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https://www.asurams.edu/ccrr

#### Quarterly Bulletin and Training Calendar for Early Childhood Educators

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Brian P. Kemp

Governor

Amy M. Jacobs Commissioner

July 2023

Dear Child Care Professionals of Georgia:

Soon I will be formally announcing proposed revisions to child care licensing rules and regulations. I want to take this opportunity to explain how we go about this process, why we need to update the rules on a regular basis, and what we are proposing this year. There are only a few proposed revisions this year, and I feel confident they will be easy for child care providers to implement.

We recognize that rule revisions impose additional work on providers, and we have designed the process to give providers plenty of time to make operational changes. Unless something extraordinary happens, we revise licensing rules only once a year.



We present specific rule changes to the Board of Early Care and Learning at its May meeting. During the summer we solicit comments from providers and the public. We take provider input seriously, and there have been times in the past that we have postponed revisions because we recognized that providers needed more time to prepare. In August the Board adopts rule revisions that go into effect on October 1. For the first six months after a rule is revised, Child Care Services consultants provide technical assistance to help providers comply rather than strict enforcement.

There are several reasons that rules may need to be revised. As we learn more and more from research about what children need and how to improve the way we care for them, we revise rules to improve quality and reflect best practices in child care. Sometimes the federal funding we receive requires that we revise licensing rules; and, occasionally, we discover providers engaged in unsafe practices, and we revise the rules to correct these.

The changes we are proposing this year are straightforward. Current rules for both child care learning centers and family child care learning homes require that parents be notified of illnesses and injuries. Proposed changes to CCLC Rule 591-1-1-.07(2) and FCCLH Rule 290-2-3-.11(1)(b) will require that parents be notified of any incident that affects their child's health or safety. Examples of incidents would include a child being left on a playground or in a vehicle. A proposed change to CCLC Rule 591-1-11.16(g) allows the Department of Early Care and Learning to revoke a child care license if false or misleading information is submitted. And CCLC Rule 591-1-1-.36(7)(c)(3.) will require that transportation checklists include a date.

I try to stay up to date with the child care business, and I know from reviewing attendance data that child care providers are still striving to recover from the pandemic. I applaud your perseverance and all that you do to maintain safe and healthy learning environments for Georgia's young children. Sincerely,

#### Pam stevens

Pam Stevens Deputy Commissioner for Federal Programs

## From the Director's Chair: Ideas, Information & Resources

# What is a Quality Rating and Improvement System (QRIS) and why should your program participate?

QRIS is a general term to describe a system that helps parents understand the level of quality in child care, preschool, and school-age care programs. QRIS was designed to help parents compare different programs by using the same set of standards. It also helps providers improve and communicate their quality to parents.

#### Child Care Quality Ratings - Child Care Aware® of America

Whether you go to a fast food or a fancy restaurant, most of us check the health rating. Most of us want to go to higher-scoring restaurants because we know there is quality in the product, environment, customer service, and cleanliness. Well, that is what a Quality Rating does for a child care program. It helps show the community the level of quality a child care program has. By looking up the Star level of a program, a family can determine the conditions of the program and thus can decide if they want to send their child(ren). It gives a sense of comfort and safety to the parents when determining the best place for their child(ren).

By participating in a Quality Rated system, the staff of a program can gain essential professional development through technical assistance and training opportunities. In addition, the program can be connected to possibilities for items such as materials, access to grants, and other opportunities and incentives.



Did you know that our Technical Assistance Coordinators (TACs) can offer you and your staff private trainings for a very low cost? Our staff that provide your TA for Quality Rated, can assist your program in its continuing efforts for early education and training.

We can provide professional development on a wide variety of topics or areas of direct need for your staff and/or program virtually or onsite at your program. Our TACs can help assess your needs for professional development and offer trainings specifically to meet those needs.

If you are interested in having a Technical Assistance Coordinator speak with you about scheduling a training, let your TAC know today, or call our Training Administrator, Margo Sanders: 229.500.2897 or <a href="margo.sanders@asurams.edu">margo.sanders@asurams.edu</a>.

## Tips & Tricks with the TACs

#### Did You Know...

You can take advantage of training opportunities presented by your TAC (Technical Assistance Coordinator), assigned to your program. The best part is your TAC can offer training to the specific needs of your program.

You can ask your TAC about providing a PLC (Professional Learning Community) with your program staff. This is a free form of professional development your TAC has been trained to provide. It facilitates discussion and learning amongst peers that are on specific topics chosen by the group that relates to areas of needed growth, change, and assistance.

You can familiarize yourself with the ERS scales. If your program staff needs more of a deep dive into the scales ask your TAC about the Deep Dive training being offered.

You can familiarize yourself with all the items you are being given to work on from your TAC. If you do not understand or there are any barriers, talk to your TAC about the issue. They can assist you so that you are more successful in your efforts.

You've Got this!!! But if at anytime you feel overwhelmed, just give your TAC a call! That's what we are here for!



Visit our website often for a regularly updated training calendar and training registration information:

www.asurams.edu/ccrr

You can also watch your email for weekly training reminders that keep you up-to-date on all upcoming training. If you are not receiving these, please send your email address to: margo.sanders@asurams.edu
or call 229.500.2897.

Like us on Facebook @ccnofswga for the latest updates on events and highlights from our agency!

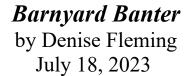
# **Books Galore and So Much More!**

An Early Childhood Educator's Book Club Virtual Lunch and Learn Series

Come join the "Book Club" and learn how to bring your story to life and incorporate it throughout the day within the classroom!

This 3-part series will be offered once each month for July, August, and September 2023.

The time will be 12:00 p.m. - 2:00 p.m. The cost of the series is \$30 If you wish to register for individual sessions, the cost is \$12 per session.



The Napping House by Audrey Wood August 15, 2023



More, More, More, said the Baby by Vera B Williams

September 12, 2023





To register, scan

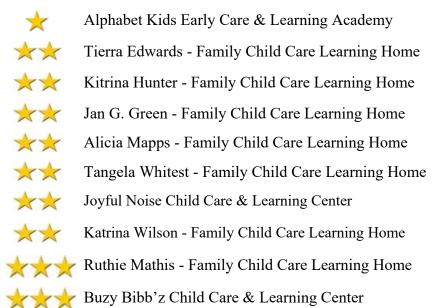


Each session includes a copy of the featured book and 2 BFTS Approved Hrs.



# **Congratulations**

to these new Quality Rated providers!



Hands on Learning Academy II

Little Heavenly Angels

Dream Builders Learning Center II

Brantley's Busy Bee Learning Center

Odom Primetime - SAC

Grace Institute of Early Learning

Kids "R" First Learning Center

Henry County Head Start

Ratings through 6/2023

# Save the Date!



The Southwest Regional Director's Institute is returning, October 2023!

"Goal, Plan, Action... Ready, Set, Go!"



featuring...

Consuella Carter with CC Educational Services, LLC

Be on the lookout for additional information in the coming months!

# CCR&R Staff Highlight



My name is Cindy Spann and I have had the pleasure of working in the Georgia Child Care Resource and Referral system for 23 years serving in a variety of roles. I recently accepted the position with CCR&R of SWGA as executive director which allows me to continue working with the amazing SW CCR&R team. We serve childcare programs in 48 counties by supporting their efforts in earning a Quality Rating and I live in the Muscogee County area. I have worked in the early care and learning field for more than 30 years serving children and families and am a 2-time graduate from Columbus State University with a Bachler's in psychology and a master's in organizational leadership.

I am originally from Maine but moved to Georgia when I was a very young child. I love to tell people that I am northern by birth, but southern by the grace of God. I have been married for almost 25 years and have 2 amazing kids; one just graduated from high school and the other from college. I love dogs and foster Boykins for a wonderful organization called Operation Little Brown Dog. I love to read, work out, and spend time with my family. I am looking forward to many more years advocating for and supporting Georgia's youngest learners.

My name is Cindy Fick and I have worked with the Child Care Resource and Referral Agency going on 17 years in Georgia. I have held many roles within the agency and have recently accepted the Operations Director position with the CCR&R of SWGA. We have the pleasure of serving 48 counties and supporting programs in their efforts to become Quality Rated.

I have worked in the early care and learning field for 28 years serving children and their families and hold a Bachelor of Science in Child and Family Development. Although the military brought my family to Georgia 19 years ago, we continue to call Georgia our home. I have been married 29 years and have 2 wonderful children that I could not be prouder of. We have four dogs all under the age of 4 that keep us active and young at heart. This fall, we are expecting our first grandbaby and yes, I am beyond excited. In my spare time, I love to read, craft, and spend time with my family.

The CCR&R has become my second family and I truly love each one of our team members. They are an amazing group! I look forward to many more years working with the CCR&R and serving the children and families of Georgia.



# Welcome! CCR&R New Staff Highlight

Hello, my name is Tina Yost. I started with the Child Care Resource & Referral department in 2015 and continued through 2018. I have recently returned and am overjoyed to be back with this amazing group. As a Technical Assistant Coordinator, my role is to train and coach early learning teachers and administrators on best practices and the Environmental Rating Scales. Helping others achieve their goals of providing quality care to children is my driving force. I find great pleasure in watching others succeed and grow in their profession.

After years in the technology and business world, I felt the call to share my love of learning with others. A late starter to the field of education I earned my degree in Early Childhood Education from Western Governors University with a focus in Interdisciplinary Studies at the age of 40. Before joining the CCR&R, my career in education was housed mostly within the public school system of Colquitt County. From Pre-k, 1<sup>st</sup> and 5<sup>th</sup> grades to Special Education Inclusion my diversity in teaching grew over many years.

In my "Now" time I enjoy reading, drawing, painting, hiking, thrifting, and exploring new places. I'm an avid reader topping out to date for 2023 with 43 books read beating my yearly total for 2022 at 31. In March I started taking Taekwondo and didn't realize at the time how much I would grow to love this sport. I currently hold my orange belt with my next promotion in just a few weeks. You are never too old to try something new.

Although I have many interests and continue to remain very active at age 55 I am nothing without my family. Married to my wonderful husband Jared for 31 years we continue to do life together the only way we know how, unconditionally. Our son Tyler is married to his precious wife Tara and just had the sweetest gift in March named Elsie Jane. Addi is our daughter, and she is the light of her daddy's eye and truly my best friend. It has been a wonderful journey watching our children grow into adults and I look forward to so much more.

If I could tell my younger self one piece of important knowledge it would be this; read it, see it, be it, listen to it, watch it, embrace it, experience it, learn it, live it, enjoy it, remember it!

You were given this life to live it, don't waste it. Own it!





Hi there! My name is Zoe Thwaites and I am a newcomer to the CCR&R family! I recently decided to step outside of my GA Lottery Pre-K classroom of 13 years and use my many years of experience teaching children to continue working in the field of education in a coaching capacity as a Technical Assistance Coordinator with CCR&R. I am committed to continuing in education to assist in improving the quality of childcare for Georgia's youngest learners.

Here is a little bit more about me. I grew up in Long Island, NY, and finished high school in sunny Florida. I received a Bachelor of Arts in Early Childhood Education in 1998 from the University of South Florida and I have been teaching in pre-k or kindergarten ever since. I have an amazing husband of 21 years that works hard to keep Delta airplanes flying safely. We have a daughter, two sons, and a crazy Australian Shepherd fur baby. We love to travel and explore new places together.

Child Care Resource & Referral of Southwest Georgia is pleased to announce the first:

# Family Child Care Learning Home Summit

Igniting the Power of Storytelling

Language and vocabulary are often overlooked in a family child care learning home. This is often due to the various ages of children enrolled. Trying to provide for multiple developmental stages can be a challenge. However, the way all ages can be exposed to language and literacy in a developmentally appropriate way is through STORYTELLING.

Presents: Kathleen Roberts, of Child Care Resource & Referral of Southwest Georgia





Scan here to register now!

Saturday, September 16, 2023

9:30 a.m. - 3:30 p.m., 4 hrs. DECAL training credit
Albany State University West
Building C, Room 252
2400 Gillionville Road
Albany, GA 31707

\$50.00 registration fee, lunch included

Space is limited; register now!

For additional information call: CCR&R Training Administrator, Margo M. Sanders @ 229.500.2897 or margo.sanders@asurams.edu Deadline to register: Monday, September 11, 2023



Will include door prizes and time for make & take!

# Training Calendar – July, August, and September 2023

8		
Tuesday, July 11, 2023 6:30 p.m 8:30 p.m. \$10 Webinar	Reading Together – 2 hrs.  It all starts with words! Join us and learn how words are the foundation for learning, and research shows that children need to hear and understand as many words as possible long before they begin school.	<b>Polly Raike,</b> BFTS Approved Trainer
Tuesday, July 18, 2023 12:00 p.m 2:00 p.m. \$12  Webinar  Each session includes a copy of the featured book!	Bringing Stories to Life! Storytelling and Enhancing Your Classroom Featuring the Book: Barnyard Banter by Denise Fleming – 2 hrs.  Learn how to bring your story to life and incorporate it throughout the day within the classroom using the book Barnyard Banter by Denise Fleming.	Dianne Fitchlee, BFTS Approved Trainer
Tuesday, July 18, 2023 7:00 p.m 9:00 p.m. \$10  Webinar	Child Development – 2 hrs.  Early childcare educators need knowledge about child development and learning to support children in their progress. Acknowledging what children do at different stages of their lives helps educators provide developmentally appropriate achievable activities and to develop appropriate learning goals for each child.	<b>Linda Davis,</b> BFTS Approved Trainer
Thursday, July 20, 2023 7:00 p.m 9:00 p.m. \$10  Webinar	Impact of Home Language on English Development – 2 hrs.  Learn the importance of supporting and understanding the Dual Language Learner(DLL) and the impact of Home Language within ECE programs. It provides an awareness of cultural affairs, customs, and Home Language. The interaction of Home Language with English Development builds an appreciation, trust, and strengthening for the families and the ECE programs.	Sandra Jackson, BFTS Approved Trainer
Saturday, July 22, 2023 9:00 a.m 2:30 p.m. \$60  ASU West, 2400 Gillionville Rd Albany, GA 31707 Building J, Rm 128	CPR/First Aid  American Heart Association  Learn how to recognize and alleviate airway obstructions, and the signs, symptoms, and corrective action for a stroke or heart attack.  Also, learn to recognize and treat minor medical emergencies.	Judy Gaines, Certified Instructor
Saturday, July 29, 2023 9:00 a.m 4:00 p.m. \$30  Super Saturday!!!  Lifesprings Child Care Center 2010 GA Hwy 133 South Moultrie, GA 31788	Creating Moods Through Music – 4 hrs.  Music is important! Learn how integrating it through teaching can create a calm happy environment. It also enhances the overall well-being, growth, development, and learning of the children including those with disabilities and dual language learners.  What?! Healthy Behavior Management Strategies – 2 hrs.  This course defines behavior management and helps the caregiver differentiate between challenging and difficult behaviors. It offers positive strategies that result from inappropriate classroom behavior.	Sandra Jackson, BFTS Approved Trainer
Monday, July 31, 2023 7:00 p.m 9:00 p.m. \$10 Webinar	Pop! Infant and Tot Lesson Plans – 2 hrs.  Learn to "pop" the activity and language growth during this period of infancy and toddlerhood amidst the chaos, meals, and diapering.	<b>Lori Sugarman,</b> BFTS Approved Trainer

Saturday, August 5, 2023 9:00 a.m 1:00 p.m. \$20 Webinar	Analyzing Behavior for Possible Adaptations – 4 hrs.  When educators observe a child they learn how each child behaves, learns, reacts to new situations, and interacts with others. Educators then must take that information and develop activities to enhance the children's skills in all child development areas thus reducing behavior situations. Join us to help you learn how to analyze different situations and adapt them to increase positive behavior in children.	<b>Linda Davis</b> , BFTS Approved Trainer	
Tuesday, August 8, 2023 6:30 p.m 8:30 p.m. \$10	Conversations in the Classroom – 2 hrs.  Learn how to develop more meaningful & extended conversations to develop learning.	<b>Polly Raike</b> , BFTS Approved Trainer	
Webinar			
<b>Tuesday, August 15, 2023</b> 12:00 p.m 2:00 p.m.	Bringing Stories to Life! Storytelling and Enhancing Your Classroom Featuring the Book: <i>The Napping House</i> by Audrey Wood – 2 hrs.	Dianne Fitchlee, BFTS Approved Trainer	
\$12  Webinar  Each session includes a copy of the featured book!	Learn how to bring your story to life and incorporate it throughout the day within the classroom using the book The Napping House by Audrey Wood.	Trainer	
<b>Tuesday, August 15, 2023</b> 6:30 p.m 8:30 p.m.	More than Punishment Preventive Guidance in Early Childhood Programs – 2 hrs.	LaKeshia Levi, County Extension Agent	
\$10 UGA Extension Office 2030 Kings Chapel Road Perry, GA 30169	Positive guidance is much more than just handling children's misbehavior when it happens. Simple things like routines, well-planned transitions, and thoughtful room arrangements can help prevent problems before they happen. Come learn effective ways to avoid many behavior problems, tips for managing children's behavior by organizing your space, strategies for making transitions fun and effective, and more.	119011	
Thursday, August 17, 2023	Communicating with Families – 2 hrs.	Sandra Jackson,	
7:00 p.m 9:00 p.m. <b>\$10</b> <b>Webinar</b>	Let's talk about how having available resources and getting families involved, maps out an effective way toward establishing productive family communications/relationships & ensuring the safety of the children in our care.	BFTS Approved Trainer	
Tuesday, August 22, 2023	Infant Intelligence: Visually Growing the Brain for Learning, Reading, and Math – 2 hrs	Lori Sugarman,	
7:00 p.m 9:00 p.m. <b>\$10</b> <b>Webinar</b>	An infant's brain is exploding with growth within the first year. Learn this simple method to stimulate language, reading, and math.	BFTS Approved Trainer	
Saturday, August 26, 2023	Classroom Imaginarium Western Style – 4 hrs.	Sandra Jackson,	
9:00 a.m 4:00 p.m. \$30 Super Saturday!!!	This training is designed to enhance the children's knowledge in Cognitive Development and General Knowledge: Math, Social Studies, Science, Creative Development, and Cognitive Processes. Incorporating inclusion and GELDS are reflected in this training.	BFTS Approved Trainer	
Kuntry Kiddie Daycare	Developmental Stages and Domains- Child Growth and Development  Preschool – 2 hrs.		
6981 Thomaston Road Macon, GA 31220	You will have the opportunity to become more innovative in your approach to implementing age and developmentally appropriate all-inclusive activities by using GELDS. This training will enhance your knowledge of the Developmental Stages and Domains of Preschool Children.  Come and Grow with Us!		
Wednesday, September 6, 2023 7:00 p.m 9:00 p.m. \$10	Get Ready to Read with Barney Buzzard – 2 hrs.  Come learn playful ways to introduce reading readiness with the sounds of the letter B in music and activities.	<b>Lori Sugarman</b> , BFTS Approved Trainer	
Webinar	ine tener D in music and activities.		

<b>Thursday, September 7, 2023</b> 6:30 p.m 8:30 p.m.	The Three Pigs-Professionalism in Child Care – 2 hrs.  Come join in on the discussion: What is professionalism? What if my co-	Polly Raike, BFTS Approved
\$10 Webinar	workers don't get along? Do I have rules or guidelines to follow? Come learn what professionalism is and what guidelines to follow.	Trainer
Tuesday, September 12, 2023 12:00 p.m 2:00 p.m. \$12	Bringing Stories to Life! Storytelling and Enhancing Your Classroom Featuring the Book: <i>More More More Said the Baby</i> by Vera B. Williams – 2 hrs.	Dianne Fitchlee, BFTS Approved Trainer
Webinar  Each session includes a copy of the featured book!	Learn how to bring your story to life and incorporate it throughout the day within the classroom using the book More More More Said the Baby by Vera B Williams.	
Tuesday, September 12, 2023 6:30 p.m 8:30 p.m. \$10	Ready for Reading Encouraging Pre-Reading Skills in Early Childhood – 2 hrs.	LaKeshia Levi, County Extension Agent
Webinar	Learning to read begins long before children enter school – and it's something every early childhood teacher can help with this. Come find out what "reading readiness" is all about, learn some simple tips for preparing children to be readers, and find out how to choose good children's books.	1-6
<b>Tuesday, September 19, 2023</b> 7:00 p.m 9:00 p.m. <b>\$10</b>	Workplace Ethical and Professional Behaviors – 2 hrs.  NAYEC Code of Ethics will be used as a basis while exploring additional ways to learn about workplace professional ethical behaviors.	<b>Linda Davis</b> , BFTS Approved Trainer
Webinar		
Thursday, September 21, 2023 7:00 p.m 9:00 p.m. \$10	Understanding Autism Spectrum Disorder – 2 hrs.  This is beginners training. It is designed to bring awareness of Autism  Spectrum Disorder to providers	Sandra Jackson, BFTS Approved Trainer
Webinar		
<b>Saturday, September 23, 2023</b> 9:00 a.m 2:30 p.m. <b>\$60</b>	CPR/First Aid  American Heart Association	Judy Gaines, Certified Instructor
Lifesprings Child Care Center 2010 GA Hwy 133 South	Learn how to recognize and alleviate airway obstructions, and the signs, symptoms, and corrective action for a stroke or heart attack.  Also, learn to recognize and treat minor medical emergencies.	
Moultrie, GA 31788	Also, learn to recognize and treat minor medical emergencies.	
Saturday, September 30, 2023 9:00 a.m 4:00 p.m. \$30 Super Saturday!!!	Creative Carnival – 4 hrs.  Learn how to guide children toward unlocking their creative and explorative nature and opening the doors over the developmental domains. Thus, creating opportunities that stimulate creativity, through activities in areas such as music, drawing, fine arts, drama, language, etc. including children	Sandra Jackson, BFTS Approved Trainer
Brown's Child Care Center 3895 Napier Ave Macon GA 31204	with Special Needs.  Family Style Dining A Relaxing Dining Experience for Everyone – 2 hrs.  Learn the tools needed to implement a successful Family Style Dining program that is age and developmentally appropriate to meet the needs of all children, including those with special needs. It will provide the children with an opportunity to make healthy nutritional choices, become more independent, and increase their socialization skills.	

#### What is a PLC?

A PLC is a group of individuals who are collaboratively engaged in concept-driven learning by raising questions that are relevant to their context and working together to answer those questions. To better understand what a PLC is, it's often useful to start with what a PLC is not a workshop. PLCs honor the expertise within the group and brings groups of people together to learn.

Secondly, a PLC is not a replacement name for a committee meeting, staff meeting, team meeting, etc. These types of meetings serve a purpose and have a place in the workplace, but they are not focused on learning as a primary goal.

#### What Does this mean for you?

Our Technical Assistance Coordinators offer PLCs as an additional way to provide Professional Development. In some cases, the PLC session can earn training credit for participants. If you are interested in learning more about how a PLC can support your growth in quality; please reach out to either your Technical Assistance Coordinator (TAC), or call our CCR&R office at: 229.500.2895 to be connected with someone who can answer your questions.

## TRAINING REGISTRATION GUIDELINES

- 1. To locate the training calendar and register for the training of your choice, go to <a href="https://www.asurams.edu/ccrr/training.php">www.asurams.edu/ccrr/training.php</a>, where you can register and submit payment through Eventbrite.
- 2. Email blasts are sent twice a week as a reminder of upcoming sessions. Please check your email often.
- 3. **Webinars**-You must attend virtually and participate in all activities, polls, chats, and breakout sessions during the training to receive a certificate.
- 4. No one is admitted to any training without prior registration and payment if required.
- 5. Registrations must be received at least 24 hours prior to the scheduled training date.
- 6. Credit and refunds for cancellations are not allowed. Canceling your registration requires at least a 24-hour notice. When calling to cancel, you may apply your payment toward another scheduled training.
- 7. If you register for free training and do not attend, your registration for free training in the future may not be accepted.

### **How to Attend the Webinar Training Session**

- 1. Register for the training through the <u>www.asurams.edu/ccrr/training.php</u> website by purchasing a ticket through Eventbrite.
- 2. You will receive an email with an invitation to join the session along with handouts as attachments on the day of the weekday training or the day before for a weekend training.
- 3. When it is time to join the session, you will need to click the link in the email. You may need to download an application to your computer or phone in order to join so please be sure to log in early. Once the application is downloaded, you will be able to join the session.

#### IMPORTANT: YOU ARE NOT REGISTERED UNTIL FEES FOR TRAINING ARE RECEIVED.

For training information and questions, contact Training Administrator, Margo Sanders229.500.2897/866.833.3552 margo.sanders@asurams.edu

 $\underline{https://www.qualitycareforchildren.org/update-your-info-for-referrals}$ 



## <u>Update Your Info for Referrals — Quality</u> <u>Care for Children</u>

Update your child care program's information to ensure parents get accurate information when recieving referrals from Quality Care for Children.

www.qualitycareforchildren.org



# Like us on Facebook @ccrrofswga then follow us for the latest highlights, fun activities, updates and scheduled trainings! And visit:

https://www.asurams.edu/ccrr/index.php



# Child Care Resource & Referral of Southwest Georgia at Albany Albany State University

Serving Early Care Professionals Toward Excellence in Quality Child Care

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Lead Technical Assistance Coordinator	Training Director	Lead Technical Assistance Coordinator
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Cindy Fick	D = +1== 1 == -1==	Cindy Spann
Operations Director	Be the Leader	Executive Director
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