



OFFICE OF
Early Learning
LEARN EARLY. LEARN FOR LIFE.

School Readiness Plan

Coalition Identification and Information

Coalition Name: Early Learning Coalition of Florida's Gateway
Address: 1104 SW Main Blvd
Lake City, FL 32025
Phone: (386)752-9770
E-mail Address: info@elegateway.org

FEIN #: 59-3726382
Mailing Address Same
(if different)
Fax: (386)752-9786

Chair	Executive Director or Chief Executive Officer	Finance Director	Counties Represented
Connie Anderson	LaShone T. Surrency	Shannon Rymer	Columbia, Hamilton, Lafayette, Suwannee, Union

I. COALITION OPERATIONS

A. Membership

Please complete the Coalition Membership Form.

Early Coalition of Florida's Gateway								
Approved as of [date added when approved by OEL]								
Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
1.	Chair, appointed by the Governor	Yes	Connie Anderson Columbia Bank Lake City, FL 32025 latressata@gmail.com	Private Sector	Columbia	6/21/2013	4 years 4/30/2017	1 st
2.	Private sector appointed by the Governor	Yes	John Burns State Farm Insurance P.O. Box 3658 Lake City, FL 32056 john.burns.cnj5@statefarm.com	Private Sector	Columbia	05/8/15	4 years 4/30/2019	2 nd
3.	Private sector appointed by the Governor	Yes	Mantha Young Lake City Advertiser Jasper, FL 32052 manthayoung@gmail.com	Private Sector	Columbia	07/01/2015	1 year 04/30/2016	2 nd
4.	Department of Children & Family Services circuit administrator or designee	Yes	Deborah Devine Department of Children and Families Circuit 3 Program Administrator 1389 West US Hwy 90, Ste 110 Lake City, FL 32055 Deborah.Divine@myflfamilies.com	Circuit 3, Dept. of Children and Families	Columbia, Hamilton, Lafayettee, Suwannee	N/A	Continuous	N/A
5.	District superintendent of schools or designee	Yes	Danny Glover Lafayette Elementary 811 East Main Street Mayo, FL 32066 dglover@lcsbmail.net	Lafayette County School Board	Lafayette	07/01/2015	1 year 6/30/2016	N/A

Early Coalition of Florida's Gateway

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
6.	Regional workforce board executive director or designee	Yes	Sheryl Rehberg, Exec. Dir., N Florida Workforce Development Board, Inc. 400 West Base St, PO Box 267 Madison, FL 32341 rehbergs@nfwdb.org	North Florida Workforce Development Board	Suwannee, Hamilton, Lafayette	N/A	Continuous	N/A
7.	County health department director or designee	Yes	Kerry Waldron Suwannee/Lafayette County Health Department P.O. Box 6030 Live Oak, FL 32064 Kerry.Waldron@flhealth.gov	Suwannee/ Lafayette County Health Department	Lafayette, Suwannee	07/01/2015	1 year 6/30/2016	N/A
8.	President of a Florida College System institution or his or her permanent designee	Yes	Pamela Carswell Florida Gateway College 149 SE College Place Lake City, FL 32025 pamela.carswell@fgc.edu	Florida Gateway College	Columbia	N/A	Continuous	N/A
9.	Member appointed by Board of County Commissioners or the governing board of a municipality	Yes	Carol Milton FDLRS/Gateway 4256 SW CR 152 Jasper, FL 32052 Milton_c@ftrn.edu	FDLRS/ Gateway, Hamilton County	Hamilton	N/A	Continuous	N/A
10.	Head Start Director	Yes	Michelle Ward Suwannee Valley 4C Lake City, FL 32025 mward@sv4cs.org	Suwannee Valley 4C Head Start	Columbia, Hamilton, Lafayette, Suwannee	N/A	Continuous	N/A
11.	Representative of private for-profit child care providers	Yes	Terri Boyette Castle Hill Academy 200 SW Woodbranch Lane Lake City, FL 32024 castlehillacademy@att.net	Castle Hill Academy,	Columbia	N/A	Continuous	N/A
12.	Representative of faith based child care providers	Yes			Columbia	N/A	Continuous	N/A

Early Coalition of Florida's Gateway Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
13.	Representative of program under federal Individuals with Disabilities Education Act	Yes	Chris Bond UCE-TATS Orlando, FL tats-neff@ucf.edu	University of Central Florida Orlando, FL	Columbia	07/01/2012	4 years 6/30/2016	2 nd
	Children services council or juvenile welfare board chair or executive director	Yes, if applicable						
	Child care licensing agency head	Yes, if applicable						
	Central agency administrator	Yes, if applicable						
14.	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Andrea Neff Fun Factory Ministries 1909 SW Jim Witt Rd Lake City, FL 32025 ccman@christicentral.org	Private Sector	Columbia	09/01/2015	4 years 8/30/2019	1 st
15.	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Melanie (Mel) Howard Ho-Bo Tractor Company 462 SE SR 238 Lake City, FL 32025 mhoward@hobotractor.com	Private Sector	Union	04/01/2014	4 years 3/31/2018	2 nd
16.	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Brandon Fernald First Federal Bank of Florida 804 Ohio Avenue South Live Oak, FL 32064 fernaldb@ffb.com	Private Sector	Hamilton, Lafayettee, Suwannee	04/01/2014	4 years 3/31/2018	1 st
17.	Private Sector Business	Yes, if needed to meet private sector percentage or representation	Dr. Jimbo Haley Olympic Health Chiropractic 618 S. Marion Street, St. 105 Lake City, FL 32025 drjhaley@gmail.com	Private Sector	Columbia	04/1/2015	4 years 3/31/2019	1 st

Early Coalition of Florida's Gateway

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
		multi-county representation						
18.	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Trevor Hickman Trevor Hickman Insurance 383 SW Baya Drive Lake City, FL 32025 trevor@thinsagency.com	Private Sector	Columbia	04/01/2015	4 years 3/31/2019	1 st
19.	Private Sector Business	Yes, if needed to meet private sector percentage or multi-county representation	Esther Bass Windstream Communications 206 White Avenue SE Live Oak, FL 32064 esther.bass@windstream.com	Private Sector	Columbia	04/01/2015	4 years 3/31/2019	1 st
N/A	District superintendent of schools or designee	Ex-officio member	Yvette Hooper Administrator- Columbia County School District Coordinator-Parent Involvement, VPK 372 West Duval Street Lake City, FL 32055 hooper@columbiak12.com	Columbia County School District	Columbia	N/A	Continuous	N/A
N/A	District superintendent of schools or designee	Ex-officio member	Betty Linton Coordinator Exceptional Student Education/Pre-K Greenwood School Campus 6183 SW Hwy 41 Jasper, FL 32052 Betty.Linton@hamiltonfl.com	Hamilton County School District	Hamilton	N/A	Continuous	N/A
N/A	District superintendent of schools or designee	Ex-officio member	David Campbell Director of Elementary and Early Childhood 702 – 2 nd Street, NW Live Oak, FL 32064 Janene.fitzpatrick@suwannee.k12.fl.us	Suwannee County School District	Suwannee	N/A	Continuous	N/A

Early Coalition of Florida's Gateway

Approved as of [date added when approved by OEL]

Count or N/A	Designation in F.S. 1002.83(3) and (4)	Voting Member	Name Address Telephone Number Fax Number Email Address	Affiliation and/or Employment	For multi-county coalitions, indicate the county the member represents	Date Appointed	Length of Current Term and Date it Will End	Term
N/A	District superintendent of schools or designee	Ex-officio member	Linda Johns Union County Schools Lake Butler, FL johnsl@union.k12.fl.us	Union County School District	Union	N/A	Continuous	N/A
N/A	County health department director or designee	Ex-Officio Member	Mark Lander Columbia/Hamilton County Health Dept. 217 NE Franklin Street Lake City, FL 32055 Mark.Lander@flhealth.gov	Columbia & Hamilton County Health Department	Columbia, Hamilton	N/A	Continuous	N/A

Early Coalition of Florida's Gateway Membership Management

Approved as of [date added when approved by OEL]

- I. TOTAL MEMBERSHIP : XXXX
- II. TOTAL PRIVATE SECTOR MEMBERSHIP: XXXXX, PRIVATE SECTOR PERCENTAGE: XXXX%
- III. TOTAL NON-VOTING EX OFFICIO MEMBERSHIP: XXXX
- IV. NUMBER OF VACANCIES IN REQUIRED POSITIONS: XXXX

B. Business Organization

Please attach a copy of the coalition's organization chart as Attachment I.B.

C. Articles of Incorporation

Please attach a copy of the coalition's articles of incorporation as Attachment I.C.

☐ N/A

D. Bylaws

Please attach a copy of the coalition's bylaws as **Attachment I.D.**

E. Coalition Fiscal Agent Contract (if applicable)

Please attach a copy of the fiscal agent contract (if applicable) as **Attachment I.E.**

☒ N/A

F. Procurement

Please attach the coalition's procurement policy as **Attachment I.F.**

G. Tangible Personal Property Maintenance

Please attach the coalition's tangible personal property maintenance policy as **Attachment I.G.**

H. Records Maintenance

Please attach the coalition's maintenance of records policy as **Attachment I.H.**

I. Information Technology Security Controls

Please attach the coalition's IT security policy as **Attachment I.I.**

J. Disbursement Controls

Please attach the coalition's disbursement controls policy as **Attachment I.J.**

II. IMPLEMENTATION

A. Minimum Children to be Served by Care Level

Please fill out the Minimum Children to be Served by Care Level Form by running EFS Ad Hoc Report CC085.

Care Code	Description	Minimum # of Children Served
(INF)	<12 MTH	60
(TOD)	12<24 MTH	156
(2YR)	24 <36 MTH	214
(PR3)	36 <48 MTH	243
(PR4)	48 <60 MTH	228
(PR5)	60 <72 MTH	165
(SCH)	In School	706
(SPCR)	Special Needs	0
(SPTN)	Special Needs Teen	0

If applicable, please attach supporting documentation as Attachment II.A.

B. Single Point of Entry Implementation

Please attach the coalition's policies and procedures for implementing the Single Point of Entry (SPE) as Attachment II.B.

C. Unified Wait List Implementation

Please attach the coalition's policies and procedures for implementing the Unified Wait List (UWL) as Attachment II.C.

D. Eligibility and Enrollment Policies and Procedures

Please attach the coalition's eligibility and enrollment policies and procedures as Attachment II.D.

E. Parent Access and Choice

Please attach the coalition's policies and procedures for implementing parent access and choice as **Attachment II.F.**

F. Sliding Fee Scale and Fee Waiver Policies

Please complete the **Sliding Fee Scale For Parent Co-Payments Form**, and attach the coalition's fee waiver policies as Attachment II.F.

Amount of Daily Parent Copayment per Child (Completed by COALITION)	Percent of 20xx Federal Poverty Guidelines	Income Range (Rounded to the nearest dollar) by Total Number of Family Members										For Each Additional Family Member Add:
Full-Time	Part-Time	1 Family Member	2 Family Members	3 Family Members	4 Family Members	5 Family Members	6 Family Members	7 Family Members	8 Family Members	9 Family Members	10 Family Members	
\$ _1.04 _	\$_.52 _	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		≤50%	5,885	7,965	10,045	12,125	14,205	16,285	18,365	20,445	22,525	24,605
		>50%	5,886	7,996	10,046	12,126	14,206	16,286	18,366	20,446	22,526	24,606
\$ _2.08 _	\$ _1.04 _	≤75%	8,828	11,948	15,068	18,188	21,308	24,428	27,548	30,668	33,788	36,908
		>75%	8,829	11,949	15,069	18,189	21,309	24,429	27,549	30,669	33,789	36,909
\$ _3.12 _	\$ _1.56 _	<100%	11,769	15,929	20,089	24,249	28,409	32,569	36,729	40,889	45,049	49,209
		≥100%	11,770	15,930	20,090	24,250	28,410	32,570	36,730	40,890	45,050	49,210
\$ _4.16 _	\$ _2.08 _	≤116.67%	13,732	18,586	23,439	28,292	33,146	37,999	42,853	47,706	52,560	57,413
		>116.67%	13,733	18,587	23,440	28,293	33,147	38,000	42,854	47,707	52,561	57,414
\$ _5.20 _	\$ _2.60 _	≤133.33%	15,694	21,241	26,788	32,335	37,882	43,429	48,976	54,523	60,070	65,617
		>133.33%	15,695	21,242	26,789	32,336	37,883	43,430	48,977	54,524	60,071	65,618
\$ _6.24 _	\$ _3.12 _	≤150%	17,656	23,896	30,136	36,376	42,616	48,856	55,096	61,336	67,576	73,816
		>150%	17,655	23,895	30,135	36,375	42,615	48,855	55,095	61,335	67,575	73,815
\$ _7.28 _	\$ _3.64 _	≤155.83%	18,341	24,824	31,306	37,789	44,271	50,754	57,236	63,719	70,201	76,684
		>155.83%	18,342	24,825	31,307	37,790	44,272	50,755	57,237	63,720	70,202	76,685
\$ _8.32 _	\$ _4.16 _	≤161.66%	19,027	25,752	32,477	39,203	45,928	52,653	59,378	66,103	72,828	79,553
		>161.66%	19,028	25,753	32,478	39,204	45,929	52,654	59,379	66,104	72,829	79,554
\$ _9.36 _	\$ _4.68 _	≤167.49%	19,714	26,681	33,649	40,616	47,584	54,551	61,519	68,487	74,454	82,422
		>167.49%	19,715	26,682	33,650	40,617	47,585	54,552	61,520	68,488	74,455	82,423
\$ _10.40 _	\$ _5.20 _	≤173.32%	20,400	27,610	34,820	42,030	49,240	56,450	63,660	70,871	78,081	85,291
		>173.32%	20,401	27,611	34,821	42,031	49,241	56,451	63,661	70,872	78,082	85,292

		≤179.15%	21,086	28,539	35,991	43,444	50,897	58,349	65,802	73,254	80,707	88,160	
		>179.15%	21,087	28,540	35,992	43,445	50,898	58,350	65,803	73,255	80,708	88,161	
\$_12.48_	\$_6.24_	≤185%	21,775	29,471	37,167	44,863	52,559	60,255	67,951	75,647	83,343	91,039	
		>185%	21,776	29,472	37,168	44,864	52,560	60,256	67,952	75,648	83,344	91,040	
\$_13.52_	\$_6.76_	≤192.5%	22,657	30,665	38,673	46,681	54,689	62,697	70,705	78,713	86,721	94,729	
		>192.5%	22,658	30,666	38,674	46,682	54,690	62,698	70,706	78,714	86,722	94,730	
\$_14.56_	\$_7.28_	≤200%	23,540	31,860	40,180	48,500	56,820	65,140	73,460	81,780	90,100	98,420	

G. Use of Pre and Post Assessments

If applicable, what assessment tool does the coalition use to perform pre and post?

The Early Learning Coalition conducted a pilot of Teaching Strategies Gold during the previous fiscal year and will continue with this assessment tool with the QIS Pilot Participants for the 2015-2016 school year.

If applicable, who administers the pre- and post-assessments (coalition/contractor/child care providers).

With technical assistance support, the provider will be responsible for administering the pre and post assessments.

If applicable, what are the age ranges that receive a pre and post assessment?

Minimum Age (in months):

36months

48months Non-VPK

Attach supporting documentation as Attachment I.G.

☒ N/A

H. Provider Payment Rates

Please complete the Provider Payment Rate Schedule Form and attach the coalition's procedures for implementing the provider rates as Attachment II.H.

DAILY PAYMENT-RATE SCHEDULE (Effective 07/01/2015)

CARE CODE	Description	Full-Time Daily Rates (Completed by COALITION)					
		Licensed or Exempt Providers	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal Differential	Registered Family Child Care Homes	Informal Providers
(INF)	<12 MTH	\$24.00	\$28.80	\$21.00	0.00	\$8.00	\$4.00
(TOD)	12<24 MTH	\$22.00	\$26.40	\$20.00	0.00	\$8.00	\$4.00
(2YR)	24 <36 MTH	\$19.00	\$22.80	\$18.00	0.00	\$8.00	\$4.00
(PR3)	36 <48 MTH	\$17.00	\$20.40	\$16.00	0.00	\$8.00	\$4.00
(PR4)	48 <60 MTH	\$17.00	\$20.40	\$16.00	0.00	\$8.00	\$4.00
(PR5)	60 <72 MTH	\$16.00	\$19.20	\$15.00	0.00	\$8.00	\$4.00
(SCH)	In School	\$16.00	\$19.20	\$15.00	0.00	\$8.00	\$4.00

**School age rate for daily, partial week, before school only and after school only are to be negotiated.

**Informal providers reimbursed at 50% of Registered home rates

Part-Time Daily Rates / Completed by COALITION								
		Licensed or Exempt Providers	Gold Seal Differential	Licensed Family Child Care Homes	Gold Seal	Registered Family Child Care Homes	Informal Providers	Before or After School
CARE CODE	Description							
(INF)	<12 MTH	\$18.00	\$21.60	\$15.75	0.00	\$6.00	\$3.00	
(TOD)	12<24 MTH	\$16.50	\$19.80	\$15.00	0.00	\$6.00	\$3.00	
(2YR)	24<36 MTH	\$14.25	\$17.10	\$13.50	0.00	\$6.00	\$3.00	
(PR3)	36<48 MTH	\$12.75	\$15.30	\$12.00	0.00	\$6.00	\$3.00	
(PR4)	48<60 MTH	\$12.75	\$15.30	\$12.00	0.00	\$6.00	\$3.00	
(PR5)	60<72 MTH	\$12.00	\$14.40	\$11.25	0.00	\$6.00	\$3.00	
(SCH)	In School	\$12.00	\$12.00	\$11.25	0.00	\$6.00	\$3.00	\$12.00

Special Needs Rate / Completed by COALITION		
CARE CODE	Description	Full Time
(SPCR)	Special Needs	N/A

III. QUALITY ACTIVITIES AND SERVICES

4. Child Care Resource and Referral (CCR&R) and School-Aged Care

Describe the quality activities and services the coalition will implement to enhance child care resource and referral and school-age care.

- The Early Learning Coalition will have a continuous presence during community functions and partner with other organizations
- Share resource information and ideas with child care programs regarding school aged care
- Distribute parent information focused on parent involvement

1

B. Infant and Toddler Early Learning Programs

Describe the quality activities and services the coalition will implement to enhance infant and toddler early learning programs.

Early Learning Programs

- Training and Technical Assistance/Coaching of Early Learning Standards specific to infants/toddlers birth to 36 months with an emphasis on development

Activities to include

- Infant/Toddler CLASS Assessment, and coaching, professional development training with embedded Early Learning Standards

Proposed Outcome

- Teacher child interactions in participating programs increases in quality as measured by scores on Infant/Toddler CLASS Assessment
- ### **Families of Infants/Toddlers**
- Infant/Toddler Resource packets are distributed regularly

Please attach any supporting documentation as **Attachment III.B. (Technical assistance and coaching provided upon assessment of provider programs. Documentation to follow.)**

C. Inclusive Early Learning Programs

Describe the quality activities and services the coalition will implement to enhance inclusive early learning programs.

For Early Learning Programs:

- Enhanced response to warm line
- Coalition staff time and resources to assist early learning programs with an enrolled child with an identified need
- Follow-up and evaluation of ASQ-3 upon completion

Activity to Include

- Use monthly reports process to detect children with an identifiable need

Proposed Outcome

- Provide inclusion related tips to providers on a monthly basis
- 36 programs receive inclusion model consultation
- Increase call volume to warm line by 20 %

Please attach any supporting documentation as **Attachment III.C. (Documentation to follow on referrals and warm line assistance)**

D. Quality Performance Report

a. Does the coalition train programs on the Early Learning Guidelines (ELG) adopted by OEL?

☒ Yes ☐ No

If yes, does the coalition track how many programs were trained, by provider type, on the ELGs?

☒ Yes ☐ No

If yes, does the coalition track the number of children served in ELG trained programs?

☒ Yes ☐ No

b. Does the coalition provide targeted technical assistance to programs such as coaching, mentoring, or consulting during the fiscal year? **Note: targeted technical assistance is (coaching, mentoring and consultation) designed to address a particular domain/area of quality.**

☒ Yes ☐ No

If yes, what type of targeted technical assistance is provided?

☐ Health and safety

☒ Infant and toddler care

☐ School-age care

☒ Inclusion

☐ Teaching dual language learners

☒ Understanding developmental screenings and/or observational assessment tools for program improvement purposes

☒ Mental health (ASQ are graded, no diagnosis made but referrals offered to community partners)

☒ Business management practices

☐ Other Describe:

c. Does the coalition provide financial supports to early learning providers? Financial supports must be intended to reward, improve, or sustain quality. They can include grants, cash, reimbursements, gift cards, or purchases made to benefit a program. One-time grants, awards, or bonuses include any kind of financial support that a program can receive only once. On-going or periodic quality stipends include any kind of financial support intended to reward, improve, or sustain quality that a program can receive more than once.

Does the coalition provide one-time grants, awards or bonuses to Child Care Centers?

☒ Yes

☐ No

If yes, describe:

As funding allows

Does the coalition provide one-time grants, awards or bonuses to Family Child Care Homes?

☒ Yes

☐ No

If yes, describe:

As funding allows

Does the coalition provide on-going or periodic quality stipends to Child Care Centers?

☒ Yes

☐ No

If yes, describe:

In 2015-2016, those participating in QIS will be eligible for Wage Incentive Bonuses bi-annually based upon a tiered system as identified by their QIS Level.

Does the coalition provide on-going or periodic quality stipends to Family Child Care Homes?

☐ Yes ☒ No

If yes, describe:

Please check what types of financial supports are provided to child care teachers/providers?

- ☒ Scholarships
- ☒ Reimbursement for Training Expenses
- ☐ Loans
- ☒ Wage supplements
- ☐ N/A
- ☐ Other Describe:

d. Does the coalition have a voluntary Quality Rating Improvement System (QRIS) in place for the coalition's service area? The ELC of Florida's Gateway is implementing QIS in the 2015-2016 school year.

☒ Yes ☐ No

If yes, please provide how many levels and a brief description of each level: **See Attached**

QRIS Level	Level Description

Please attach any supporting documentation as Attachment III.D. (Attached)

IV. FINANCIAL MANAGEMENT

A. Budget

Please fill out Attachment IV.A Coalition Budget Report. (available 08/2015)

B. Prior Year Revenues and Expenditures

Please fill out Attachment IV.B Coalition Revenue and Expenditure Report. (available 10/2015)

V. MONITORING

A. Monitoring Plan and Procedures

Please attach a copy of the coalition's policies and procedures for monitoring SR Program providers as Attachment V.A.

B. Grievance/Complaint Resolution

Please attach a copy of the grievance policies and procedures that address complaints made by parents and child care providers as Attachment V.B.

VI. COALITION PLAN VALIDATION

A. Public Input

Please attach copies of proof of public input, such as coalition minutes as Attachment VI.A.

By signing below, I hereby certify that all information provided in this plan is accurate and complete to the best of my belief and knowledge. I certify that all services will be provided in accordance with the plan as approved by the Florida Office of Early Learning (OEL). I further certify that the local services will be provided in compliance with all applicable federal, state, and local laws and regulations and the State Child Care and Development Fund Plan approved by the Federal Department of Health and Human Services.

Chair Signature:

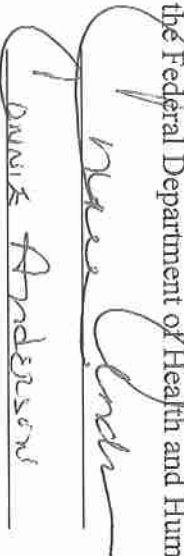
Printed Name:

Date Signed:

Executive Director:

Printed Name:

Date Signed:


David Anderson

08 19 15


Lashone T. Surrency

8/19/2015