



Public Health
Prevent. Promote. Protect.

**Pike County General
Health District**

Pike County General Health District

Strategic Plan
2018-2022

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Mission

To improve the quality of life of individuals and families in Pike County by preventing disease, promoting health, and providing environmentally safe surroundings.

Vision

Pike County: A healthy community living, working, playing, and learning in a safe environment.

Values

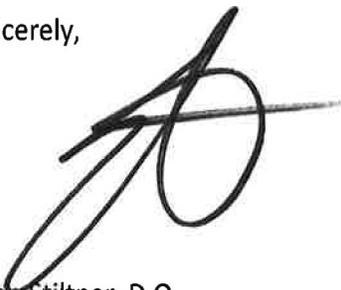
- *Transparency* in all aspects of our organization.
- *Professionalism* as the rule and the exception.
- *Knowledgeable* team to educate the community and stakeholders.
- *Quality* people and services to exceed expectations.
- *Collaboration* with citizens and other agencies to improve health.

Message from the Board President

The Pike County General Health District has struggled to become a positive driving force in Pike County . Multiple levy failures revealed a lack of trust and knowledge from our community. This led to the restructuring of our staff and the Board of Health. The process of accreditation has provided the opportunity for us to analyze our situation and provided a roadmap for a better future for the health district and the community. The strategic planning process allowed us to take a long look at where we are, how we got here, and where we would like to be. The strategic planning process shifted the mindset of the Board of Health and staff from that of insecurity and uncertainty to one of commitment and creativity. This led to the development of our mission, vision, and values.

The Strategic Plan is the result of the collective work of the Pike County General Health District's Board of Health and staff. This plan will act as a guide to realizing our potential and keeping us accountable. It also serves as a way of measuring our success. During the strategic planning process, the Board of Health decided that our priorities would reflect the findings from the Community Health Assessment and corroborate with the Community Health Improvement Plan. It will also allow us to increase the proficiency of public health in our community and seek obtainable objectives for our health district to continue forward with National Accreditation. It is our mission to improve the quality of life of individuals and families in Pike County by preventing disease, promoting health, and providing environmentally safe surroundings. This mission will allow us to become a high-performance organization with a culture of growth and integrity. It is my pleasure to present to you the 2018-2022 Pike County General Health District's Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sean Stiltner', with a large, stylized flourish at the end.

Sean Stiltner, D.O.

Pike County General Health District Board of Health President

Agency Overview

Pike County is a rural area located in south central Ohio that consists of nineteen unincorporated communities, fourteen townships, and three villages. The Pike County General Health District is comprised of a small amount of staff to fulfill the needs of the community. The following is a brief description of the amount of staff that makes up the PCGHD:

Board of Health

Sean Stiltner, DO -- President

Greg Montavon, OD -- Vice President

Lori Ison -- Member

Kathy Williams -- Member

Julie Thornsberry -- Member

Environmental Health

Ryan Williams, RS, Director of Environmental Health

Nichole Smith, SIT, Sanitarian-In-Training/Accreditation Coordinator

Laura Jones, Emergency Response Coordinator

The Environmental Health Division plays an integral role in public health by protecting everything from the food we eat to the water we drink. This division is your local resource for environmental services, advice, and information.

Our professional staff continually strives to eliminate risks in the environment that may negatively affect the residents of Pike County and those that visit by ensuring legal compliance through the facilitation of the following programs: food safety, household sewage disposal systems, small flow commercial sewage systems, sewage certifications, property inspections, private water systems and wells, parks and camps, manufactured home parks, farmer's markets, school safety, pools and spas, tattoo and body piercing establishments, animal bites and vector control, solid waste facilities, construction and demolition debris facilities, and public health nuisances. Much of this work is accomplished by performing routine inspections and investigations, conducting workshops and seminars, and taking enforcement action when warranted. An equally important function of the Environmental Health Division is to provide timely advice and information to the public, businesses, and other governmental agencies during public health events or emergencies.

Agency Overview cont.

Public Health

Raymona Minor, BSN, RN, Director of Nursing

Linda Rigsby, LPN, Public Health Nurse 1

Len Montavon, Safe Communities Coordinator

The philosophy for the Public Health Division is based upon a concern for the health of people as a group or community, not just individuals. This is accomplished by disease prevention and wellness promotion. The Public Health Division of the Pike County General Health District provides the residents with a variety of services in order to achieve these goals.

A vital component of PCGHD's commitment to serve our population is the walk-in clinic which offers services Monday, Tuesday, and Thursday from 8:00am to 3:00pm, with other days and times by appointment only. An RN or LPN is always available during clinic hours. Services provided by the public health clinic include HIV testing, pregnancy testing, TB testing, immunizations, blood pressure checks, and head lice surveillance. These services are provided at a reduced fee or without cost in many instances. Additional services provided by the Public Health Division include the Ohio Buckles Buckeyes car seat program, the Baby Box program, genetics clinic, abnormal newborn screening follow up, SIDS follow up, public health nursing services for the Children with Medical Handicaps program (BCMh), and Narcan for law enforcement. This division is also responsible for all communicable disease investigations in the county to monitor and prevent an outbreak, ensure proper treatment, and provide education. The Safe Communities program promotes safe driving habits and aims to reduce traffic fatalities in our community by focusing on seat belt use, distracted driving, impaired driving, and motorcycle safety.

Administration

Matthew Brewster, MS, RS, Health Commissioner

Raymona Minor, BSN, RN, Director of Nursing

Ryan Williams, RS, Director of Environmental Health

The Administration Division at the PCGHD includes the health commissioner and division directors. The health commissioner acts as the chief executive officer of the PCGHD Board of Health along with overseeing the day to day operations of the health district. The health commissioner is also the Chief Financial officer for the health district. The health commissioner works in collaboration with the Director

of Nursing and the Director of Environmental Health to make decisions that will result in attaining both the mission and vision set forth for the health district.

Agency Overview cont.

Vital Statistics

Tabatha Tong, Registrar

Our office issues certified copies of birth certificates for Ohioans born from 1908 to present. Certified death certificates are available from 1919 to present for individuals who passed away in Pike County. We register all births, deaths, and fetal deaths that occur in Pike County, along with issuing burial permits. The registrar also assists customers with correcting information on birth and death certificates and helping parents with paternity affidavits.

Executive Summary

Introduction

The Pike County General Health District's strategic plan was developed to establish a direction for the future our health district. The strategic planning process helped the PCGHD to define our purpose and vision, as well as identify any barriers that may inhibit our success. The strategic plan serves as a road map for achieving our vision and a framework for measuring our achievements. The strategic planning process allowed the PCGHD to see ourselves and our community in a different light and to uncover opportunities and threats to growth and improvement.

Planning Process

The strategic planning process began by adopting a new mission, vision, and values. The process began early in June for the health district staff and Board of Health members. The staff members were emailed and given a packet of several forms. These forms included a strengths, weaknesses, opportunities, and threats analysis, strategic survey, and values worksheet from the NACCHO website. These worksheets challenged us to identify our current situation, our mission, vision, goals, and objectives.

Next, the worksheets were collected and analyzed to determine common themes. These common themes were discussed among staff and the mission, vision, and values were decided upon as a team. The Board of Health approved the mission, vision, and values developed and chosen by staff in September 2017. Due to limited staffing, the strategic planning process was delayed until the completion of the community health improvement plan. The CHIP was finalized February 2018 and work on the strategic plan resumed, including the development of the priorities for our strategic plan, strategies to achieve them, and the goals to succeed. The questions that continued to consistently compel the staff members and the BOH were the following:

- What programs do we need to provide to the community to grow the health district?
- What do we want our health department to represent?
- Where do we want to be in the next five years and how can we get there?

- What are we good at doing for the community and for our partners?
- Where does our organization need to improve?
- How can we solve financial issues constraining our organization?

We continued to reflect upon the possibilities and believed that the strategic plan would bring us closer to the opportunities and expectations of the health district. The strategic plan was directed from the SWOT analysis and SWOT survey (Appendix B) along with the mission, vision, and values statements.

Link to Other Agency Plans

The Strategic Plan relates to the Community Health Improvement Plan by increasing communication between the health district and its stakeholders, staff, and community members. The collaboration required to develop the CHIP will encourage transparency for our organization and build relationships to increase sustainability by passing a health levy in the future. Our CHIP sub-committees and the corresponding organizations are aware of PCGHD requirement to seek accreditation. This knowledge will increase community awareness that the health district is consistently seeking to improve performance and advancing quality improvement based on a national guidelines for public health issues. The Quality Improvement Plan and the Performance Management Plan will advance our services to expand the district's goals and outcomes. Another byproduct of the QI/PM plan will be community assurance and overall trust in the district. The Workforce Development Plan will allow PCGHD personnel to excel workforce competencies and develop quality services for the community. The community will identify that employees of the district are knowledgeable and well trained, therefore, strengthening community confidence in the Pike County General Health District.

Timeline



Organize	Assess	Plan	Finalize	Implement
June 2017 the accreditation coordinator & health commissioner agreed that Domain 5 was a first priority.	June 2017 the staff received a SWOT analysis packet to complete	September 2017 a draft was started of the strategic plan work plan	March 2018 finalized the draft of the strategic plan and the BOH passed a resolution.	April 2018 started implementation process.
It was decided that all staff was going to have to be involved to meet the accreditation expectation due to the size of the health department.	August 2017 the staff received a SWOT survey to complete. Analysis was formed of the strategic survey and SWOT analysis	October 2017 The process was put on hold for the time being until the Community Health Improvement Plan was finished.		
	September 2017 the mission, vision, and values were created and decided among the staff. The board adopted and passed a resolution.	The strategic planning resumed in January 2018 .		

SWOT Analysis

A vital component of the strategic planning process is the strengths, weaknesses, opportunities, and threats, or SWOT, matrix. This analysis is useful when determining if the objectives are obtainable and give us invaluable feedback from our staff and board. The results of the SWOT analysis completed by PCGHD employees and BOH members can be seen below:

<p><u>Strengths</u> Employees Helping others Education about divisional health awareness Teamwork Customer oriented Strong values Taking care of others Work well together Problem solving Good caring employees Employees serving community w/good work ethic Work well together Dedicated staff Repairing relationship w/community Staff that is qualified for positions Staff cooperate and work well together</p>	<p><u>Weaknesses</u> Lack of funding, community support, staff Funding Programs Location change Services not going since the location change Services provided Front door that is commercial grade No protocols w/gov't partners Follow-up of complaints Transparency to community of services provided Few staff members After effects of the move Difficulty funding programs Operating without levy Lack of staff Recovering from previous administrations poor community engagement & operation PCGHD cross-training staff Additional staff Salary increase</p>
<p><u>Opportunities</u> Cross training employees Monthly/weekly meetings Community support Health Levy Programs developing Levy passing More grants Better serve the community w/new accessible location New board directors Educate community who we are, what we do, why we do Change the way the HD is seen & thoughts about community Networking in community for positive image</p>	<p><u>Threats</u> Financial obstacles Program cuts and county drug epidemic concerns Unanticipated closures/delays Levy failure Closure/Regionalized Loss of trust w/in community Not knowing what we do for the community Loss of funds Loss of staff Closure Failure of levy No levy Potential regionalized if not accredited Levy not passing Negative image remaining Regionalized</p>

Listed below are the priorities and goals for the Pike County General Health District. A separate work plan has been provided in Appendix A.

5 year Strategic Goals

1. *To become an accredited health department.*

Goals:

- a. Become accredited by the State mandated deadline of July 2020.
- b. Partner with the local hospital to perform the community health assessment.
- c. Continue engagement with community partners to improving community health.
- d. Continual enhancement of the workforce development plan.
- e. Advancing quality improvement and performance management measures while upgrading data tracking systems.
- f. Increase community awareness of the Public Health Accreditation standards.

2. *Strive to pass a health levy to continue sustainability.*

Goals:

- a. Create a levy committee.
- b. Pass a health levy by the fall of 2021
- c. Increase community awareness of divisional services to become transparent to gain support for a health levy.

3. *Improve communication with staff, stakeholders, and the community.*

Goals:

- a. Send a monthly email to the District Advisory Council summarizing the Board of Health Meeting.
- b. Create quarterly newsletter for the District Advisory Council, stakeholders, and the community.
- c. Monthly staff meetings the day after the Board of Health Meeting to update staff.
- d. Increase Social Media posts to keep the community abreast of current events at the health district and in the community.

The Pike County General Health District is committed to implementing and advancing our strategic plan throughout our organization. Our action plans will continue to be communicated with staff, stakeholders, and Board of Health members to ensure that we will be able to reach our goals and sustain them going forward.

Our staff has been devoted to carrying out the necessary goals and priorities to support the strategic plan. We continue to develop our competencies and skills that are needed to build rapport with the community. This will help us in partnering with our local hospital to formulate our next community health assessment. These competencies will allow us to reach our accreditation goals. We will continue to improve our workforce development and performance management. By improving workforce development and performance management, we will be a more competent workforce and see what areas need addressed for improvement while increasing the community's confidence in the health district. Together with our workforce, we can offer continuous improvement to the community and improve our performance measures. These efforts will enable us to become a successfully accredited health district.

Since 2015, the health district has operated without a health tax levy. The health levy was placed on the ballot and defeated 4 times between 2015 and 2016. Failure to pass this levy continues to be a key factor in our organization's sustainability and has resulted in very limited resources to support programs that we provide while limiting the expansion of future programs and staff. Limited funding creates a stressful environment for the health district staff, who are assuming more and more roles and responsibilities in addition to the state mandated requirements for divisional duties. This not only jeopardizes the resources we need, but the structure we strive to build in our organization and our community. Levy failure was listed repeatedly as an external threat on our organization's SWOT analysis. This demonstrates that the strategic goal for our organization to pass a health levy is essential to manage and continue sustainability for our health district.

The Pike County General Health District's Strategic Plan will assist and direct us to continue quality improvement to improve communications with staff, stakeholders, and community. This will help us to build a culture and a process system that are manageable among staff members to track progress and to embrace changes. A key component to our organization is communication. We work together to maintain a solid foundation of communication amongst each division. This will develop a structure that will educate and train employees in the roles that make the health district resilient to increase education and outreach activities to the public. These systems will allow us to illustrate indicators within a specific time frame, making it easier shifting internal processes and/or creating new processes. Utilizing these findings will allow PCGHD to decide whether to continue monitoring findings or proceed with other quality improvements projects.

Implementation & Evaluation cont.

Implementing the strategic plan will effectively guide us toward reaching the mission and vision we have set forth and to be successful in our community. The health commissioner will oversee the implementation of this plan and will continue to evaluate the strategic process effectiveness and practicality. The strategic plan will reside on the shared company server internally, our social media outlets, and our company website. We will use our branding policy to assure that all documents are official to the health district and will align with other work plans in the organization. PCGHD will track the strategic plan through quality improvement projects and our performance management dashboard to implement ways to monitor a successful strategic plan. An official memo will be disbursed to all interested groups and organizations through staff meetings, events, and board of health meetings, district advisory council meetings, social media outlets, and newsletters. It will be reviewed on an annual base in the month of June.

References

Balancedscorecard.org. (2018). Balanced Scorecard Institute. [online] Available at: <http://www.balancedscorecard.org/> [Accessed 28 March 2018].

Naccho.org. (2018). [online] Available at: <https://www.naccho.org/uploads/downloadable-resources/Programs/Punlic-Health-Infrastructure/StrategicPlanningGuideFinal.pdf> [Accessed 29 Jun. 2017].

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Strategic Work Plan

Priority #1: To become accredited through the Public Health Accreditation Board (PHAB).

Strategy: Create enhanced work plans and gather documentation prior to registration.

Goal: The PCGHD will apply for accreditation by June 30, 2018 and become accredited by July 31, 2020. Ohio Department of Health has mandated all local health departments to become accredited by July, 2020.

Actions	Process Indicator	Outcome Indicator	Time Frame	Responsible Lead
Become an accredited organization by 2020	Prepare documentation and site visit	An accredited health department that meets the state mandated guidelines	July 2020	Staff, Directors, Accreditation Coordinator, Health Commissioner
Partner with hospitals to assess community health needs	Contact the local hospital administrator about community health	A newly developed Community Health Assessment with baseline data	March 2018	Accreditation Coordinator, Health Commissioner
Improve the strategic plan	Develop and strengthen existing goals and priorities	Drafts of enhanced departmental goals and outcomes	Ongoing	Staff, Directors, Board of Health, Health Commissioner
Improve/reinforce the CHIP	Strengthened PCHC and community partnership within the community	Measured targeted data for the CHIP and modify changes that enhance targets outcomes	Ongoing	Directors
Advance the workforce development plan	Expand competencies and skills in the health department job roles	Tracked workforce trainings for upgraded program services	Ongoing	Accreditation Coordinator, Staff, Directors, Health Commissioner

Strategic Work Plan cont.

Priority #2: Pass a health levy to continue sustainability.

Strategy: *Educate the community on the programs and services provided.*

Goal: The PCGHD will place a health levy on the ballot in the next election year. Each year the PCGHD has positioned itself in running a health levy with unfavorable odds of passing, which causes significant hurdles to continued sustainability.

Actions	Process Indicator	Outcome Indicator	Time Frame	Responsible Lead
Form a levy committee	Educate about the programs and services that are offered at the health district	Health levy passed and funding sustainability	Start immediately/ongoing	Health Commissioner, Staff, Directors, Board of Health
Increase community awareness	Educate about the programs and services that are offered at the health district	Continued support and transparency for the health district and health levy	Ongoing	Board of Health, Health Commissioner, Directors. Staff

Strategic Work Plan cont.

Priority #3: Improve communication with staff, stakeholders, and the community.

Strategy: Advance partnerships with stakeholders and community while increasing staff morale.

Goal: PCGHD will communicate through monthly/quarterly emails and newsletters to its stakeholders and community along with keeping the staff up-to-date with monthly staff meetings.

Actions	Process Indicator	Outcome Indicator	Time Frame	Responsible Lead
Send a monthly email to the District Advisory Council summarizing the Board of Health Meeting.	Monthly emails sent improve the relationship and transparency of the Health District with the DAC.	The DAC will be regularly informed of Health District actions.	Start immediately/ongoing	Health Commissioner
Create quarterly newsletter for the District Advisory Council, stakeholders, and the community.	Community and Stakeholders will be educated about programs and services that are offered at the health district as well as the health district's role in the community.	Community and Stakeholders will recognize the health district's role in the community.	Ongoing	Directors, Health Commissioner
Monthly staff meetings the day after the Board of Health Meeting to update staff.	All staff will be informed of updates from the board meeting, staff development needs, and upcoming events.	Staff feels included and informed, resulting in an improvement in workforce development and improved staff morale.	Ongoing	Staff, Directors, Health Commissioner
Increase Social Media posts to keep the community abreast of current events at the health district and in the community.	Increase education and outreach activity posts of health district services and current public health announcements.	Increased social media page followers, shares, and services provided.	Ongoing	Directors, Health Commissioner

Appendix A-Strategic Plan Participants

All Board of Health members and PCGHD staff members were asked to contribute and share the ideas that lead to the Strategic Plan. Listed below is the members that chose to participate in the Strategic Plan:

Matt Brewster, Health Commissioner	Sean Stiltner, Board President
Ryan Williams, Director of Environmental Health	Greg Montavon, Vice President
Mona Minor, Director of Nursing	Kathy Williams, Board Member
Nichole Smith, SIT/Accreditation Coordinator	Lori Ison, Board Member
Tabatha Tong, Registrar	Julie Thornsberry, Board Member
Laura Jones, Emergency Response Coordinator	
Linda Rigsby, Public Health Nurse 1	
Len Montavon, Safe Communities Coordinator	



Pike County General Health District

Administrative Division

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Pike County General Health Department 2017 Strategic Plan Staff Survey

General Instructions:

The purpose of this survey is to gather inputs on the health department's 1) mission, vision, and values, and 2) gather information about the health department's strengths and future direction through a process called SWOT.

Mission, Vision, Values:

Mission, vision, and values are guiding principles for an agency. They describe what you do (mission), the ideal future you want to create (vision), and how you conduct your work (values). The following three questions give you the opportunity to provide inputs that will help inform the development of the agency's mission, vision, and values. All responses will be combined and considered together as the agency establishes these guiding principles.

1. A mission is a short (10 words) statement or tag line that describes the reason for the agency's existence. It succinctly identifies what an agency does (or should do) and its customer base. Key components include: target clients, key services delivered, and geographic domain. The mission statement should answer the question, "Why do we exist?"

Based on the description above, and your understanding of the health department, use the space provided below to share up to three key words or phrases that you would like to see incorporated into the agency's mission statement.

1.
2.
3.

2. A vision statement describes the ideal future that you want to see created. It is a little lofty and grand. It provides a picture of the future as seen through the eyes of employees, customers, and stakeholders. A great vision statement will inspire and challenge every employee will be able to see themselves in that future.

Use the space provided below to capture up to three key words or phrases that you would like to see incorporated into the agency's vision statement.

1.
2.
3.

3. Values are the core philosophies describing how an agency conducts itself in carrying out its mission.

It is "HOW" the agency does things. They guide the day-to-day behavior of all employees and are the agency's most basic beliefs. They often cover three major areas:

- a) People describe how people inside and outside the agency are treated;
- b) Process the way the agency is managed, decisions are made, and products and/or services are provided;
- c) Performance expectations concerning the agency's responsibilities and the quality of its programs/services.

Considering the three items described above, as well as your responses to questions #1 and #2, share up to five key words or phrases that you feel capture the values of the agency.

1.
2.
3.

SWOT/SWOC: Strengths, Weaknesses, Opportunities, and Threats/Challenges

The next five questions provide an opportunity for you to share your thoughts regarding strengths, weaknesses, opportunities, and threats (SWOT) and perceived challenges for the health department. Consider your knowledge of the agency, your community, and the world around you, as well as your experience as you answer these questions. All of the responses will be compiled and used to inform the identification of strategic priorities for the agency.

- 1) Strengths are internal to the organization and make us unique and good at what we do. Based on that, what are 3 our greatest strengths?

1.
2.
3.

2) Opportunities are external forces and trends and impact how we best meet the needs of our stakeholders. Based on that, what are the top three opportunities where we should focus our efforts?

1.
2.
3.

3) Weaknesses are what we want to minimize. Threats and or challenges are what we want to identify that need to be addressed and the potential impact. Based on that what are three weaknesses for the health department and what are the threats and challenges we need to address.

Weaknesses

1.
2.
3.

Threats

1.
2.
3.

4) What do you consider to be the 3 biggest challenges facing the health department in the next 3 years?

--

Optional: Use the space provided below to add any additional comments regarding mission, vision, values or the SWOT that were not captured above.

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Appendix C-Mission, Vision, & Values Selection Worksheet



Public Health
Prevent. Promote. Protect.

**Pike County General
Health District**

Pike County General Health District

Administrative Division

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Mission Statement	Vision Statement	Values	Strengths	Opportunities	Weaknesses	Threats	3 Biggest Challenges	Additional Comments
Improve	stable	fair	employees	Community involvement	staff size	resources	Funding	Creativity
Prevent	healthy	practical	programs	partnerships	funding	loss of grants	drug epidemic	Effectiveness
Promote	safe	honest	knowledgeable	public information community outreach	public view	staff turnover	accreditation	Wisdom
Protect	leading	efficient	teamwork	money	financial concern	money	services provided	Resistance to change
Inspire	partner	effective	passion	caring	limited staff	community transparency	passing levy	symbols for each value
Preserve	legacy	knowledge	dedication	community view	lack of staff	no levy funding	limited staff	Mission, vision, values
Convenient	increase	prevent	integrity	increase staff	experience	no community support	health levy	Accountability
Better health environment	better	friendly	staff	teamwork	promptness	overtaken by another HD	expanding workforce	growth
	transparent	cooperative	directors	innovation	facility	accreditation resistant	expanding programs	compassion
	community	timely	employees	relationships	small workforce	grants	changing image	initiative
	productive	kind	community bond	services offered	collaboration	regionalized	getting levy passed	appreciation
	efficient	caring	supportive	visibility good work environment	small staff	drug use	accreditation	
	strengthen	heart	friendly	lack of funds marketing health dept.	cross trained staff	antivax movement		
	empowered	courteous	communication	passing health dept.	infant mortality dependent on others financially	outreach to community		
	quality	integrity	supportive	passing health levy	lack of staff	stress		
		respect	passionate	cross training employees	stress	lack of funding		
		trust	compassion	employees	stress	loss of staff		
		teamwork	competent		clinic hours			

compassion

growth

accountability

transparency

quality

location change

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