

**COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION  
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2015**

**Milwaukee Youth Council – Youth Services Proposal**  
**Total Funds Available: \$73,960**

**Total Amount Requested (CDBG FUNDS) \$30,000**

**(Note: Minimum Allocation is \$10,000)**

Applicant Organization Name: CENTER FOR SELF-SUFFICIENCY, INC.

Organization Address: 728 N. JAMES LOVELL STREET

City: MILWAUKEE Zip 53233

Contact Person: JEANETTE STEVENS

Title VICE PRESIDENT

Contact Person's

Telephone Number: 414-270-4665

Fax Number: 414-449-4775

E-Mail Address: jeanette.stevens@centerinc.org

Is applicant a 501 (C)(3) organization? Yes

Is applicant a faith-based organization? No

Federal Employer Identification Number 33-1118674

Executive Director: CARL WESLEY

Phone Number 414-270-4627

Board President: WILLIAM SULTON

Phone Number 414-221-6639

2015 JUN 12 P 3:37

CDGA

**Proposal submission(s) must be authorized and signed by an official of the Board of Directors.**

**Name and title of Board Official:** William Sulton, Chair, Board of Directors, Center for Self-Sufficiency

**Signature of Board Official:** 

**NOTICE:**

A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.

## PART 1: PROGRAM DESIGN & SPECIFICATIONS

**If you need more space in any section, you may attach additional pages**

### 1) HOUSEHOLDS/CLIENTS SERVED

**a) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.**

CFSS will facilitate healthy relationship education to 75 high school age youth in out-of-home settings (foster care settings, group homes, detention centers) and 75 high school youth in 9<sup>th</sup> and 10<sup>th</sup> grade alternative high school settings. Males and females ages 14-17 will be served. Most of the youth will be from single Head of Household units in high poverty areas of the City of Milwaukee. Based on our target population, we expect that 75% of the youth will be African American, 10% White, 5% African American & White, 5% American Indian & Black and 5% Other. About 5% of the population will also be Hispanic heritage.

**b) Specify the total number of youth to receive direct services by your program.**

A total of 150 youth will complete the 12-lesson *Relationship Smarts Plus 3.0* program, the core program component of the Vow to Succeed Healthy Relationship and Teen Pregnancy Prevention Program. Leveraged program resources will allow the program participants to also participate in financial literacy education. Youth will complete a pre-survey prior to curriculum delivery and a post-survey at the conclusion of the curriculum delivery.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

## 2) OUTREACH:

a) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform youth about your program.

At the beginning of each program year, CFSS Educators call targeted high schools and other youth providers to inform them of the agency program offerings. The process begins with a phone call to the Principal of the School or the authorizing Administrator of the agency to request a meeting that will allow the Educator to provide an overview of the program services, curriculum topics, time commitment required, expected outcomes, and requirements for enrollment and evaluation. During the meeting, the Educators provide a copy of the curriculum outline, enrollment form and survey. If any of the Principals/Program Directors request that this information be described to them, or another member of their team via telephone, their request is honored. When Educators are unable to reach the Principal or Administrator via telephone to request a meeting, they send an orientation letter informing the site Principal or Administrator of the details described above, along with a copy of the documents described above.

CFSS staff also attends Community Resource Events to promote CFSS programming. In these settings, CFSS staff generally set up a table to display written agency program offering information and have an opportunity to discuss the programs with prospective participants and answer their questions.

Recently, CFSS has appointed a staff person to serve as the agency Social Media Specialist. This staff person is responsible for assisting in the design/update of the CFSS website and the VOW to Succeed Healthy Relationship and Teen Pregnancy Prevention Program Facebook, Instagram and Twitter pages. This will allow the agency to reach additional youth through social media efforts and to update youth and stakeholders on the CFSS activities.

On several occasions, CFSS has also been invited to participate in radio interviews to share information about the program. CFSS will continue to utilize this strategy, and will seek opportunities to participate in free televised coverage of the program services and the impact it is having on youth and the community.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

## **Describe in detail ALL OF THE FOLLOWING:**

### **3) The specific ACTIVITY to be performed:**

Through the VOW to Succeed Program, 150 youth will complete the 12-lesson *Relationship Smarts Plus 3.0* curriculum (each lesson is an hour) over a two- to three-week period. The curriculum includes a combination of group discussion and activities, workbook activities, role plays and journaling. The curriculum will be facilitated as developed by the curriculum author and will be facilitated by a trained, experienced Educator. Approximately five groups of 15 youth will be served in high schools settings and another five groups of 15 youth will be served in out-of-home care settings. We expect that one group of 15 youth will be served each month between February 2016 – November 2016. Educators will use the month of January to recruit sites and solidify program schedules. The month of December will be used to analyze all data and develop the end of year report.

*Relationship Smarts PLUS 3.0* is a lively 12-lesson evidence-based relationship skills curriculum for teens. *Relationship Smarts PLUS* integrates several essential concerns into a single high-impact program. Lessons address life skills, healthy relationships, dating violence, and pregnancy prevention, delivered by innovative educational strategies:

- Building assets and strengthening protective factors.
- Appealing to teen aspirations, rather than focusing on what they must avoid.
- Exploring new motivators for behavioral change.
- Empowering success with skills to form and maintain healthy relationships, make wise sexual choices, and work toward their goals.

### **Building Models and Confidence**

Many young people today aspire to healthy relationships, but lack confidence in their ability to achieve these connections. This program supports them with vision building, skills, guides, and decision-making frameworks to achieve their goals.

Teens learn that healthy relationships begin with the individual— identifying personal strengths and weaknesses, understanding how your past influences the present, and attending to one's own growth and development.

Lessons clarify what a healthy relationship is and isn't. Teens learn ways to handle early attraction, identify relationship qualities they find important, and choose partners wisely.

Frameworks to assess relationships help teens in relationship decision-making. A low-risk strategy (Sliding vs. Deciding) to reduce the potential for risky behaviors and attachment to problem people.

Teens gain awareness of the "red flags" of unhealthy and abusive relationships as well as ways to exit those relationships safely. They discover how to set boundaries and respond to disrespect. They explore how to handle breakups and move forward.

**Most importantly, youth practice a powerful set of evidence-based skills to improve communication and handle conflict, in all kinds of relationships.**

### **An Activity and Media-based Approach**

*Relationship Smarts PLUS 3.0* appeals to diverse youth, including both males and females. The style is easy to understand, colloquial, and reflective of current teen culture. Lively activities include popular media, narratives and poetry, numerous video clips, and a short film created by and with youth. An engaging student workbook encourages teens to review, to reflect on, and to apply what they have learned to their own lives. Not least of all is

the “Parent/Guardian-Teen Connection”— activities that convey core content to parents or guardians and serve as catalysts for critical trusted adult conversations.

### **Evidenced Based Results!**

The 2013 edition has been significantly enhanced reflecting the recommendations from researchers at Auburn University based on hundreds of teachers reaching over 5,000 teens. The five-year, federally funded study produced many significant findings and articles in peer reviewed journals.

#### **4) The GOALS of the program:**

*Relationship Smarts PLUS 3.0* reduces teen dating violence and abuse and increases youth’s assets. The students who participate in the *Relationship Smarts PLUS* program experience significant improvements in relationship knowledge, decreases in destructive verbal and physical conflict strategies, increases in reasoning strategies, and positive changes in beliefs regarding healthy relationships.

#### **5) Outcomes:**

- a. Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA’s long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, 4) Improve Quality of Life.

The expected outcomes for the Vow to Succeed Healthy Relationship and Teen Pregnancy Prevention Program directly contribute to improved quality of life, and by teaching youth how to avoid unwanted pregnancies avoid high-risk behavior that may lead to STI’s/HIV and develop healthy relationships also can contribute to increased economic vitality (through reduction of single-parent households) and crime reduction (through improved understanding of how to develop productive relationships and increase the use of conflict resolution skills to avoid domestic violence).

#### **CFSS expects to achieve the following outcomes:**

- Increase in positive communication skills (80%)
- Increase in conflict resolution skills (80%)
- Increase in positive problem solving skills/Problem solving without violence (80%)
- Increase in violence prevention skills (80%)
- Decrease in faulty relationship beliefs (75%)
- Decrease in abusive behaviors (75%)
- Decrease in relationship aggression (70%)

## BUDGET & RESOURCES LEVERAGED

Include a proposed budget for your program utilizing the enclosed budget forms.

The budget forms are on pages 23-24.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

## PART 2: EXPERIENCE

### 1. AGENCY EXPERIENCE:

**Describe your agency's specific experience in providing the service for which funding is requested.**

CFSS has directly provided healthy relationship education and/or teen pregnancy prevention education to more than 3,000 youth in the City of Milwaukee since October 2006. CFSS received CDBG funding for five years, 2009, 2010, 2012, 2013 and 2014. In each of the five years of funding, CFSS consistently served the number of youth proposed. In 2010, 2012, 2013 and 2014, CFSS exceeded the number of youth we proposed to serve by 50 to 100 youth. In each of the funding years, post-survey results indicated that 75 to 90% of program youth demonstrated an understanding of teen dating violence/victimization and an understanding of healthy and unhealthy relationship behaviors.

The mission of the Milwaukee-based Center for Self-Sufficiency (CFSS) is to promote and facilitate the design, delivery, and growth of high-impact programs and partnerships that increase self-sufficiency of individuals, families, organizations, and communities. Our goals are illustrated through our organizational vision, which is to provide innovative leadership and commitment to accountability that moves people and organizations toward improved systems, resources and outcomes that increase economic independence. CFSS defines its focus on self-sufficiency as promoting "positive and effective family structures that encompass and recognize the importance of education, values and community support systems as long-term solutions to improve household economic outcomes."

CFSS provides youth character development programs, teen pregnancy prevention programs, healthy relationship programs and parent support programs designed to assist youth in developing healthy life skills (attitudes and behaviors). These programs help youth make choices that will have long-term positive effects on them, their family and society, while assisting youth in viewing their parent(s) as their primary mentor/role model(s), and teaching parents the skills needed to assume this role. CFSS also provides healthy relationship programs for single and married adults in Milwaukee. CFSS provides these services in partnership with Milwaukee public, charter and private schools and nonprofit community and faith-based organizations that assist in recruiting youth and providing support services and facilities for large events.

CFSS is a nonprofit organization, founded in 1997 as an intermediary consulting firm to strengthen nonprofit capacity, and subsequently incorporated as a nonprofit service delivery organization in 2005. The Center has 18 years of experience in developing, operating and evaluating programs to strengthen families in the areas of teen pregnancy prevention, healthy relationship education, youth character development and mentoring, fatherhood, workforce development and offender reentry services. The majority of individuals served by CFSS are low-income African American and Hispanic families living in the Greater Milwaukee Region and Southeastern Wisconsin.

**DO NOT WRITE BELOW**  
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**Comments:**

## 2. STAFF EXPERTISE:

Describe your agency's specific staff experience in providing the service for which funding is requested.  
(Include education, years of experience etc.)

**Vice President of Programs.** Jeanette Stevens has 18 years of professional experience, with a concentration of expertise in the areas of federal grant management. Currently she is responsible for managing the CFSS teen pregnancy prevention & healthy relationship education programs that serve at-risk teens in the highest poverty ZIP codes of Milwaukee, including teens in foster care, group homes, and treatment provider programs sponsored by the Bureau of Milwaukee Child Welfare and correctional centers. In this role, she has developed and monitored programs, facilitated adult training sessions and meetings, monitored programs and budgets to be sure goals and objectives were met, and prepared federal grant reports. Since joining CFSS in 2006, Ms. Stevens has supervised a team of experienced healthy relationship Educators and subcontracted partners. Prior to CFSS, Ms. Stevens managed a federal grant at the Opportunities Industrialization Center of Greater Milwaukee (OIC-GM) budget of \$2.4 million. Her past organizational experience includes managing multiple program budgets and contracts; and development, implementation and oversight of a variety of programs and special projects. Ms. Stevens earned a Master of Science in Public Service Management from DePaul University, a Bachelor of Arts in Social Science and Communication from Alverno College. Ms. Stevens has completed all coursework towards a Ph.D. in Leadership Studies from Marian College.

**Relationship Educator II & Case Management.** Yvette Dotson facilitates marriage relationship education to at-risk youth in public, charter and choice schools, alternative settings, and adults in correctional and community centers. Ms. Dotson also administers basic and career assessments, coordinates support services for clients, provide follow up and retention services; and implements cognitive programming to youth and adults. Ms. Dotson's previous experience includes working 12 years for Milwaukee Public Schools (MPS), ending her tenure as a Parent Coordinator/Family. Throughout her tenure at MPS, Ms. Dotson administered basic needs assessments of families and coordinated support services, administered initial trauma screening of youth, worked with parents to address student attendance and behavioral issues, provided tutoring services, and coordinated leadership activities for youth. Following her work with MPS, Ms. Dotson became the Program Coordinator for Pearls for Teen Girls, a teen pregnancy prevention/leadership program for young girls in the Milwaukee area. She is trained in *Relationship Smarts Plus*, *Love Notes*, *Within My Reach* and *Walking the Line*, *Making Proud Choices!*, *Street Smarts*, *Money Working for You* and *CGIP Phase I & II* curricula in addition to Effective Curriculum Delivery, Youth Development Principles and Trauma Informed Care. Ms. Dotson holds a Bachelor's Degree in Psychology from Upper Iowa University and is currently pursuing a Master's in Community Counseling from Concordia University.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**



### 3. FINANCIAL/ORGANIZATIONAL/BOARD & ADMINISTRATIVE STRUCTURE

**Describe all of the following about your agency:** \$3,258,262

CFSS is a Milwaukee-based nonprofit organization, formed in 1997 as an intermediary consulting firm to strengthen nonprofit capacity. It subsequently incorporated as a nonprofit service delivery organization in 2005. Founder Angela M. Turner stepped down as President and CEO in January 2015 and Carl Wesley assumed this role on January 20, 2015. The 2014 budget was **\$3.2 million**. Its fiscal controls are documented in an accounting procedures manual (available upon request) and summarized below. Daily fiscal operations are overseen by Fiscal Officer Mark Adashun, CPA, who has managed the finances of CFSS since 2005 and has **33** years of professional experience. CFSS is in a strong financial position and has no debt. CFSS has documented clean independent audits (in compliance with OMB circular A-133) since 2005. CFSS has never had a disallowable program cost or budget overrun. In each CFSS grant, program objectives have been met, and program and financial reports have been submitted promptly.

**Financial management experience, effective control over and accountability for funds:** Mr. Adashun has overseen financial reporting for complex federal grants for **16** years. CFSS uses a fully automated and integrated accounting system, which is a standard accrual system that meets generally accepted accounting principles (GAAP). CFSS maintains one checking account to record deposits, process payroll and pay invoices. The accounting system is designed to track different program funding sources by account number. Expenses are charged to each program and cost allocated depending on which program is affected by the expense. The review of expenditures rests with both Mr. Wesley and Mr. Adashun. Mr. Wesley signs off on a standard authorization form that indicates the type of expense that is incurred plus the funding breakdown for such expense, which is reviewed by Mr. Adashun. Signature authority on checks used for payment belongs to Mr. Wesley, Mr. Adashun; for coverage during the CEO transition the HR Director (Jennifer Patrick) and the Board Chair (William Sulton) were added as signatories. CFSS checks require two signatures if over \$1,500. Mr. Adashun maintains the actual checkbook, and Mr. Wesley reviews the monthly checking account reconciliation. Financial statements are prepared in accordance with bylaws. Quarterly financial statements on the condition of finances are provided at regular board meetings. In addition, an annual audit is prepared by an independent local accounting firm, **Reilly Penner & Benton**, CPA's, in accordance with federal audit guidelines and is rendered at the annual meeting of the Board of Directors. The CFSS bylaws state further that special financial items, like loans, sale of securities, execution of instruments, etc., must have approval of the Board of Directors.

#### **a. Organizational & Administrative Structure:**

We currently have more than 20 organizational partners, 29 employees, 3 consultants and 2 organizational contractors who carry out the programmatic, evaluative and administrative work of the organization. CFSS has two areas of management focus – direct services to individuals and operations to support direct service work (evaluation systems, communication and marketing, accounting, personnel).

#### **b. Board Structure:**

Our nine-member Board of Directors, which meets six times a year, governs the organization. There are four Board Committees: Executive, Finance and Audit, Board Development and Fund Development. The President and CEO serves as an Ex-Officio member. The Board's primary focus for the past 12 months was to conduct a search and hire a new President and CEO. The result was that Carl Wesley was appointed as President and CEO and began in this role on January 20, 2015.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

#### 4. ACCOMPLISHMENTS

##### A) Existing Agencies (Currently Funded by CDGA):

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

**NOTE:** If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide **THIRD PARTY** documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

##### B) New Groups (not currently funded by CDGA):

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments.** This may include written statements from current funding sources, agency annual reports, etc.

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

CFSS was CDGA funded in 2009, 2010, 2012, 2013 and 2014. In 2009 CFSS proposed to provide education to 140 youth and provided education to 184 youth. In 2010 CFSS proposed to provide education to 160 youth and provided education to 190 youth. In 2012, CFSS proposed to provide education to 75 youth and provide education to 194 youth; in 2013, CFSS proposed to deliver curriculum to 75 youth and provided education to 168 youth; and in 2014, CFSS proposed to deliver curriculum to 75 youth and provided education to 171 youth. Each year, we have exceeded the goals set for the organization.

In addition, through our federal Healthy Marriage and Relationship Education grant, since 2006 we have exceeded our youth education delivery goals, serving more than 3,000 in the past 9 years.

In each of the program years, survey results showed impactful gains in youth knowledge and intended behaviors. Each year 75 to 85% of program youth demonstrated indicated a decrease in faulty relationship beliefs, increase in communication & conflict resolution skills, improvement in quality of relationships, decrease in relationship aggression, understanding of teen dating violence/victimization and an understand between healthy and unhealthy relationship behaviors.

Please see attached Agency Summary, Case Statement and Impact Statement for further documentation of accomplishments as presented in CFSS reports to the community.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

## REVIEWER'S SUMMARY

### NOTES:

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# **AGENCY BUDGET: EXPENSES**

**Organization:** Center for Self-Sufficiency

**Program Name:** Vow to Succeed Healthy Relationship and Teen Pregnancy Prevention Education Program

**Show a proposed budget for the program for which you are applying. Include all committed and pending funds for your program.**

<b>CATEGORY</b>	<b>Requested CDBG Funds</b>	<b>Committed Funds: U.S. Dept of Health &amp; Human Services Medical College of WI (PREP Grant)</b>	<b>Pending Funds (list source)</b>
Personnel	\$18,400	\$34,900	0
Fringe Benefits	\$6,440	\$13,262	0
Occupancy/Utilities	\$1,680	\$3,100	0
General Services (training, travel, printing, advertising, memberships)	\$300 (Local Travel)	\$15,000	0
Supplies (office products, postage, computer and cleaning supplies, etc.)	\$1,380	\$3,500	0
Contractual Services (accounting, legal, consulting, insurance)	\$1,800	\$10,000	0
Equipment(Purchase/Rental)		\$3,200	0
Other Costs(Describe)		\$1,200 \$2,000 \$2,000	0 0 0
<b>TOTAL COSTS</b>	<b>\$30,000</b>	<b>\$88,162</b>	

## Organization CENTER FOR SELF-SUFFICIENCY

Show a three year history of **actual revenue** received by your agency for the three year period shown.  
If more space is needed continue with another page.

CATEGORY	2012	2013	2014
<b>Government Grants (list sources)</b>			
A. DHHS	\$1,618,000	\$1,950,000	\$ 1,805,255
B. City of Milwaukee	29,141	48,000	29,904
C. Department of Justice	152,171	115,065	28,623
D. Department of Labor	0	80,000	445,526
E. Milwaukee County	275,360	232,100	223,022
F. WI Department of Corrections	0	0	57,018
<b>Subtotal</b>	<b>\$2,074,672</b>	<b>\$2,425,165</b>	<b>\$2,589,348</b>
<b>Foundation Grants (list sources)</b>			
A. Greater Milwaukee Foundation	0	0	\$24,587
B. United Way	48,085	29,000	0
C. YWCA ETJ	40,410	33,750	43,758
D. Miracle on Canal Street	32,841	0	0
E. Medical College	103,749	100,000	94,717
<b>Subtotal</b>	<b>\$225,085</b>	<b>\$162,750</b>	<b>\$163,062</b>
<b>Other Revenue (list sources)</b>			
A. AMTC, LLC.	\$316,000	\$340,000	\$348,000
B. Brighter Futures	100,000	100,000	99,818
C. Stay Strong			34,917
C. Other Business Contributions	26,070	14,000	4,113
<b>Subtotal</b>	<b>\$442,070</b>	<b>\$454,000</b>	<b>\$486,848</b>
<b>TOTAL REVENUE</b>	<b>\$2,741,827</b>	<b>\$3,041,915</b>	<b>\$3,259,258</b>

**Board of Directors Roster for Agencies with Grants Administered  
by Community Development Grants Administration**

**Organization Name:** Center for Self-Sufficiency

**Organization DUNS Number**

**Date Completed:** June 11, 2015

**Program Year:** 2016

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
<b>NAME: William Sulton</b>	African American	Peterson, Johnson & Murray S.C. 788 N Jefferson St. Suite 500, Milwaukee, WI 53202-	2015
Title: Board Chair			
<b>NAME: Christopher Orr</b>	African American	Asset Portfolio Manager Fidelity Property Management Group 12605 W. North Ave. #256 Brookfield, WI 53005	2016
Title: Board Vice Chair			
<b>NAME: Dave Knutson</b>	Caucasian	Boys & Girls Clubs 1558 N. 6 <sup>th</sup> Street Milwaukee, WI	2015
Title: Treasurer			
<b>NAME: Shaleta Dunn</b>	African American	Manpower Group 100 Manpower Place Milwaukee, WI 53212	2015
Title: Board Secretary			
<b>NAME: Tammy Belton-Davis</b>	African American	Athena Communications PO Box 100615 Milwaukee, WI 53210	2015
Title: Board Member			
<b>NAME: Noah Fenceroy</b>	African American	Manpower Group 100 Manpower Place Milwaukee, WI 53212	2015
Title: Board Member			
<b>NAME: Andre Gordon</b>	African American	Northwestern Mutual 731 N. Jackson Street Milwaukee, WI 53202	2015
Title: Board Member			
<b>NAME: George Hinton</b>	African American	Social Development Commission 4041 N. Richards Street Milwaukee, WI 53212	2015
Title: Board Member			
<b>NAME: Tony Smith</b>	African American	Fox Sports 1001 N. 4 <sup>th</sup> Street Milwaukee, WI	2015
Title: Board Member			
<b>NAME: Carl Wesley</b>	African American	Center for Self-Sufficiency 728 N. James Lovell Street Milwaukee, WI 53233	NA
Title: Ex-Officio			

The Slate of Officers of the Board Shall Commence on September 15, 2014 and End on September 14, 2015.

**NOTE: THIS FORM MUST BE SUBMITTED WHENEVER THERE ARE BOARD CHANGES.**