



21

CITY OF DANBURY
155 DEER HILL AVENUE
DANBURY, CONNECTICUT 06810

DAVID W. ST. HILAIRE
DIRECTOR OF FINANCE

(203)797-4652
FAX: (203)796-1526

MEMORANDUM

TO: MARK D BOUGHTON VIA THE COMMON COUNCIL
FROM: DAVID W. ST. HILAIRE, DIRECTOR OF FINANCE *DST*
SUBJECT: RESOLUTION-ACHIEVE INITIATIVE-HEALTH DEPARTMENT
DATE: 9/25/2007

Attached for your review is a resolution that will allow the City of Danbury Health Housing and Welfare Department, in conjunction with the YMCA of Danbury, to apply for and accept funding from the National Center for Chronic Disease Prevention and Health Promotion at the CDC. Also attached is a commitment letter from the local YMCA.

This funding will be used towards the ACHIEVE (Action Communities for Health, Innovation, and Environmental Change) initiative in an effort to advance the nation's efforts to prevent chronic diseases and related risk factors at the local level. The City and the local YMCA will *each* receive \$40,000 to be used in a collaborative effort to that end.

The Common Council is respectfully requested to consider this resolution at its next meeting. If you have any questions or require any additional information, please contact my office at 203-797-4652.

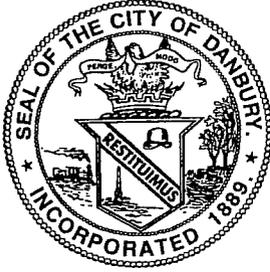
attach

cc: S. Leroy

M. Bonjour

21-1

RESOLUTION



CITY OF DANBURY, STATE OF CONNECTICUT

_____ A. D., 200_

RESOLVED by the Common Council of the City of Danbury:

WHEREAS the National Association of Chronic Disease Prevention and Health Promotion at the Centers for Disease Control and Prevention(CDC) has provided the City of Danbury Health, Housing and Welfare Department the opportunity to apply for funding for its ACHIEVE initiative; and

WHEREAS this initiative, Action Communities for Health, Innovation and EnVironmental ChangE (ACHIEVE) is designed to support a partnership between local health departments and local YMCA's to advance the community's efforts to prevent chronic diseases and related risk factors and the City of Danbury and the YMCA of Danbury have both committed to collaborating resources for said initiative; and

WHEREAS the City of Danbury agrees to comply with any eligibility stipulations as required; and

WHEREAS if awarded, \$40,000 will be allocated to the City of Danbury, with an additional \$40,000 allocated to the YMCA of Danbury to be used for such collaborative purposes as outlined in the project initiative.

NOW, THEREFORE, BE IT RESOLVED THAT Mark D. Boughton, Mayor of the City of Danbury, or Scott Leroy, Director of Health, Housing and Welfare, as his designee, is authorized to apply for and accept this funding and execute on behalf of the City of Danbury all contracts, agreements or amendments and to take all actions necessary to accomplish the purposes of this funding.



RECEIVED SEP 25 2007
FINANCE

21-2

CITY OF DANBURY

HEALTH, HOUSING & WELFARE DEPARTMENT
155 DEER HILL AVENUE, DANBURY, CT 06810

Central Health & Housing Office
203 - 797-4625
Fax 796-1596

Central Welfare Office
203 - 797-4569
Fax 797-4566

Ms. Nancy Prevost
Connecticut Department of Public Health
AIDS & Chronic Diseases Section
410 Capitol Ave, MS#11APV
Hartford, CT 06134-0308

9/25/07

Re: Letter of Support for the Action Communities for Health, Innovation, and Environmental Change (ACHIEVE) Initiative

The Department of Health, Housing & Welfare is delighted to help support a collaborative effort with the Regional YMCA of Western Connecticut for services at the YMCA in Danbury, CT. The focus of the grant funded program is to create a collaborative partnership between the CT State Department of Health, Danbury Health, Housing and Welfare Department and the Regional YMCA. This will help strengthen Community Leadership within the Department and in the YMCA, will activate change at the local level, will raise awareness of and strengthen the framework for community-wide policy and environmental action; will identify practical and sustainable solutions and help create tools for healthy living and improve informed decision making. These solutions will also help other communities across the country replicate and implement the successful results of this grant program.

Project benefits anticipated through participation in the ACHIEVE initiative will include:

- Enhancement of the local communities' ability to raise public awareness of the importance of a healthy lifestyle.
- Help the Danbury Health, Housing and Welfare Department and YMCA to promote policy and environmental changes that support healthy living.
- Magnify the effect of the collaborative effort to impact the community through strategic partnerships to expand the partnership
- Strengthen the Danbury Health, Housing and Welfare Department and YMCA capacity for coalition building
- Attract a new set of partners to engage in transforming the health of the community

Sincerely,



Scott LeRoy, MPH, MS

Director of Health, Housing & Welfare

Medical Outreach 797-4567
Eviction Prevention 797-4565
Information-Referral 797-4569

Dial 2-1-1 for all
Connecticut Services!

Emergency Shelter 796-1661
Em. Shelter Fax 796-1660
Administration 796-1504



Regional YMCA of Western Connecticut
 We build strong kids,
 strong families, strong communities.



September 20, 2007

RECEIVED
 FINANCE DEPT.
 SEP 25 2007

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Mr. Scott Leroy
 Director of Health
 Danbury Health and Housing Department
 City of Danbury
 155 Deer Hill Avenue
 Danbury, CT 06810

Dear Scott:

The Regional YMCA is delighted to collaborate with the City of Danbury's Health and Housing Department on the most critical issue of obesity and related illnesses. The opportunity to work together through the ACHIEVE initiative can only be a benefit to the entire community.

The Regional YMCA has developed a committee called Pioneering Healthier Communities and has invited the participation of Danbury Hospital, Western Connecticut State University, Danbury Public Schools, elected officials, Newtown's Director of Public Health, physicians, the media and others. We have been meeting for over a year in an effort to make the Greater Danbury area the healthiest in Connecticut. This committee will address one of the prerequisites of the ACHIEVE grant application. We would welcome the involvement of Danbury's Health and Housing Department as a partner in this effort. The committee is embarking on several initiatives that also meet the requirements of the grant and would be significantly enhanced by the participation of your office. Our Phase One plan is to tackle the issue of obesity and health related illness through an educational initiative covering the entire community called Health and Nutrition Week (title to be renamed by a contest of children). To this end, we will be hiring a part-time Community Health Advocate to manage this event. The details can be reviewed at a later time. While this person will be employed by the Pioneering Healthier Communities Committee, the YMCA, with help from Danbury Hospital, a Pepsi Grant, and other funding, will provide for the administration of the initiative. This individual will also be accountable for any collaborative work with the Health and Housing Department through the ACHIEVE program. One possible concept related to the ACHIEVE initiative would be the promotion of a community-wide Spirit, Mind and Body Day. Possibly to be held in the fall of 2008, Danbury residents would be invited to a citywide interactive day, featuring every aspect of health and nutrition. While the details will be discussed later, it is again placing the emphasis on educating the community about this epidemic of obesity.

In summary, the YMCA will work with the Health and Housing Department in the preparation of the Grant, invite active participation on the Pioneering Healthier Communities Committee, provide administrative assistance to projects jointly sponsored by the Y, its collaborative partners, and the Health and Housing Department, and communicate regularly with your department during the duration of the ACHIEVE grant. Together, and with the help of existing collaborative partners, the health of our community will be a priority.

Sincerely,

Gary Kozak
 Gary Kozak
 President/CEO

Corporate Office

246 Federal Rd., Unit B-21
 Brookfield, CT 06804
 (203) 740-3432
 Fax (203) 775-8350

Greenknoll Branch

2 Huckleberry Hill Road
 Brookfield, CT 06804
 (203) 775-4444
 Fax (203) 740-9289

Boughton Street Branch

12 Boughton Street
 Danbury, CT 06810
 (203) 744-1000
 Fax (203) 744-1003

ESCAPE to the Arts

The Center for Arts & Humanities
 293 Main Street
 Danbury, CT 06810
 (203) 794-1413
 Fax (203) 207-5554

Great Hollow Wilderness School and Conference Center

225 Route 37
 New Fairfield, CT 06812
 (203) 746-5852
 Fax (203) 746-1232

YMCA Children's Center

57 Grassy Plain Street
 Bethel, CT 06801
 (203) 744-4890
 Fax (203) 731-3215

IMPACT STATEMENT

Action Communities for Health, Innovation, and Environmental Change (ACHIEVE) Initiative

Total Funding Requested Through This Initiative: \$80,000

If Awarded, Allocation to City of Danbury: \$40,000

Allocation of YMCA: \$40,000

Program Impact

The focus of this grant funded initiative is to build collaborative partnerships between the CT State Department of Health, Danbury Health, Housing and Welfare Department and the Regional YMCA. to strengthen capacity within the local health department and the YMCA for community leadership and activating change at the local level by raising awareness of and strengthening the framework for community-wide policy and environmental actions among all sectors of society; identifying practical and sustainable solutions and tools for healthy living and informed decision making that communities across the country can replicate and implement; building complementary community, state and national efforts that improve our chance of succeeding; and developing and initiating broad public priorities for all sectors of communities, states and the nation.

All activities carried out through this initiative will focus within the City of Danbury, however, program successes and lessons learned may be shared with bordering communities to further foster community-wide changes for chronic disease prevention.

Project benefits anticipated through participation in the ACHIEVE initiative will include:

- Enhancement of the local communities' ability to raise public awareness of the importance of a healthy lifestyle.
- Help the Danbury Health, Housing and Welfare Department and YMCA to promote policy and environmental changes that support healthy living.
- Magnify the effect of the collaborative effort to impact the community through strategic partnerships to expand the partnership
- Strengthen the Danbury Health, Housing and Welfare Department and YMCA capacity for coalition building
- Attract a new set of partners to engage in transforming the health of the community

If awarded, a portion of the grant funding will be used to cover travel related expenses incurred in sending a representative of the Danbury Health, Housing and Welfare

Department to a “Coaches Meeting” to be held in Atlanta, GA in February 2008 and to an Action Institute training Washington DC in June 2008.

A key outcome of the collaborative effort between the Danbury Health, Housing and Welfare Department and the YMCA will be implementation of a community-level policy strategy that address the increasing the chronic disease of obesity and its long term health implications on children and adolescents.

Fiscal Impact

This grant is available through the Connecticut State Department of Public Health (DPH). One –time funding to be awarded is \$80,000, with \$40,000 made available to the City’s Health, Housing and Welfare Department and \$40,000 to the Regional YMCA.

The local health department portion of the funding will cover travel related expenses for one local department representative to attend two separate 2.5 day trainings to be held in Atlanta, GA and Washington, DC in the Spring of 2008, provide partial funding for a Community Health Advocate to carry out identified project activities and initiatives, provide funding for supplies and materials to support the identified initiatives, and include a 2% Audit Fee and 2% City Grant Administration Fee.

Anticipated Grant Lifetime

Funding will cover a 12 month period. If grant funding for the proposed activities is not awarded or is discontinued during any portion of the grant period, activities would either cease or continue on a volunteer basis until other sources of funding is identified.

Action Communities for Health, Innovation, and EnVironmental ChangE (ACHIEVE) Initiative Request for Applications – Local Health Departments

The National Association of Chronic Disease Directors (NACDD), in conjunction with the YMCA of the USA (Y-USA), and the Connecticut Department of Public Health is pleased to announce a Request for Application (RFA) for Local Health Departments (LHDs) to apply to the *ACHIEVE* Initiative, which is designed to support a partnership between local health departments and YMCAs in communities to advance local community leadership in the nation’s efforts to prevent chronic diseases and related risk factors. This initiative is funded by the Division of Adult and Community Health (DACH) within the National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) at the Centers for Disease Control and Prevention (CDC).

I. OVERVIEW OF THE ACHIEVE INITIATIVE

Background

Over the past several decades, our society has undergone profound changes that in large measure are driving a chronic disease epidemic. These changes include large portion sizes, less physical education in schools, the rise of un-walkable communities, the fear of crime that keeps people in-doors and isolated, and the persistence of social issues that underlie health disparities. Compounded by increased obesity rates and the aging of the population, these changes are having a very detrimental affect on our health and economy. The drivers, and the places we must make change, are in the organizations and everyday places in our society that touch our lives every day. The vast majority of these opportunities for change lie under the purview of people and organizations that may not have public health as their core mission. And many lie in the hands of local decision-makers who have become increasingly concerned about the obesity epidemic and the rising rates of diabetes and who are looking for ways to address these chronic conditions and unhealthy behaviors effectively.

Purpose

The purpose of *ACHIEVE* is to bring together local leaders and stakeholders to build healthier communities by promoting policy and environmental change strategies with a focus on obesity, diabetes, heart disease, healthy eating, physical activity, and preventing tobacco use. This initiative builds on the successes and lessons learned from several CDC-funded community-based programs, including the REACH U.S. Program, the Steps to a HealthierUS Program, and the YMCA Pioneering Healthier Communities® Program, and from other national organizations, such as the Robert Wood Johnson Foundation and the W.K. Kellogg Foundation, that have made substantial investments in community-wide changes for chronic disease prevention.

The focus of this initiative is to build collaborative partnerships between State Departments of Health (DOH), local health departments (LHDs) and YMCAs. *ACHIEVE* recognizes the roles of both institutions as trusted community conveners and aims to combine the public health expertise from the state and local levels with the deep and rich experience of the YMCA in community support and outreach. This partnership will strengthen capacity within LHDs and YMCAs for community leadership and activating change at the local level by: raising awareness of and strengthening the framework for community-wide policy and environmental actions among all sectors of society; identifying practical and sustainable solutions and tools for healthy living and informed decision making that communities across the country can replicate and implement; building complementary community, state and national efforts that improve our chance of succeeding; and developing and initiating broad public policy priorities for all sectors of communities, states, and the nation.

Project Activities

Project activities for the *ACHIEVE* Initiative include the following:

- Participation in a Coaches Meeting in February 2008 in Atlanta, GA where a designated leader from the State DOH, the LHD, and the YMCA will learn more about the community change process and receive tools and strategies to assist with this process.
- Development of a Community Health Action and Response Team (*CHART*) by the LHD and the YMCA. This *CHART* Team will consist of a coalition of **leaders of the highest levels** from such

entities as cities and counties; schools; businesses; health-focused foundations; faith-based organizations; public health agencies; health care purchasers, plans or providers; academic institutions; urban planning and transportation groups.

- Participation of the *CHART* Team and the designated State DOH representative in a 2-day *ACHIEVE* Action Institute in June 2008 in Washington, DC where leaders will learn about tools, resources, and strategies to build healthier communities and will develop a plan of action at that institute to implement once the Team returns home.
- Implementation of policy and environmental change strategies (utilizing an approach similar to the Y-USA's Pioneering Healthier Communities™ Initiative) at the local level that will support community members to lead healthier lifestyles in their communities. Examples of policies include:

Increasing access to and use of attractive and safe locations for engaging in physical activity.	Establishing linkages between health systems and community services that encourage healthy behaviors.
Developing supportive environments to complement and support individual and family efforts to make healthy decisions.	Increasing healthy food choices in restaurants, grocery stores, worksites, schools, and other community settings.
Enlisting the support of organizations and settings to encourage and support healthy behavior, such as physical activity, good nutrition, and no smoking.	Increasing farmers markets, fresh fruits and vegetables, and community gardens for residents;
Providing adequate physical education for all students throughout the school year and increasing opportunities for physical activity before, during, and afterschool for physical activity.	Influencing policies such as the requirement of sidewalks and countdown cross signals in neighborhoods.
Implementing worksite wellness programs that encourage healthy behaviors and provide preventive health benefits.	Influencing the school foods contracts to include more fruits and vegetables and whole grain foods.
Increasing the availability and reimbursement of preventive health services across health systems	Reducing the disparities in health and increasing access to opportunities for physical activity and good nutrition in low-income communities.

Project Benefits – Participating in the *ACHIEVE* Initiative can:

- Enhance the local communities' ability to raise public awareness of the importance of a healthy lifestyle.
- Help the LHD and YMCA develop stronger relationships with leaders in the community.
- Further the ability of the LHD and YMCA to promote policy and environmental changes that support healthy living.
- Magnify the effect of the collaborative effort to impact the community through strategic partnerships to expand the partnership.
- Strengthen the LHD and YMCA capacity for coalition building.
- Attract a new set of partners to engage in transforming the health of the community.

Eligibility:

- Eligible LHDs must agree to participate in the Coaches Meeting and Action Institute, they must have an existing relationship with a local YMCA, and agree to help maintain the *CHART* Team beyond the initial 12 month period, for up to three years. Ongoing technical assistance, beyond the project funding period, will be available through NACDD and the Y-USA.
- **Please note that Steps to HealthierUS communities and Pioneering Healthier Communities are not eligible to participate. Communities in Connecticut that are part of the service area of the YMCA of Central Connecticut Coast are ineligible to apply for these funds. The following link shows the ineligible service area: <http://www.cccymca.org/>.**

Funding Information

Approximately five states will be selected to participate in this initiative. From these states, ten communities will be selected. Each of the ten communities will receive one-time funding of approximately \$80,000 (a local health department will be funded @ approximately \$40,000 and a local YMCA will be

funded @ approximately \$40,000) through this collaboration between NACDD and the Y-USA. These resources will support the following:

- Travel for three "coaches" to participate in a Coaches Meeting to be held in Atlanta, GA in February 2008. The coaches include the lead person from the local health department, the lead person from the YMCA, and a community leader (determined by the local health department and the YMCA).
- Travel for the CHART Team (which includes the 3 coaches referred to directly above) to Washington, DC in June 2008 to participate in an Action Institute
- Implementation of a reasonable and geographic-specific policy or environmental change strategy (or strategies) at the community-level that will address chronic diseases and their risk factors, such as heart disease, obesity, diabetes, physical inactivity, poor nutrition, or smoking.

II. APPLICATION DIRECTIONS

Each interested local health department should complete the application for consideration and submit the completed application to the State Health Department (listed below).

The application will be reviewed by the State Health Department and a committee representing NACDD, Y-USA, and CDC. Applications must be postmarked by **Friday, October 12, 2007**. **Any applications received after this date, without the Oct. 12 postmark, will not be considered for funding.** Awards will be announced no later than **December 15, 2007**.

The applicant checklist includes:

- ___ One copy of the completed application (Parts I, II, III, and IV) from the Local Health Department
- ___ A letter of commitment from the Local Health Department Director
- ___ A letter of commitment from the YMCA Association Chief Executive Officer/President

Please mail all contents of your completed application to:

**Nancy Prevost
Connecticut Department of Public Health
AIDS and Chronic Diseases Section
410 Capitol Avenue MS#11APV
Hartford, CT 06134-0308**

NACDD reserves the right to give special consideration to geographic locations to ensure an adequate distribution of projects across the country. Applicants are also encouraged to consider engaging minority and underserved populations, which bear an inordinate percentage of the chronic disease burden in this country.

Additional information on the Pioneering Healthier Communities initiative can be found at www.ymca.net in the YMCA Activate America section.

If you have questions or comments about the application, please contact:

Christian Andresen
860-509-7828
chris.andresen@ct.gov

or

Christine Parker
860-509-7817
christine.parker@ct.gov

Application Part II – Local Health Department Checklist

Please check each item listed below to determine if your Local Health Department is eligible to apply for these funds.

___ The LHD has a relationship with their local YMCA.

___ The LHD Director agrees to participate on an orientation phone call once the states, local health departments, and YMCAs have been selected.

___ The LHD representative agrees to work collaboratively and lead this effort with a YMCA leader in their community as well as another community leader (who will be determined by the LHD and the YMCA).

___ The LHD representative agrees to serve as a coach and will attend a one and a half day meeting in Atlanta, GA in February 2008 (final date TBD).

___ The LHD representative will make every effort to secure the external community leadership team members – in collaboration with the YMCA – that will serve on the team prior to attending the Action Institute on June 2008.

___ The LHD representative will participate, along with his/her community leadership team, in a 2.5 day conference in Washington, DC in June 2008. This meeting will help educate the *CHART* Team on how to build healthier communities by implementing proven programs that work, and the teams will begin developing their community action plans.

___ The LHD agrees to some disciplined joint efforts with the state health department, NACDD, and the YMCA of the USA, including regular check-ins that provide technical assistance which can remove barriers and help in problem solving.

___ The LHD agrees to provide periodic reports on your progress in building a healthier community.

___ The LHD agrees to pick a reasonable scope of work or geographic area, in collaboration with the YMCA, in order to truly accomplish the change process.

___ The LHD agrees to take the process and project past the initial 12 months.

___ The LHD is not receiving funds from the Steps to a HealthierUS Program.

___ The LHD representative has obtained a letter of support from the Director of the LHD and the Association Executive/President of the YMCA.

Please read this background information prior to filling out Application Part III – Narrative

Over the last several decades, hundreds of American communities have made major strides in creating community change as part of a movement known as *healthy communities*. In an effort to capture the patterns of a healthy community, hundreds of dialogues took place across the country with thousands of engaged individuals in diverse communities including, rural, urban, multi-racial and professional.

These dialogues were led by the Health Research and Education Trust (HRET) of the American Hospital Association (AHA) and the Coalition for Healthier Cities and Communities, now known as the Association for Community Health Improvement (www.communityhlth.org). The dialogues stimulated action toward building healthier communities and articulated what creates health and improves quality of life.

Seven patterns of a healthy community emerged, including:

- **Practicing ongoing dialogue:** Healthier communities have found that dialogue – engaging with fellow residents in order to build a shared understanding of what the community is, what it should become and how it will get there – is how the process of improving health and quality of life happens. Dialogue builds relationships among residents and provides the opportunity to generate a shared commitment to action.
- **Generating leadership everywhere:** Healthier communities recognize and support the leadership potential of all their members. They realize that leaders are found not only in positions of authority in government or business, but they are also found throughout the community. Healthier communities actively seek to cultivate new leaders, including youth and older adults. They have discovered that the most effective style of leadership involves facilitation and collaboration, and that building coalitions and partnerships are two of the most important responsibilities of leaders.
- **Shaping its future:** Healthier communities have the ability to shape their future based on a shared vision for the community. They are clear about where they want to go and realize that they have the control to get there. They understand that the built environment (e.g., a lack of sidewalks, parks and safe streets) and institutional policies (e.g., lack of worksite wellness programs or physical activity opportunities for youth before, during or after school) present barriers to healthy living. Healthy communities take steps to ensure the future they want.
- **Embracing diversity:** Healthier communities have realized that diversity, whether racial, ethnic, economic or age-specific, can be a source of tremendous vitality, strength and renewal. Embracing those who are different from oneself can be difficult, but the rewards are worth it.
- **Knowing itself:** Healthier communities know the value of information. They also know that for the purposes of improving health and quality of life, information needs to be collected and used in a new way. They have found that they need to choose what to measure based on what is important to their community that a focus on assets is more helpful than a focus on needs, and that outcomes are important – but that they can take a long time to develop.
- **Connecting people and resources:** Healthier communities provide and connect residents with needed resources such as healthcare, parks, and safe places and opportunities to participate in physical activity. They know that an accessible, resource-rich environment leads to health and an improved quality of life.
- **Creating a sense of community:** Healthier communities have created a sense of whom and what they are. This understanding is based on a shared set of values and behavioral standards, neighborliness, an acknowledgement of interdependence and a commitment to the common good. A community's sense of itself helps make it possible to act in the interest of all its members – improving health and quality of life. Institutions and organizations in the community understand that they have a vital community-building role.

Application Part III – Application for the Local Health Department

This section is to be filled out by the local health department. Your written response to questions 1- 5 below should total no more than two pages, single-spaced, 12 point font. It is recommended that you consult with your local YMCA before answering these questions. Please do not retype these questions in your response to ensure you give yourself enough space to respond. However, we encourage you to state the specific numbers that correspond with your text.

- 1) Describe the local health department’s interest in participating in the initiative and the technical assistance resources (including a specific staff person) that can be committed to support this initiative.
- 2) Describe your relationship with the local YMCA in your community by providing specific examples of how the local health department is collaborating or has collaborated with the YMCA in the past.
- 3) Who from your community do you feel is essential to make this initiative a success and why? Identify eight – ten members and please state their names if possible. It is important to consider leaders from different sectors and with different expertise, including external community leaders such as mayors, city managers and legislators; health department officials; university professors; directors of hospitals or insurers; executives of foundations, faith-based institutions and businesses; superintendents of schools; urban planners; leaders from underserved and/or racial and ethnic communities; and directors of chambers of commerce.
- 4) What strengths or assets in your community would you like to enhance or expand, and what barriers in your community would you like to remove or reduce in order for you to reach that healthy vision? How will these changes lead to a healthier community? What does your vision of a healthy community look like?
- 5) Provide any additional information that will assist the review team in understanding the local health department’s capability, capacity and enthusiasm for working in this collaborative in advancing this initiative.

Application Part IV – Letters of Support

Please obtain a letter of support from the following individuals indicating their support of the *ACHIEVE* initiative and their willingness to participate.

___ The Director of the Local Health Department

___ The YMCA Association Chief Executive Officer/President