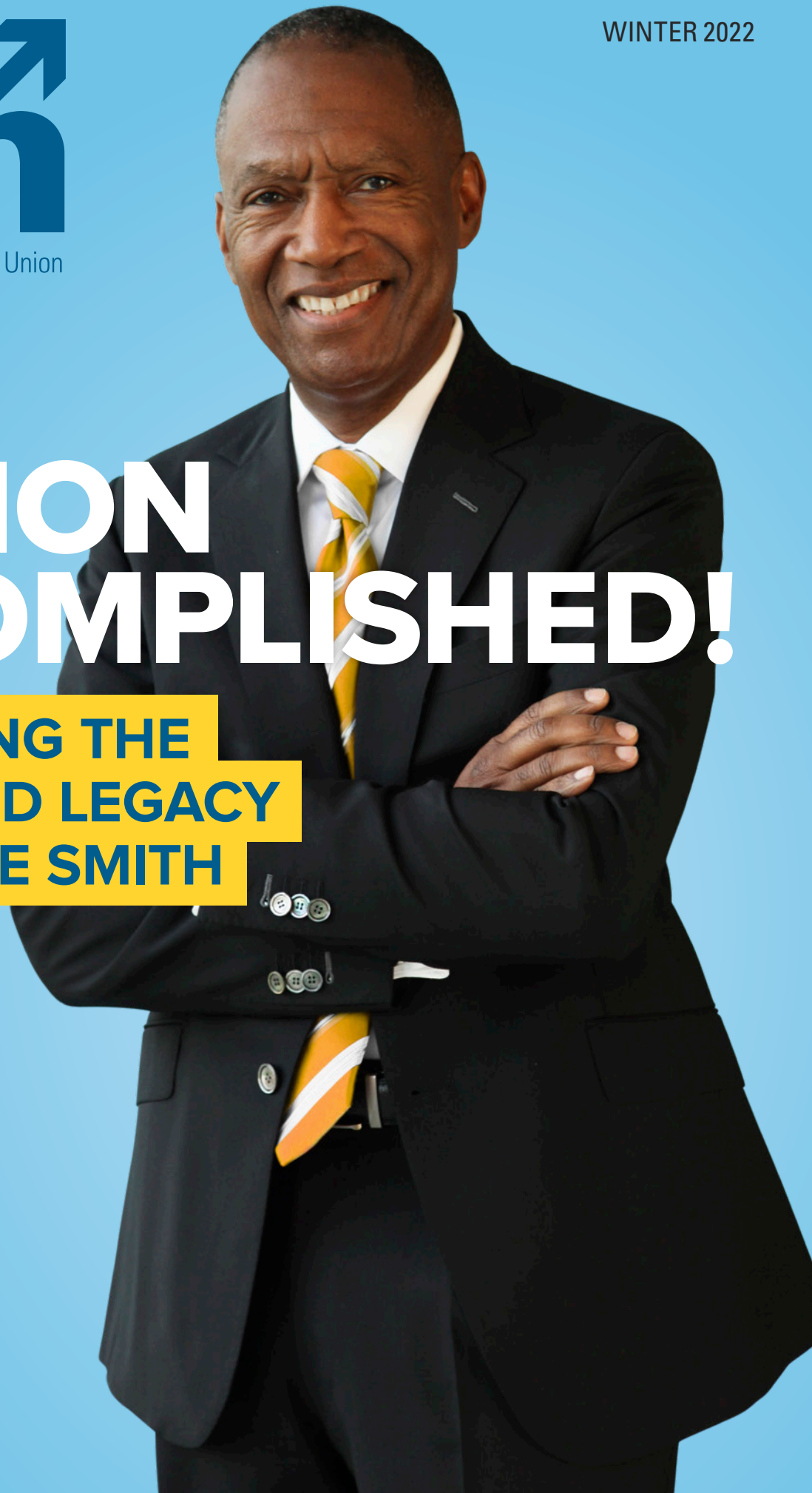


# MISSION ACCOMPLISHED!

**CELEBRATING THE CAREER AND LEGACY OF MAURICE SMITH**

 MESSAGES TO MAURICE,  
FROM OUR LEADERSHIP

OUR JOURNEY CONTINUES:  
MEET DWAYNE NAYLOR



# Farewell ... it's been a privilege



**Maurice R. Smith**  
Chief Executive Officer  
30-year member



The time has arrived when I must present my final message to the membership. Retirement is upon me in January. This is a bittersweet moment.

On one hand, I look forward to this new season of life. Diane and I plan to travel and discover new places. I will continue to be involved in causes where I believe a positive difference can be made. Every now and then, I might even sleep in past 5:30 a.m.

On the other hand, I am going to miss you all. Working for you has been a privilege and honor. Your commitment to our North Carolina local governments and society inspires me. There is no more important display of civic pride than your public devotion.

I am a better human being for knowing you. Your friendship has kept me engaged in the work of cooperative financial services. You have continually demonstrated what it means to put community first. Your selfless acts of humanity, heroism and service set the bar for responsible citizenship.

I hope you feel that your Credit Union is a special organization. I have spent 43 years in the credit union industry. I have seen the difference responsible financial products can make in members' lives. I have also witnessed the harm predators can exact on unsuspecting consumers. I continue to believe you deserve a financial provider that puts you first.

It seems almost like yesterday when my career started. I was a young loan officer attending to the financial needs of members. I recall so many conversations when you would share your dreams and ambitions. We worked together to fashion credit services to help you finance household needs, buy vehicles and send children to college.

I also remember the times when your family had suffered a setback. You relied on the Credit Union to rebuild damaged homes, escape high-cost debts, and recover from family tragedies. We've wept together and promised to help each other face a new day.

I am grateful to the Board of Directors for giving me the opportunity to serve you. Your directors are extraordinary people who believe in the power of the membership. These leaders keep you at the center of every decision.

I am proud to work for this staff of professionals. They are passionate about serving you and making the world a better place. Their enthusiasm energizes me.

You may wonder what comes next. A few changes are to be expected. After all, the world is evolving, and the Credit Union promises to keep pace with your financial needs. I have seen a glimpse of what's to come. I think you will marvel at the Credit Union's determination to serve you. We are serious about offering services that truly improve your lives.

I have been asked what it is about my career I want recalled. I want to be remembered as a friend, an eternal optimist, and a believer. I hope you know I have given you my best effort at every turn. In return, I have been blessed beyond my wildest imagination.

Going forward, I will be on the sidelines cheering our Credit Union on to higher successes. I can't wait to see the bright future in store for us all.

Signing off ... *Maurice*

 [lgfcu.org/ceopoint](http://lgfcu.org/ceopoint)



**Aim** is published by Local Government Federal Credit Union (LGFCU) and reaches more than 218,000 member households, providing financial education and highlighting LGFCU members. As a not-for-profit cooperative, the mission of LGFCU is "to improve the lives of our members." To comment on Aim, email [editor@lgfcu.org](mailto:editor@lgfcu.org).

*Winner of the 2022 Marketing Association of Credit Unions' Gold Award for newsletters!*

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**Design and Illustration:**

Kristy Buchanan, Amanda Gallegos,  
Edward Kensicki, Sabine Kowal

Maurice Smith arrived at LGFCU in 1992. Our Credit Union was nine years old, and he was employee No. 5. The rest is credit union history.



**H**ere's the inside scoop about Maurice: He loves peanut M&Ms and honey buns. He was a knot-tying Boy Scout. He collects McDonald's Happy Meal toys. And he sure did love his first car, that blue '69 Nova.

If any of this is news to you, it's likely because whenever you encounter Maurice, it's *you* he wants to know about. As his Credit Union members, community partners and employees, Maurice always makes it about us. That being said, you can imagine he's not thrilled about being the one in the limelight here in Aim.

Sure, we've spent a lot of time talking about Maurice behind his back, in order to create this humble tribute as he retires. All good things, of course. How we trust Maurice, for his honesty and transparency, his humor and perspective.

Now it's time for our beloved Chief Executive Officer to exit the role that has helped to improve our lives. We've struggled to condense Maurice's legacy into these few pages, so we've decided the best thing to say is, "Thanks."

Written by Nancy Pardue and Kellen Hartley  
Photographed by Edward Kensicki  
Design by Kristy Buchanan

**M**aurice arrived at LGFCU on December 14, 1992, when our Credit Union was nine years old. The internet was just becoming popular, and smartphones didn't exist.

Imagine that — LGFCU didn't even have a website, let alone a mobile app!

Maurice was the fifth employee at LGFCU, with the title of Executive Vice President. He'd begun his career at State Employees' Credit Union (SECU).

Working under late LGFCU President Roy High, Maurice took turns with other staffers answering the phone. It was a small office, but still a step up from the Credit Union's original 225-square-foot operation — that's about the size of a one-car garage.

It was also a lot different from the vegetable farm where Maurice grew up, and where at age 12 his father asked him to decide on a career path. Maurice chose bank president.

So how did he wind up at a credit union? By listening, as his dad advised him on the power of money and credit.

Young Maurice formed a vision: He would devote his career to helping people find financial empowerment. And a credit union, not a bank, was the place to achieve that vision.

### 'A LOAN TO BUY A BED'

**B**ill Carter, now Business Development Strategist for Civic, recalls he and Maurice being in the same loan officer class at SECU back in 1979, not long after Maurice graduated from UNC-Wilmington. Maurice wore a suit each day, even in August, in a classroom with no air conditioning.

"We would invite him to join us after work, but he went home and studied," says Bill. "He's a smart man, with a passion for the credit union. From the beginning of his credit union journey Maurice studied daily, exhibited respect for all, and wasn't afraid to get down and do some hard work for our members ... a great man."

Maurice remembers the start of his career differently: "I needed everything. I turned to the credit union for a loan to buy a bed," he wrote in a 2021 Aim column. "I waited in the lobby for what



**Your quiet and unassuming manner has consistently been in stark contrast to your bold and innovative ideas. ... Simply stated, your impact is immeasurable."**

DAN SCHLINE,  
PRESIDENT AND CEO,  
CAROLINAS CREDIT UNION  
LEAGUE

By Maurice's design, the Quorum Center in Raleigh serves as LGFCU headquarters and as a strategic hub, home to several of our partner organizations. Shown before the 2017 fire, left, and during reconstruction.



felt like hours while the branch manager reviewed my loan application. Afterward, he asked how I felt.

"Nervous," I replied. "He said, 'Good. Now you know how many of our members feel.'"

"I remember that exact feeling to this day. It reminds me to empathize with members who need our help."

*Thanks, Maurice, for keeping it real.*

## OUR SECRET WEAPON

In 1999 Maurice was appointed President of LGFCU, and in 2000 Dwayne Naylor joined the team as Executive Vice President, aka employee No. 11.

Fun fact: Dwayne is now our incoming CEO! (See page 15.)

Jennifer Phelps, Vice President of Membership and Volunteer Development, came on board in 2003 as our first marketing officer. LGFCU had two Membership Development Officers, covering the whole state. We also had a small volunteer Advisory Council advocating for the Credit Union in their workplaces and communities.

Today's statewide Council is nearly 600 volunteers strong. Our Boards of Directors and the members of our Loan Review and Supervisory committees are volunteers too.

Maurice calls them our secret weapon: "An organization has arrived when folks are willing to freely give of their time and effort to further its cause," he declared in a 2012 Point column.

Hired along with Jennifer were an accounting specialist, financial planner, and designer, bringing the LGFCU staff count to about 15. She recalls Maurice vacating his own office so it could be divided into cubicles to house them.

"That's something that always stands out to me about Maurice; his kindness," says Jennifer. "Members think the world of Maurice too. They're excited that he takes the time to come to the [Advisory Council] meetings, and they feel comfortable asking him questions."

## LAW & STRATEGY

Two more big things were happening during this time that illustrate Maurice's commitment to service and growth: One, he was pursuing a law degree at night, earning the Juris Doctor that has equipped him to advocate for us at decision-making tables everywhere.

Two, the Quorum Center was under construction in downtown Raleigh. Maurice determined that this LGFCU headquarters building would also serve as a strategic hub for our partner organizations. That's still the case today, with multiple Credit Union partners operating under the same roof as LGFCU.

When Michael Spink arrived for his job interview in 2004, he found Maurice staffing the phones. Michael is now Senior Vice President, Research & Development, and recalls learning about Maurice's vision for our Credit Union.

"Maurice taught me a critical aspect to the evolution of this organization: We will not be a vendor to North Carolina local government, but an integral part of it," says Michael.

"This has held true, and is seen through our relationships, areas of influence and impact. At all the tables where LGFCU sits, and now Civic too, we sit as a trusted component of local government in North Carolina. Maurice's commitment to that strategy has mattered to our organization."

*Thanks, Maurice, for seeing what we could and would become.*

## MILESTONES & MEMORIES THROUGH MAURICE'S EYES

### 1992

Maurice joins LGFCU as Executive Vice President on December 14, 1992, nine years after LGFCU's launch.

### 1993

The World Wide Web launches in the public domain; our website, LGFCU.org, would launch in 2004.



### 1998

President Bill Clinton signs the Credit Union Membership Access Act into law, allowing credit unions to serve multiple fields of membership.



### 1999

Maurice is appointed President of LGFCU.

### 2000

Dwayne Naylor joins the LGFCU team as Executive Vice President.



Maurice experienced a day in the life of a firefighter in this 2019 ride-along with firefighters Richard T., Aris D. and Bryan P. of the Chapel Hill Fire Department.

## FOUNDATIONS & COMMUNITIES

In 2006, LGFCU made its first member business loan: \$78,000 to Cowee Volunteer Fire Department in Macon County for turnout gear. Since then, we've helped communities fund millions of dollars for crucial needs in fire, EMS and law enforcement.

Our affinity debit cards have raised millions to support the N.C. Association of Rescue & EMS, N.C. State Firefighters' Association, and N.C. Recreation & Park Association.

Our scholarships to programs of the Public Safety Leadership Initiative at NC State University help strengthen our law enforcement community, and we're a corporate partner to the N.C. Sheriffs' Association.

All of this is because Maurice believes in being a reliable partner and creative problem solver for local government, supporting those who show up for us each day.

Of course, our Credit Unions aren't just for first responders. Perhaps you came to LGFCU and Civic through your own local government service, or because you run a small business. Maybe you're a community volunteer.

Maybe you or a family member received one of our UNC School of Government Scholarships for professional development.

And maybe your favorite nonprofit earned a grant from our Local Foundation of North Carolina, to aid in the work to solve human needs within our communities.

## THE POWER OF PARTNERSHIP

Long before Maurice became CEO in 2017, he's approached each day believing that building people builds North Carolina. That's led to many ongoing partnerships with the statewide organizations that serve our membership, such as the N.C. League of Municipalities, N.C. Association of County Commissioners, and the Carolinas Credit Union League.

And then there's our partnership with the UNC School of Government. Its Development Finance Initiative (DFI) was launched and supported by LGFCU for 10 years, helping to revitalize cities and improve their economic stability.

Mike Smith, founding dean of the School of Government, says, "Maurice Smith told me 20 years ago that our missions were aligned and that together we were going to do great things for North Carolina. He was right.

"LGFCU has funded some of the most important programs in the School's history, advancing our mission of service to North Carolina, its public officials and its community members."

Fun fact: Over the next decade, DFI efforts are expected to bring \$10 billion of private investments into North Carolina.

*Thanks, Maurice, for showing us the power of collaboration.*

## DEFINING LEADERSHIP

Tales like these are examples of Maurice's power to anticipate needs, gather his team, then take action. Jonathan Walker calls that leadership.

"I saw this commitment during one of the first Asset Liability Management Committee meetings I attended," says Jonathan, one of the 38 employees working at LGFCU back in 2007. He's now Vice President of Loan Analytics.

In that meeting, Maurice pointed out how the group's decisions on pricing Credit Union products would affect the net worth of LGFCU — and its members' household budgets.

"Looking at earnings ratios, we could see that other credit unions appeared more concerned with the bottom line instead of the impact to their memberships," Jonathan says. "Maurice was demonstrating that we could manage the balance sheet to strategically favor the membership and our financial position.

"This was a pivotal moment for me, of witnessing what a true leader looks like. It showed his commitment to members."



**Maurice has 'shown up' in all senses of the phrase. There truly aren't many men like him."**

LESLEY BONEY,  
FORMER DIRECTOR,  
INSTITUTE FOR EMERGING  
ISSUES AT NC STATE  
UNIVERSITY

## AMBITIOUS GOALS

As time went by, we members put down our checkbooks in favor of debit cards, and fell in love with BillPay, using the internet that wasn't quite mainstream when Maurice was hired at LGFCU.

By 2015, we had Facebook and Twitter accounts. Eventually we'd be clamoring for mobile apps and remote check deposit and online access to, well, everything. Maurice knew we had to keep moving or be left behind.

He and our leadership team and Board issued a 10-year Strategic Business Plan in 2018. Its ambitious goal? The peace of mind and security that come with true financial freedom, for every member.

*Thanks, Maurice, for aiming high on our behalf.*

## FARM TO CAPITOL HILL

We know Maurice to be an observer, a thinker, someone who listens more than he talks. In his book "Sowing Seeds," he credits these traits to the everyday lessons his dad taught on the farm, such as: Set goals. Work hard. Learn from experience. Seek good advice.

We've heard Maurice call himself a "credit union geek" and an optimistic Pollyanna. But all his humble folksiness aside, our CEO has applied these simple philosophies in profound ways. He's advocated for credit union principles at the highest levels — even with the president of the United States, during Maurice's own elected term as Board Chair of the Credit Union National Association (CUNA).

Maurice's ongoing quest is to provide Credit Union services that help build families' financial stability and spur economic development in our communities. That's why we hold the national



## 2002

The inaugural issue of Aim is published in November. This current issue marks the 20th anniversary of the publication.

## 2006

LGFCU makes its first loan of \$78,000 to the fire service.

## 2007

"Members are the Credit Union."  
— MAURICE SMITH

## 2008

25th anniversary of LGFCU



LGFCU Financial Partners LLC launches.

## 2009

LGFCU is ranked among the top 30 businesses in NC by Business Leader Media.

## 2010

LGFCU reaches \$1 billion in total assets in March 2010.



**Maurice is a perfect example of the good that comes into the world when people help people.”**

JIM NUSSLE, PRESIDENT AND CEO  
CREDIT UNION NATIONAL ASSOCIATION, WASHINGTON, D.C.

designations of Community Development Financial Institution and Low-Income Credit Union, for our support of low-wealth and underserved communities.

Badges of honor, Maurice calls these, which demonstrate that we’re committed to helping all members live successful financial lives.

## ACCESS TO THE BIG WIDE WORLD

**B**ut wait, there’s more! Much more than we can fit within these pages.

Maurice’s impact goes well beyond the walls of LGFCU and Civic. He’s held an arm-long list of leadership titles from local to state to national roles, which put him in direct contact with the people and concepts that move his Credit Unions forward.

Titles like director of the African-American Credit Union Coalition (AACUC), and Chair of the Filene Research Institute, a think tank for the credit union movement. And recognitions from CUNA, the AACUC and others, for extraordinary contributions to the credit union movement.

From those pre-internet days of LGFCU, Maurice has also tackled evolutions in

technology to bring financial services to members in all walks of life.

“One of the core values of being a cooperative is the insistence that all members be treated as equal,” Maurice says. “We believe in putting Credit Union services in the hands of members through mobile and other electronic means and giving members in rural communities the same access as all others.”

The fact that we’ve experienced asset and membership growth every year of our existence means we’re doing our job as a cooperative, he says, to help members get ahead.

*Thanks, Maurice, for stepping out to stand up for us.*

## DEI MEANS EVERYONE

**M**aurice’s commitment to serving all members led him in recent years to pen the 8th Cooperative Principle on Diversity, Equity and Inclusion (DEI). To paraphrase, it states that cooperatives — such as our Credit Unions — are to incorporate diversity, perform fairly, and ensure inclusion at all levels, to better serve and value their members.

The 8th Principle has been formally adopted by CUNA as an addition to the seven Cooperative Principles created

in 1844, and is being studied by the International Cooperative Alliance.

“In a commodity business like a credit union, we distinguish ourselves by our principles,” Maurice explains. “We’re accountable to the bottom line, and DEI improves the financial performance of an organization by enabling new perspectives. And morally, it’s the right thing to do.”

In other words, the more we grow, the better equipped we are to serve our members.

You can hear more from Maurice on the 8th Cooperative Principle at [deitalks.com](http://deitalks.com).

**Top left:** Maurice welcomes Advisory Council member and China Grove Mayor Charles Seafood to the 2022 LGFCU Annual Meeting.

**Top right:** Hamming it up at the 2012 LGFCU Halloween party.

**Right:** Maurice on set at our 2020 DEI panel discussion with Anita Brown-Graham of the UNC School of Government, left, and Emily Nail, then executive director of the Cooperative Council of NC.





## SUCH A FUNNY GUY

**W**e could go on all day about Maurice's work and vision. But let's pause here, because this story wouldn't be complete without the big sense of humor that makes Maurice so relatable. Like these lines from his Point column:

"Your Credit Union is operated by rebels. We fight for fairness in financial services. I may need to change my image to embrace this rebel persona. I think I'll ask my wife if I can get a tattoo."

All along the way, even as his professional bio grew longer and his stacks of awards higher, we've never doubted that Maurice remains one of us.

Facilities Manager Gene Norris recalls his first holiday event at LGFCU, a crazy tie contest in 2010.

"Maurice and I made it to the end, and the loudest audience applause was the

determining factor of who won. I received a few more hollers and claps than he did. Immediately afterward, while smiling, Maurice whispered, 'Congratulations. It was nice knowing you while you were here.'

"Also, anytime there's a problem in the building — a computer, a printer or a restroom sink — he'll simply blame me," Gene says. "When something's broken, he'll also let me know that he's already tried to fix it, by kicking it. That's funny."

## LEADING IN CHALLENGING TIMES

**T**his good humor has come in handy, because even a leader like Maurice has experienced a few bumps during his career. He's led us through recessions, a literal fire in 2017, and a global pandemic. It's *how* he leads that marks Maurice as special.

In the words of CUNA President and CEO Jim Nussle: "A massive fire in downtown Raleigh damaged LGFCU offices. While I was talking to Maurice on the phone, he was inspecting the offices, having crossed a police barricade to enter the building.

"But Maurice is wired to confront challenges head-on. His Credit Union had been impacted, and he wanted to



## 2011

Maurice receives the 2011 Credit Union Hero Award, presented by Credit Union Magazine.

Bank Transfer Day: 650,000 Americans leave their banks for credit unions on November 5.



LGFCU launches the Leading for Results fellowship program in partnership with UNC's School of Government. Above: Maurice with Mike Smith, founding dean.



## 2014

"I feel North Carolina is the best place on the planet to live."

— MAURICE SMITH

LGFCU is designated as a Community Development Financial Institution (CDFI) by the U.S. Department of Treasury.

## 2017

Maurice is named CEO of LGFCU. LGFCU member count: 302,117

## 2018

Civic FCU goes live.



"We created Civic to serve the membership with our philosophical principles."

— MAURICE SMITH

assess the damage himself, quickly but methodically. That's his leadership style. He's the definition of a steady hand on the wheel — always looking forward, analyzing the terrain, and correcting course as needed."

## NO MATTER WHAT

**B**ecause Maurice's team had purchased our Wake Forest Road campus in 2014, employees didn't miss a beat in serving members. It took a few years to reopen the Quorum Center, but it's better than ever. And the Wake Forest Road site is now Civic headquarters.

Meanwhile came the pandemic. Again, Maurice didn't waver in his mission to help members. In March 2020, he wrote to us through Aim: "I'm standing in my office at 6:46 a.m. COVID-19 has taken its toll on the markets, communities and families for days now. ... No matter what happens, your Credit Union was built for times like these. Together, we can find financial solutions to your needs."

Maurice speaks to staff and first responders at the August 2019 ribbon cutting of our Wake Forest Road campus, home to Civic headquarters.

A few months later he wrote: "Just because we are weathering the impact of COVID-19, your aspirations are not cancelled. We're here to help you rebound and thrive."

## PREPPED & DETERMINED

**H**ow was Maurice able to provide such guidance in times of trouble? Because like the Boy Scout he once was, he's always preparing for what's ahead.

Michael Spink, quoted previously, recalls: "Coming out of 2008 and 2009, there were many challenges facing the industry and the Credit Union. [In 2011], we pulled myself and Lamar Heyward, now our Chief Marketing Officer, from key positions within LGFCU to serve in research and advisory positions for Maurice, to incorporate a deliberate understanding of our rapidly changing world into our planning, to address challenges known and unknown.

"No one was doing this in our industry and there we were, thinking more than 10 years out," he says. "And here we are now, opening new chapters of service, innovation and commitment to our membership and the people and communities of North Carolina."

Sherrie Krizic, Senior Vice President of Financial Wellness, has also experienced Maurice's challenges to staff in the pursuit of better member service.

She says, "One of the most memorable things Maurice has ever said to me is: 'When I say no, I mean find another way. And for every 10 ideas you bring me, I may say no nine times before I say yes, so don't give up easily.'"

*Thanks for your forward thinking, Maurice.*

## THE BOLD STEP OF CIVIC

**T**his brings us to Civic, launched in 2018 as the first digital-only Credit Union in North Carolina. An idea so unique — one Credit Union creating another — that federal regulators had to create all-new processes to develop its federal charter. Maurice calls this a roadmap for other institutions to follow — his challenge to the industry!

Civic is the result of conversations between our Credit Union leaders on whether to disregard members' evolving needs for financial services and technologies based on the limits of our current LGFCU charter, or take bold steps to meet them.





**Individuals who live and breathe their ‘why’ are unique and rare. Mr. Smith is one of those individuals.”**

CHRISTIANE GIGI HYLAND  
EXECUTIVE DIRECTOR,  
NATIONAL CREDIT UNION  
FOUNDATION  
MADISON, WISCONSIN

Each day we now welcome new Civic members from the worlds of local government, small business, first response and volunteerism.

With Civic, we’ve staked our claim on the years to come with these words of commitment: People first, purpose driven, prosperity for all. Maurice and our incoming CEO, Dwayne Naylor, call that our triple bottom line.

“There is an opportunity for us to offer services that make a transformative difference in the community,” Maurice says. In other words, to go way beyond business as usual and change lives.

As he heads into retirement, Maurice has set one more of his visions into motion: an independent business model for LGFCU.

In a move that’s been discussed for decades, LGFCU and SECU are exploring steps toward untying their contractual agreement so that LGFCU is no longer reliant on the SECU network.

The nearly 40-year LGFCU-SECU partnership is the most successful one ever within the credit union industry, but both parties have always expected this day to come. With nearly 400,000 members and \$3.6 billion in assets, LGFCU has “grown up” enough to make this next step possible, and to ensure the best interests of members well into the future.

### ‘MAKE TOMORROW BETTER’

So how do you define the legacy of a man like Maurice Smith? Industrious? Courageous? It’s a question he pondered himself in an internal memo.

What’s most important, Maurice says, is to live with intention.

“Work purposefully for the attributes you want Credit Union members to honor in us,” he advised us. “Build your life in a way that illustrates the values you hold dear. Be determined to make tomorrow better.”

To you, Maurice, we say, mission accomplished.

We’ll carry your visions into the next tomorrow, and the one after that, and we are all better for having journeyed with you. So ... *thanks.* ➔

## 2019

Maurice is named a 2019 Pete Crear Lifetime Achievement Award recipient by the African-American Credit Union Coalition.



Maurice introduces the 8th Cooperative Principle: Diversity, Equity & Inclusion.

## 2020

LGFCU assets increase to \$2.8 billion.

Loans made by LGFCU Financial Partners total \$91.5 million.

## 2021

LGFCU and Civic FCU launch Local Foundation of NC.

Maurice is recognized as the AACUC’s 2021 DEI Trailblazer.

## 2022

LGFCU has 398,257 members and \$3.6 billion in assets.

## 2023

Maurice retires in January after 30 years of improving the lives of LGFCU members.

Dwayne Naylor becomes CEO of LGFCU and Civic FCU.

**Our next chapter begins!**



### JOIN US IN SENDING BEST WISHES TO MAURICE AS HE RETIRES!

Submit your personal note through our digital message board, at [bit.ly/thanks-maurice](https://bit.ly/thanks-maurice) from now through January 31, 2023.

## FROM THE BOARDS

As the Boards of Directors for LGFCU and Civic, it has been our privilege to work alongside Maurice Smith, a true visionary within the credit union industry. Year after year, Maurice has shown a selfless commitment to our members, and to ensuring that any action taken by the Boards and the leaders of these Credit Unions generates progressive and positive impact on member communities.

Maurice is a leader in every sense of the word, and the impact of his service is beyond measure. For every tangible result of his work, however, whether our growth, the local government partnerships he has forged, his authoring of a new Cooperative Principle, or the historic creation of Civic, there are other results less visible.

Perhaps it's these quieter accomplishments that best define Maurice, as a humble servant who finds joy in seeing a member's credit score rise and a savings balance grow. As he often says, the success of our members is the best gauge of how we are doing as leaders.

We wish Maurice well as he heads into retirement. We know his influence will be ongoing, flowing throughout our organization in the years to come. We know this because we, too, have been profoundly shaped by sharing in his inspiring journey.



**Maurice is a leader in every sense of the word, and the impact of his service is beyond measure.”**

### CIVIC AND LGFCU BOARDS OF DIRECTORS

- KEN NOLAND
- RUTH BARNES
- KELLIE BLUE
- DAVID DEAR
- JEANNE ERWIN
- LIN JONES
- PAUL MILLER
- DR. AARON P. NOBLE JR.
- THE LATE WILLIE BEST



Maurice with the LGFCU and Civic Boards of Directors, incoming CEO Dwayne Naylor, Executive Vice President Mark Caverly, and CFO Garland Avent.

## FROM THE CIVIC LEADERSHIP TEAM

Maurice has actively demonstrated that we can create positive change within our industry, while holding fast to our commitment to the Cooperative Principles. He has channeled his knowledge and diverse experiences to create unique approaches for solving complex challenges, and steered us to the reality of Civic.

*For all of us who benefit from your works, and are privileged to serve alongside you, your impact is significant. Thank you, Maurice.*



DWAYNE NAYLOR  
SHERRY BEAR  
NEAL CHALOUPKA

LAMAR HEYWARD  
MICHAEL SPINK  
PETE VANGRAAFEILAND

## FROM THE LGFCU LEADERSHIP TEAM

Words cannot express our appreciation to Maurice for his contributions to our Credit Union, the local government community, and this great state.

Integrity, reliability, commitment and innovation are the keystones of his leadership. Through Maurice's visionary leadership, LGFCU has positively influenced the landscape of North Carolina, enhancing the lives of those who live here.

*A sincere and heartfelt thank you, Maurice, for all you have done for so many.*



MARK CAVERLY  
GARLAND AVENT  
DON LARSEN

DAYATRA MATTHEWS  
ASHLEY RUFFIN

**A**s I clean out my office for the arrival of a new CEO, I am hopeful for the future of the Credit Unions and our membership. LGFCU celebrates its 40th anniversary in 2023. Civic is gaining speed as an alternative for member services.

Dwayne Naylor, the next CEO, arrives at a time of great opportunity for the membership. Change is in the air. The economy, technology and life in general are shifting. Dwayne is up to the charge demanded of new leadership.



This is a little inside baseball, but I thought you might want to know what happens behind the scenes when a new CEO arrives. There are the usual tasks for a financial institution. We notify our federal regulator, banking vendors and local government partners. We transfer signature authorities and update government reports.

I have piles of files to pass along to the new CEO. Don't cringe. I know I should have converted everything to digital files. I guess I'm a little old fashioned in that respect. Dwayne will know what to do with the archives, letters and memorandums.

It is important that the institutional memory of lessons learned and strategic plans are duly shared. To avoid skipping a beat, an outgoing CEO must be transparent and forthcoming of everything he knows. I will be helpful to Dwayne during the transfer of authority and afterward.

Atop the leadership at the Credit Unions remain dedicated and talented Boards of Directors. Our directors have deep meaningful experience in North Carolina local government and financial services. You will continue to be well served and represented at every boardroom conversation.

Dwayne inherits a team of professionals pigheadedly determined to serve members to the best of our abilities. Our folks have not lost the line of sight to the membership. We know you depend on us for quality and affordability. That, we aim to continue providing.

I have personally known Dwayne for nearly four decades. He has a passion and heart for our members. I believe this focus will drive his leadership style. Our staff will support Dwayne with the steadfastness you would expect from a like-minded team.

I encourage you to treat Dwayne as you have me. When you have an idea for improving services, don't be shy. If we ever disappoint you, let us know. You are the boss.

The passing of the torch marks a new season for LGFCU and Civic. The future burns brighter than ever.

Signing off ...

**MAURICE**

**A**s incoming CEO, the question I've heard most is, "What is your vision for our future?" My vision is the same as that of the LGFCU and Civic Boards, and that of Maurice Smith. We will serve North Carolina local government and improve the lives of everyone who touches our organization.



Our Boards have an inspiring long-term vision for an organization that serves North Carolina local government better than anyone else. We're focusing our efforts and resources to ensure maximum impact toward this vision. We believe in putting people before profit, being driven by purpose, and creating prosperity for our members. This is our foundation.

Maurice has given his heart and soul to our Credit Unions, and for that, we will forever be indebted to him. He has made the lives of North Carolinians better — including ours.

I aspire to continue building on Maurice's legacy. Together with you, we are a financial cooperative like no other. We pledge to stand with you as we find solutions to our common challenges. We promise to seek out every opportunity to help bring us closer to our shared goals.

To achieve this, we're guided by the blueprint Maurice is leaving with us. It reminds us that everything we do starts with our members.

We're optimistic for this future. And as incoming CEO, I couldn't be more excited about what lies ahead. It's not only fun to run these Credit Unions — it's inspiring to know that we're helping so many North Carolinians as we forge ahead.

### **DWAYNE NAYLOR**

INCOMING CEO, LGFCU AND CIVIC FCU



# DUAL MEMBERSHIP WITH LGFCU AND CIVIC

## Banking designed for you

We don't want our members to miss out on anything. That's why we created Civic with you in mind.

"[Civic is] truly a whole Credit Union in the palm of your hand," says Tony Beasley, an LGFCU and Civic member. "It's as if [LGFCU] said, 'You're our member — how can we make your experience even better?'"

Dual membership lets you enjoy all the perks of the Credit Union you know and love, plus new offers and an intuitive digital experience with Civic.

Visit [lgfcu.org/dualmembership](https://lgfcu.org/dualmembership).