



CORRESPONDENCE

FLDOE Emergency Assistance Monitoring Letter

State Board of Education

Marva Johnson, *Chair*
Andy Tuck, *Vice Chair*
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Gary Chartrand
Tom Grady
Rebecca Fishman Lipsey
Michael Olenick



FLORIDA DEPARTMENT OF
EDUCATION

Pam Stewart
Commissioner of Education

Rod Duckworth, Chancellor
Division of Career and Adult Education

April 24, 2017

Deloris Johnson,
Chief Executive Officer
300 Lynchburg Road
Lake Alfred, FL 33850

Dear Ms. Johnson:

On February 20-21, 2017, representatives of the Division of Career and Adult Education office conducted the PY 2016-17 monitoring of your Farmworkers Career Development Program/Emergency Assistance at the Agricultural & Labor Program office. We appreciate the effort and cooperation that was extended by your agency.

There were no findings or concerns. As a result, no further action is required at this time.

Should you have any questions or need further assistance, please feel free to contact me or Shirley Caban-Tellez at 813-224-1920, or via electronic mail at shirley.caban-tellez@fldoe.org.

Thank you for your continued commitment to Florida's farm workers and their families.

Sincerely,

James Haugli

James Haugli
Director, Farmworker Career Development Program

cc: Gloria Spradley-Brown
Al Miller
Cheryl Burnham
Yaritza Diaz
Jeannie Russell
Shirley Caban-Tellez

USHUD Onsite Performance Review Notification



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Office of Housing Counseling
Burnett Plaza
801 Cherry Street, Unit #45, Suite 2500
Fort Worth, TX 76102

May 31, 2017

Ms. Deloris Johnson
Executive Director
The Agriculture and Labor Program, Inc.ID#
80049
300 Lynchburg Road
Lake Alfred, FL 33850

Dear Ms. Johnson:

On behalf of the U. S. Department of Housing and Urban Development (HUD), Office of Housing Counseling, I will be conducting an on-site performance review of your agency. The performance review has been scheduled for **June 21, 2017, 9:00 am to 5:00 pm**. Please allow time for an entrance and exit interview. During the visit I will require a work space, access to a copy machine, and client files.

The review is being conducted to assess your agency compliance with HUD Housing Counseling Program requirements, including 24 CFR, Part 214; HUD Housing Counseling Handbook 7610.1; relevant mortgage letters; and applicable grant agreement.

Please visit HUD Clips and download the HUD 9910 Office of Housing Counseling Performance Review checklist and complete Part B and Part C, if applicable. This form is fillable and savable. The HUD 9910 form can be located at the following web site:

http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/hudclips/forms/hud9a

If you are unable to locate the HUD 9910 on HUD Clips, as an alternative, I have also enclosed a HUD Form 9910, Performance Review Checklist.

Please return a copy of the completed, signed/certified checklist, and supporting documents to me, via mail or email no later than **June 14, 2017**. Part A will be completed by me prior to the on-site review.

Also, please send a list of clients that you have served from January 1, 2016 to March 31, 2017.

Thank you for your participation in our program. If you have any questions or concerns, please contact me at **817-978-5823** or johnnie.l.young@hud.gov.

Sincerely,
Johnnie L. Young
Johnnie L. Young
Senior Housing Program Officer
Outreach and Capacity Building

Enclosure:
CC: Al Miller

Economic Opportunity Council / IRC & ALPI

Memorandum of Understanding

**Economic Opportunities Council of Indian River County, Inc.
AND
Agricultural and Labor Program, Inc. (ALPI)**

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is made this 26 day of April, 2017 between the **Economic Opportunities Council of Indian River County, Inc.** operating as the Weatherization Assistance Program for Indian River County, Martin, Okeechobee and St Lucie Counties hereinafter referred to as EOC of IRC, and the **Agricultural and Labor Program, Inc.** herein after referred to as ALPI:

1. Objectives:

- a. To maintain a climate of cooperation in order to achieve maximum efficiency and effectiveness.
- b. To develop a coordinated system for referring recipients of Low Income Emergency Home Energy Assistance (LIHEAP) services for Weatherization Assistance Program (WAP) services.

2. Under this Agreement, the EOC of IRC agrees to the following:

- a. To accept referrals from ALPI for WAP services
- b. Notify ALPI when a referral cannot be served under the WAP program, so that ALPI may make other referrals on behalf of the consumer.

3. Under this Agreement, EOC of IRC agrees to the following:

- a. To refer all WAP service recipients, who receive their services to the ALPI for evaluation for provision of LIHEAP services.
- b. To provide alternate referrals to consumers who are not eligible for WAP services.

4. Termination: This agreement may be terminated by either party upon no less than thirty (30) calendar days notice, without cause, unless a lesser time is mutually agreed upon by both parties, in writing. Said notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery.

5. Terms of Memorandum: This Memorandum of Understanding is effective on the date of the last agency signature. The Memorandum will expire in five years from the date signed by both parties. Amendments will be made as deemed necessary and agreed to by the signing parties.

In witness whereof, the parties have caused this one (1) page agreement to be executed by their undersigned officials as duly authorized.

Agricultural and Labor Program, Inc.

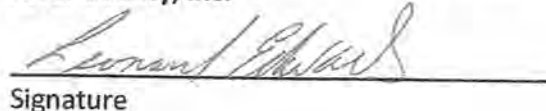

Signature

Deloris Johnson
Print Name

Chief Executive Officer
Title

04/26/17
Date

Economic Opportunities Council of Indian River County, Inc.


Signature

Leonard Edwards
Print Name

Executive Director
Title

4/26/17
Date

Lease Amendment between ALPI & SLCSB

FIRST AMENDMENT TO LEASE AGREEMENT

THIS AMENDED LEASE AGREEMENT ("Lease") is made this 7th day of March, 2016, by and between the SCHOOL BOARD OF ST. LUCIE COUNTY, FLORIDA ("Lessor") and the AGRICULTURAL AND LABOR PROGRAM, INC. ("Lessee").

WITNESSETH

WHEREAS, the Lessee operates an early learning center for pre-kindergarten students at numerous locations in St. Lucie County, Florida; and

WHEREAS, the Lessor and Lessee entered into a lease agreement on October 22, 2013; and

WHEREAS, the parties wish to amend the Lease to remove the kitchen from the leased premises.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and considerations herein contained, to be kept and performed by each of the parties hereto, the parties agree as follows:

The following terms and conditions are hereby amended:

1. Section 1, Leased Premises is replaced in its entirety with the following:

Leased Premises. The Lessor leases to the Lessee those certain buildings and lands located in Fort Pierce, Florida, known as a portion of the Garden City Elementary School site, described more particularly in Exhibit "A", attached hereto and incorporated herein by this reference ("Leased Premises"). Generally this consists of the grounds and buildings 3, 5, 7, 10, 11, 12, 13 and 14. Areas on the site not included in the lease are:

- Buildings 1 & 2 consisting of the annex, these are leased to others.
- Buildings 5, & 7 are in need of cleaning up or renovation and are not included in the lease.
- The Northeast corner of the site consisting of modular buildings lease by East Coast Migrant Head Start.
- The kitchen area of building 3 is excluded from the Leased Premises but the cafeteria located in building 3 remains part of the Leased Premises. However, the Lessor shall have the ability to use the cafeteria for special events at agreed upon times at no charge to the Lessor. In addition, the rear entry drive shall be available for mutual use by the Lessor and Lessee.

2. Section 9, Utilities, is replaced in its entirety with the following:

Utilities. The Lessee shall during the term of this Lease be solely responsible for and promptly pay all charges for telephone, electricity, water, and all other utilities used or consumed on the Leased Premises, and for the removal of rubbish therefrom, and shall hold the Lessor harmless

from any liability for such charges. In no event shall the Lessor be liable for any interruption or failure in the supply of any such utility to the Leased Premises.

The Lessor shall pay a prorated amount of the electric utilities for the utilities for kitchen area retained for use by the lessor. Since there are not separate meters for building 3 and the heating, ventilation and air conditioning system is part of the master system, it is not practical to separately meter the utilities. Rather the Lessee shall invoice the Lessor a prorated amount for utilities being 2.10% of the total bill for account numbers 32261210-150116 and 32264200-150116. The Lessor shall pay the invoice within 60 days of receipt of the invoice.

Through and error in transferring the meters at the inception of the original lease agreement, the Lessee has incorrectly has been paying the electric utility at the Garden City Annex. The District has been reimbursed by other lessors for that expense. The attached Exhibit 1 shows the amounts paid by the Lessee in the amount of \$49,156.86. The Lessee has requested that this payment be applied the payment of utilities at the PSLE lease for utilities at that location. Any excess amount already paid by the Lessee will be refunded to the Lessee by the Lessor.

The Lessor shall maintain the utility service for solid waste (garbage) and gas to the kitchen and be responsible for payment of the services.


3. All remaining terms and conditions not specifically amended herein shall remain in full force and effect.


IN WITNESS WHEREOF, the Lessor and the Lessee have executed this Lease as of the day and year first above-written.

Lessor:

SCHOOL BOARD OF ST. LUCIE
COUNTY, FLORIDA

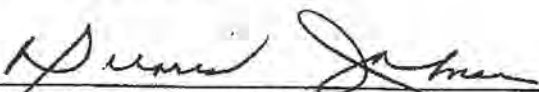
Attest:

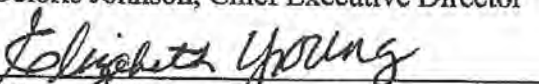

E. Wayne Gent
Superintendent and Ex Officio
Secretary

By: 
Troy Ingersoll, Chair 3-7-17

Lessee:

THE AGRICULTURAL AND LABOR
PROGRAM, INC.

By: 
Deloris Johnson, Chief Executive Director

By: 
Elizabeth Young, Deputy Director

HHS Notice of Head Start Funding Increase

[View the web version](#)[Go to ECLKC](#)

U.S. Department of Health & Human Services & Administration for Children & Families

OFFICE OF HEAD START

ACF Administration for Children and Families	U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES	
	1. Log No. ACF-PI-HS-17-02	2. Issuance Date: 05/12/2017
	3. Originating Office: Office of Head Start	
	4. Key Words: Consolidated Appropriations Act; Appropriations; Fiscal Year (FY) 2017; Funding Increase; Cost of Living Adjustment (COLA)	

PROGRAM INSTRUCTION**TO:** Head Start and Early Head Start Grantees and Delegate Agencies**SUBJECT:** FY 2017 Head Start Funding Increase**INSTRUCTION:**

President Trump signed Public Law 115-31, the Consolidated Appropriations Act, 2017, on May 5, 2017. Included is \$9,253,095 for programs under the Head Start Act, which is an increase of approximately \$85 million over the fiscal year (FY) 2016 funding level.

This increase provides grantees a one percent cost-of-living adjustment (COLA). This Program Instruction provides information about the COLA funds that are available to Head Start and Early Head Start grantees in FY 2017 and describes the requirements for applying for these funds.

All Head Start and Early Head Start grantees, including grantees with an Early Head Start Expansion/Partnership award that began in 2015, and grantees subject to competition for continued funding through the Designation Renewal System are eligible to receive the COLA.

State Collaboration grants are not eligible for the COLA due to the statutory cap on their funding in the Head Start Act.

FY 2017 Cost-of-Living Adjustment (COLA)

Each grantee may apply for a COLA increase of one percent of the FY 2016 base funding level. Base funding excludes training and technical assistance funds, duration funds, and any one-time funding grantees may have received in FY 2016. COLA funds are to be used to increase staff salaries and fringe benefits and to pay for higher operating costs.

As specified in **Personnel Policies, 45 CFR § 1302.90**, each grantee is required to establish written personnel policies and procedures. Programs that use COLA funds to increase staff salaries must increase the hourly rate of pay and permanently increase the Head Start pay scale rather than only increase the salaries of current employees.

Sections **653** and **640(j)** of the Head Start Act provide further guidance on the uses and limitations of the COLA funds. Section 653 of the Act restricts compensation to a Head Start employee that is higher than the average rate of compensation paid for substantially comparable services in the area where the program is operating. Section 653 also prohibits any Head Start employee from being compensated at a rate higher than that of an Executive Schedule Level II position, including employees being paid through indirect costs. Section 640(j) of the Act requires

that the compensation of Head Start employees must be improved regardless of whether the agency has the ability to improve the compensation of staff employed by the agency that do not provide Head Start services. Any grantee proposing differential COLA increases to staff, delegates, or partners must justify its rationale in its budget narrative.

Funds may also be used to offset increased operating costs in other areas of the budget. This includes increased costs in rent, utilities, facilities maintenance and insurance, contractual arrangements, vehicle fuel and maintenance, supplies, and equipment.

Application Requirements

Grantees are required to request COLA funds through a grant application. Your Regional Office will provide a Funding Guidance Letter specifying the amount of funds available to your agency. Grantees whose annual applications have been submitted may request their applications be returned to add the COLA.

Grantees must submit their application in the Head Start Enterprise System (HSES).

Grantees encountering one-time health and safety needs should contact their Regional Office and submit supplemental applications throughout the year as needs emerge. Requests are addressed by priority and as funds are available.

Please direct any questions regarding this Program Instruction to your Regional Office.

Thank you for your work on behalf of children and families.

/ Ann Linehan /

Ann Linehan
Acting Director
Office of Head Start

Office of Head Start (OHS) | 330 C Street, SW | 4th Floor Mary E. Switzer Building | Washington, DC 20201
<https://eclkc.ohs.acf.hhs.gov> | 1-866-763-6481 | [Contact Us](#)

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Please do not reply to this email. [Contact](#) customer service for additional support.

E-Verify (US Citizenship and Immigration Services)



U.S. Citizenship and Immigration Services

What is E-Verify? WHAT IS E-VERIFY

E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.

Instant Verification of Employment Eligibility

E-Verify's most impressive features are its speed and accuracy. E-Verify is the only free, fast, online service of its kind that verifies employees' data against millions of government records and provides results within as little as three to five seconds.



Today, E-Verify is:

- Used nationwide by more than 600,000 employers of all sizes
- Used at more than 1.9 million hiring sites
- Joined by about 1,400 new participating companies every week
- One of the federal government's highest-rated services for customer satisfaction.

This page provides general overview information about E-Verify. For instructions and policy guidance, visit the [For Employers](#) section of the website, or visit the [For Employees](#) section of the website.

Last Reviewed/Updated: 05/10/2017



U.S. Citizenship and Immigration Services

About the Program ABOUT THE PROGRAM

E-Verify is an electronic program through which employers verify the employment eligibility of their employees after hire. The program was authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA). In short, employers submit information taken from a new hire's Form I-9 (Employment Eligibility Verification Form) through E-Verify to the Social Security Administration and U.S. Citizenship and Immigration Services (USCIS) to determine whether the information matches government records and whether the new hire is authorized to work in the United States.

E-Verify is administered by the U.S. Department of Homeland Security, USCIS, Verification Division, and the Social Security Administration. The USCIS Verification Division is dedicated to providing program support, administering unparalleled customer service to both employers and workers, developing innovative technological solutions, and performing community outreach to further the mission of E-Verify. By extension, we facilitate federal agency and employer compliance with U.S. immigration law.

Throughout this section you can find more in-depth information on the E-Verify Program including news, statistics, usage guidelines, enhancements, and other useful Information, including information about how to use the program appropriately and in a non-discriminatory manner.

- [What's New](#)
- [E-Verify Enhancements](#)
- [E-Verify Pressroom](#)
- [Performance](#)
- [E-Verify Usage Statistics](#)
- [E-Verify Program Reports](#)
- [History and Milestones](#)
- [Trademark and Logo Usage Guidelines](#)
- [Our Commitment to Privacy](#)
- [E-Verify Search Tools](#)

Last Reviewed/Updated: 05/10/2017



U.S. Citizenship and Immigration Services

E-Verify is Business Friendly E-VERIFY IS BUSINESS FRIENDLY

E-Verify gives you the peace of mind that newly hired employees are legally authorized to work in the United States.

So what's the catch? There isn't one. Employers are already required by law to complete Form I-9 for each newly hired employee, and E-Verify complements Form I-9 by taking employment verification to the next level.

Features:

- Works with Form I-9 — uses information provided by the employee
- Secure 24-hour access — anytime, anywhere. No special software required; just a web browser and internet access
- Instant results — most case results display in three to five seconds
- Helps combat document fraud — E-Verify's photo-matching feature combats document fraud
- User access flexibility — three user roles to choose from; select what the users see and do
- Reporting capability — employers can monitor usage
- Easy to implement — decide your participation location-by-location
- Administrator Tools — Corporate Administrator access method lets employers link and manage their participating worksites
- Interactive training — comprehensive online tutorial, quick reference guides and, manuals
- Alerts employees — E-Verify can alert employees to mismatches in their government records
- Dedicated Customer Service — Personalized assistance by phone or email



This page provides general overview information about E-Verify. For instructions and policy guidance, visit the [For Employers](#) section of the website, or visit the [For Employees](#) section of the website.

Letter from AFOP re: Processing 2016 Program Funds

April 5, 2017



Mr. Steve Rietzke
Chief, National Programs, Tools, and
Technical Assistance Division
Office of Workforce Investment
Employment and Training Administration
United States Department of Labor
200 Constitution Avenue, N.W.
Washington, D.C. 20210

Dear Mr. Rietzke:

On behalf of the Association of Farmworker Opportunity Programs (AFOP) members, I respectfully request that the United States Department of Labor's Employment and Training Administration (ETA) provide National Farmworker Jobs Program (NFJP) grantees with instructions for processing Program Year 2016 grant monies as the program year comes to an end June 30, 2017. Thank you for your timely assistance in this important matter.

As you develop these instructions, AFOP members suggest that you include in them permission for grantees to spend Program Year 2016 grant monies for up to 90 days after the June 30 program year-end. Such an extension is justified given the uncertainties and tentativeness grantees experienced this program year as a result of the ongoing implementation and interpretation of the new Workforce Innovation and Opportunity Act (Opportunity Act) regulations and processes. In providing this flexibility, ETA would spare itself and grantees from the need to engage in a case-by-case review of spending-authority extension requests that could prove exceedingly burdensome and time-consuming. Any grantee requiring time beyond the permitted 90 days would require a full review by ETA's Office of Grants Management. Granting this permission would allow appropriated dollars to be used for Congress's intended purpose: career training for farmworkers and their families.

If that is not possible, grantees would greatly appreciate having as soon as possible explicit direction on initiating requests for no-cost extensions of Program Year 2016 funds, the detailed process for applying for such extensions, the factors upon which ETA will approve or disapprove requests, and assurances that regional federal program officers will fully understand ETA national headquarters' directions. AFOP also strongly urges ETA to view NFJP four-year grants as continuous multi-year grants (and not four one-year grants) by permitting carryover of funds to maximize continuous services to the nation's vulnerable migrant and seasonal farmworker population. AFOP is aware of ETA's earlier official response to this question, but would note that ETA also said in that very response that, "... the Department will continue to establish guidelines for the use of

Mr. Steve Rietzke
April 5, 2017
Page Two

carry-over funds through the grant award documents as described in §683.110(e).” Accordingly, AFOP hopes ETA can and will make clear this process so grantees can make the best decisions for efficient grant administration and individual participants’ progress and outcomes.

AFOP greatly appreciates its close partnership with ETA and looks forward to continuing success in changing agricultural worker lives for the better.

Please let me know if you have any questions or need any additional information. I would be glad to provide it to you.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Sheehan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Daniel Sheehan
Executive Director

U.S. Department of Labor

Employment and Training Administration
200 Constitution Avenue, N.W.
Washington, D C 20210



5/10/17

Dear Mr. Sheehan:

Thank you for your letter dated April 5, 2017 requesting that the United States Department of Labor's Employment and Training Administration (ETA) provide all current National Farmworker Jobs Program (NFJP) grantees with flexibility to spend Program Year 2016 grant monies for up to 90 days after the June 30 program year-end. We have reviewed your request, and we are happy to share that ETA plans to provide a blanket modification to all NFJP grantees to revise the Program Year 2016 (PY16) grant period of performance end date to 9/30/17. While we continue to expect that NFJP grantees will plan to fully expend grant funds within the Program Year for which they were appropriated, we believe that this extra quarter in the period of performance will allow grantees the flexibility to absorb minor fluctuations in spending within the four-year grant cycle without the need to request extensions from year to year.

Note that any additional extension of the period of performance beyond 9/30/17 would require a request for a no-cost extension that fully justifies the need for more time, explains the extenuating circumstances that delayed the project, and explains the outcomes the grantee would achieve in the extended performance period. Accordingly, we strongly recommend that NFJP grantees ramp up their expenditures and burn rate (consistent with program activities) as needed to ensure that all of their funding is expended by the end of the revised grant period (9/30/17).

Finally, ETA plans to adopt this approach going forward, and will award 15-month periods of performance for the remaining grant years so that there is some overlap between Program Years. We plan to share this information informally with grantees shortly, and the upcoming Training and Employment Guidance Letter (TEGL) that will provide Program Year 2017 allotments will reflect this guidance formally. In addition, AFOP is free to share this new approach with the NFJP grantees.

Steve Rietzke
Division Chief

National Programs, Tools, and Technical Assistance
Employment & Training Administration, Office of Workforce Investment
United States Department of Labor
200 Constitution Ave. NW, Room C4510
Washington, DC 20210
Phone: (202) 693-3912
rietzke.steven@dol.gov

CSBG IS Survey

**COMMUNITY SERVICES BLOCK GRANT (CSBG)
DEO REVIEW OF ANNUAL INFORMATION SYSTEM (IS) SURVEY
FFY 2016**

Agency Name:		The Agricultural and Labor Program, Inc.		Date:		05/30/2017
NPI		# Targets Set	# Targets Achieved Year to Year Comparison (2015 to 2016)	Observations		
Goal 1: Low Income People are Self-Sufficient		14	11	The agency provided adequate explanations for the three goals which were outside the annual comparison percentages of a loss of 75% or a gain of 300%.		
Goal 2: Conditions in which low income people live are improved.		7	6	The agency provided an adequate explanation for the goal which was outside the annual comparison percentages of a loss of 75% or a gain of 300%.		
Goal 3: Low-income people own a stake in the community.		2	2	Based on the comparison between 2016 and 2015 there were no NPIs in Goal 3 outside of the comparison percentages of a loss of 75% or a gain of 300%.		
Goal 4: Community-wide partnerships		13	13	Based on the comparison between 2016 and 2015 there were no NPIs in Goal 4 outside of the comparison percentages of a loss of 75% or a gain of 300%.		
Goal 5: Agencies increase their capacity to achieve outcomes		6	5	The agency provided an adequate explanation for the goal which was outside of the annual comparison percentages of a loss of 75% or a gain of 300%. The agency had not planned for a staff member to be designated as a CCAP, however the opportunity was presented and a staff member earned the designation.		
Goal 6: Strengthening family and other supportive systems		20	9	The agency provided an adequate explanation for the 11 goals which were outside the annual comparison percentages of a loss of 75% or a gain of 300%.		
Total # Unduplicated People Served		Change from 2015 – 2016 (Plus/Minus)	Total CSBG Dollars Expended	Observations		
23,707		16	\$1,284,681	The agency provided adequate explanations for the NPIs that were outside the annual comparison percentages of a loss of 75% or a gain of 300%.		

CSBG Annual Report

CSBG Annual Report

Tools and Resources

April 25, 2017

The new [CSBG Annual Report](#) was approved by the Office of Management and Budget in January 2017. The first submission of Module 1 was completed on April 7, 2017. Community Action Agencies will begin collecting data on Modules 2-4 based on the State's CSBG reporting period. This means, data collection will begin in July 2017, October 2017, or January 2017, depending on the state reporting period. The full CSBG Annual Report (Modules 1-4) will be due in OLDC for the first time on March 31, 2019.

NASCSP has recently developed additional tools and resources for you to use and share with your Community Action Agencies. We recently highlighted the tools in the Director's Digest, but also wanted to draw your attention to them.

These tools, resources and presentations will be critical to your State Office and Community Action Network as you are updating the Community Action Plans for your agencies to complete as they begin collecting and reporting data for FFY 2018.

All of the resources can also be accessed on the [NASCSP website](#).

Do you have questions about the CSBG Annual Report implementation? Contact [Jackie Orr](#), [Katy Kujawski](#), or [Lauren Cook](#).

Do you need NASCSP's T&TA services to help your state with the transition? Fill out the [Training Request Form](#).

Complete CSBG Annual Report

[FINAL CSBG Annual Report](#) – This pdf is the OMB cleared CSBG Annual Report that was cleared on January 12, 2017. It is unchanged from the version included in the second Federal Register Notice (FRN#2), 30-day comment period in November 2016.

Tools and Resources

NEW! [Module 2: Expenditure, Capacity, Resources Excel Forms](#), [Module 3: Community Level Excel Forms](#), [Module 4: Individual and Family Level Excel Forms](#) – Download the excel forms for each module of the CSBG Annual report.

[CSBG Reporting Timelines for States and local CSBG Eligible Entities](#) – This chart shows the timeline for reporting on the CSBG Annual Report. Review this chart to see your State's CSBG Reporting Period.



NASCSP

NATIONAL ASSOCIATION FOR STATE COMMUNITY SERVICES PROGRAMS

State Reporting Periods for FY18 - Modules 2-4 are based on the State's CSBG Reporting Period and reporting starts in FY18. Check out this chart to see your State's Reporting Period.

Crosswalks

High Level CSBG Annual Report/CSBG IS Survey Crosswalk – Use this quick reference tool to identify how the CSBG Annual Report and CSBG IS Survey overlap.

Annotated CSBG Annual Report – This detailed document provides line by line notations on which CSBG IS NPIs and Sections are included, expanded upon, or used to inform the CSBG Annual Report.

NEW! CSBG IS/CSBG Annual Report Crosswalk – Starting to map out how you will transition from the CSBG IS to the CSBG Annual Report? This detailed crosswalk starts with the NPIs in the CSBG IS Survey and identifies similar indicators in the CSBG Annual Report.

NEW! CSBG Annual Report/CSBG IS Survey/Organizational Standards Crosswalk – This tool crosswalks elements of the CSBG Annual Report, CSBG IS Survey and the Organizational Standards.

NEW! Organizational Standards/ROMA Principles Crosswalk - This tool lists the Organizations Standards that correspond to each phase of the ROMA cycle.

Theory of Change:

National Theory of Change - The Theory of Change is intended to provide a graphic overview of the core principles, performance management framework, and services and strategies implemented and led by the network to achieve the goals of Community Action across the nation.

NEW! Guide to Creating a Local Theory of Change - This guide contains worksheets to walk you through the development of a Local Theory of Change.

Presentations:

NEW! ROMA NG/CSBG Annual Report Update Power Point - This power point was presented at the ROMA ICEP in Dallas, TX on April 18, 2017. This presentation provides an overview of the current status of the CSBG Annual Report, process for implementation, and current tools and resources.

NEW! Using the Community Status Page Power Point - This power point was presented at the ROMA ICEP in Dallas, TX on April 19, 2017. The presentation provides an overview of community level work, a case study from Louisville Community Metro Services, and an example of how to complete the Community Status page.



CAA Proclamations

PROCLAMATION

Whereas, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

Whereas, Community Action Agencies have over 50 years of promoting self-sufficiency for the limited income; and

Whereas, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

Whereas, Community Action Agencies are needed as major participants in the reform of welfare systems as we know it; and

Whereas, welfare reform in Florida has benefited from the state's partnership with Community Action Agencies; and

Whereas, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and

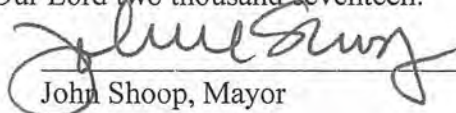
Whereas, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance;

NOW, THEREFORE, I John Shoop, Mayor of the City of Sebring do hereby proclaim May 2017 as

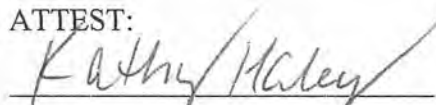
COMMUNITY ACTION MONTH

in the City of Sebring, Florida in recognition of the hard work and dedication of Sebring's Community Action Agencies.

In witness thereof, I have hereunto set my hand and caused the great seal of the City of Sebring, Florida this 1st day of May in the year of Our Lord two thousand seventeen.


John Shoop, Mayor

ATTEST:



Kathy Haley, CMC, City Clerk



Community Action

Proclamation

WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

WHEREAS, Community Action Agencies have over 50 years history of promoting self-sufficiency for the limited income; and

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

WHEREAS, Community Action Agencies are needed as a major participants in the reform of welfare system as we know it; and

WHEREAS, welfare reform in Florida has benefited from the state's partnership with community action agencies; and

WHEREAS, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and

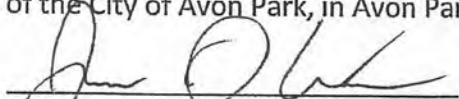
WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance;

In honor of Community Action, NOW, THEREFORE, I, Garrett Anderson, Mayor of Avon Park, Florida, do hereby proclaim May 2017 as

COMMUNITY ACTION MONTH

in Avon Park, Florida in recognition of the hard work and dedication of Avon Park's Community Action agencies.

IN TESTIMONY WHEREAS, I have hereunto set my hand and caused to be affixed the Great Seal of the City of Avon Park, in Avon Park, Florida on this 27th day of April 2017.


Garrett Anderson

WINTER HAVEN

The Chain of Lakes City

Proclamation

WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

~~~~~

WHEREAS, Community Action Agencies have over 50 years of history of promoting self-sufficiency for the limited income; and

~~~~~

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

~~~~~

WHEREAS, Community Action Agencies are needed as major participants in the reform of the welfare system as we know it; and

~~~~~

WHEREAS, welfare reform in Florida has benefited from the State's partnership with Community Action Agencies; and

~~~~~

WHEREAS, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and

~~~~~

WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance.

~~~~~

NOW, THEREFORE, I, Steven M. Hunnicutt, Mayor of the City of Winter Haven, Florida, do hereby proclaim the month of May 2017, as

## COMMUNITY ACTION MONTH

in the City of Winter Haven in recognition of the hard work and dedication of Winter Haven's Community Action Agencies.

~~~~~

IN WITNESS WHEREOF, I have hereunto set my hand and cause the Seal of the City of Winter Haven, Florida, to be affixed this 8th day of May, 2017.




Steven M. Hunnicutt, Mayor

ATTEST:


Vanessa Castillo, MMC, City Clerk



WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

WHEREAS, Community Action Agencies have over 50 years history of promoting self-sufficiency for the limited income; and

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

WHEREAS, Community Action Agencies are needed as a major participants in the reform of welfare system as we know it; and

WHEREAS, welfare reform in Florida has benefited from the state's partnership with community action agencies; and

WHEREAS, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and


WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance;

In honor of Community Action, NOW, THEREFORE, the City of Haines City, Florida, does hereby proclaim May 2017 as:

COMMUNITY ACTION MONTH

in Haines City, Florida in recognition of the hard work and dedication of Haines City's Community Action agencies.

IN TESTIMONY WHEREAS, we have hereunto set my hand and caused to be affixed the Great Seal of the City of Haines City, in Haines City, Florida on this 4th day of May, 2017.


Mayor - Commissioner



PROCLAMATION

Community Action Month

WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

WHEREAS, Community Action Agencies have over 50 years history of promoting self-sufficiency for the limited income; and

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

WHEREAS, Community Action Agencies are needed as major participants in the reform of the welfare system as we know it; and

WHEREAS, welfare reform in Florida has benefited from the State's partnership with community action agencies; and

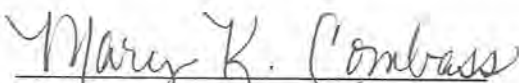
WHEREAS, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and

WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance;

NOW, THEREFORE, WE, the City Commission of the City of Clewiston, Florida do hereby proclaim the month of May 2017 as **COMMUNITY ACTION MONTH** in the City of Clewiston.

Signed this 15th day of May, 2017.


Mali Gardner, Mayor


Mary K. Combass, Interim City Clerk



PROCLAMATION

WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and

WHEREAS, Community Action Agencies have a 50 year history of promoting self-sufficiency for those with limited income; and

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and

WHEREAS, Community Action Agencies are needed as a major participant in the reform of the welfare system as we know it; and

WHEREAS, welfare reform in Florida has benefited from the state's partnership with Community Action Agencies; and

WHEREAS, those with limited income need opportunities to improve their life and living conditions, thus ensuring that all citizens are able to live with dignity; and

WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance.

NOW, THEREFORE, I, R. HOWARD WIGGS, as Mayor of the City of Lakeland, Florida, do hereby proclaim May 2017, as

COMMUNITY ACTION MONTH

in the city of Lakeland in recognition of the hard work and dedication of Lakeland's Community Action Agencies.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Lakeland to be affixed this 1st day of May 2017.



Proclamation

WHEREAS, Community Action Agencies were created when the Economic Opportunity Act of 1964 was signed into law; and,

WHEREAS, Community Action Agencies have over 50 years of history of promoting self-sufficiency for the limited income; and,

WHEREAS, Community Action Agencies have made an essential contribution to individuals and families in Florida by providing them with innovative and cost-effective programs; and,

WHEREAS, Community Action Agencies are needed as a major participants in the reform of welfare system as we know it; and,

WHEREAS, welfare reform in Florid has benefitted from the state's partnership with community action agencies; and,

WHEREAS, the limited income continue to need opportunities to improve their lives and their living conditions, thus ensuring that all citizens are able to live in dignity; and

WHEREAS, Florida and the entire United States must continue to promote economic security by providing support and opportunities for all citizens in need of assistance;

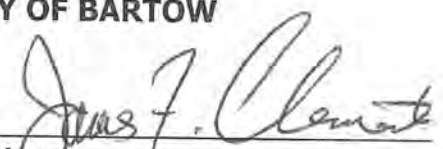
NOW, THEREFORE, by virtue of the authority vested in me as Mayor of the City of Bartow, Florida, do hereby proclaim the month of May 2017 as:

"Community Action Month"

in the City of Bartow, Florida in recognition of the hard work and dedication of Bartow's Community Action agencies.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Official Seal of the City of Bartow, Florida, to be affixed this 1ST day of May, 2017.

CITY OF BARTOW

By: 
Mayor

2017 Staff Appreciation Program



2017 Annual Staff Appreciation Program

Havert L. Fenn Center, Ft. Pierce, FL

June 2, 2017 - 11:30 a.m. to 3:30 p.m.

Theme: "Operation ALPI: Fighting the War on Poverty"

"Social Hour" 11:30 a.m. - 12:45 p.m.

Activities: Alisa Thornton, Educational Manager & Aletta Stroder, Program Director

Presiding Christine Samuel, Human Resources Director

Greetings Deloris Johnson, ALPI Chief Executive Officer

Welcome Song Lead by: Christine Wilson, Center Director,
Frostproof, FL

Lunch Is Served / Prizes

Video Presentation Albert Miller, CSBG and Economic
Development Deputy Director

Entertainment DJ Davie Henderson

Theme Contest Winners 1st Place: Corporate Office: "Operation
ALPI: Fighting the War on Poverty"
2nd Place: Eastern Administration
"Shine Bright Like ALPI Stars"

Awards Presentation Deloris Johnson, CEO, Division Deputy
Directors and Department Directors

- Rookie of the Year
- Special Award
- 5 Years of Service - 10 Years of Service
- 15 Years of Service - 20 Years of Service
- 30 Years of Service
- Retirement

Outstanding Achievement Awards • Safety Awards • No Staff Accidents • No Child Accidents

Grand Prize

Closing Remarks Deloris Johnson, ALPI Chief Executive Officer

Central Region Advisory Council New Member Letter

June 14, 2017

Deloris C. Johnson
Chief Executive Officer

Corporate Office
300 Lynchburg Road
Lake Alfred, Florida 33850-2576
(863) 956-3491
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Fax: (863) 956-3357
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QUALITY CONTROL DIVISION

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Service Areas: Glades, Hendry,
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Farmworker Emergency Services
Service Areas: Statewide

LIHEAP Services
Service Areas: Collier, Glades, Hendry,
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St. Lucie Counties

Housing Counseling Services
Service Area: Polk County

Training and Employment Services
Service Area: Volusia County

ALPI Technical Education Center
Service Area: Volusia County

EHEAP Services
Service Area: Polk County

CHILD DEVELOPMENT &
FAMILY SERVICES DIVISION
Head Start Services
Service Area: St. Lucie County

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Service Areas: Polk and St. Lucie Counties

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Eastern Region Administration Office
2202 Avenue Q
Ft. Pierce, FL 34950
(772) 466-2631
Toll Free: 1 (800) 791-3099
Fax: (772) 464-3035

Mrs. Linda Bailey
550 Cotswold Circle
Davenport, FL 33837

Dear Mrs. Bailey:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

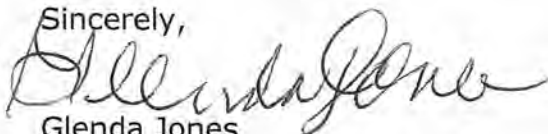
This year the CRAC will be hosting the Agency's Annual Family Picnic on Saturday, June 24, 2017 at Lake Parker Park/Osprey Pavilion in Lakeland, FL. All council members have agreed to meet @ 10:00 a.m. to setup for this event. If your calendar will permit, please come out and meet your fellow council members in an informal setting.

The next scheduled official meeting is on Wednesday, August 9, 2017, beginning at 5:30 p.m. @ the Corporate Office located in Lake Alfred, FL. At this meeting you will be provided with a reference manual which will introduce to you the ALPI Organization as well as give you an overview of your role as a council member.

Please complete the enclosed Advisory Council Membership Application and return in the self-addressed stamp envelope.

Should you have any questions, please feel free to contact me at 863/294-5860 or Twila Smith, ALPI Staff Liaison at 863/956-3491 Ext. 204.

Sincerely,



Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson



PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



United Way of Central Florida and United Way of St. Lucie County

THE AGRICULTURAL AND LABOR PROGRAM, INC. — PROVIDING A CONSTANT FLOW OF COMMUNITY SERVICES SINCE 1968
AN EQUAL OPPORTUNITY EMPLOYER

June 14, 2017

Deloris C. Johnson
Chief Executive Officer

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Ft. Pierce, FL 34950
(772) 466-2631
Toll Free: 1 (800) 791-3099
Fax: (772) 464-3035

Ms. Vermell Brown
305 Avenue X, NE
Winter Haven, FL 33881

Dear Ms. Brown:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

This year the CRAC will be hosting the Agency's Annual Family Picnic on Saturday, June 24, 2017 at Lake Parker Park/Osprey Pavilion in Lakeland, FL. All council members have agreed to meet @ 10:00 a.m. to setup for this event. If your calendar will permit, please come out and meet your fellow council members in an informal setting.

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Sincerely,


Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson



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Fax: (772) 464-3035

Ms. Jennie Calhoun
106 E. Pine Street
Davenport, FL 33837

Dear Ms. Calhoun:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

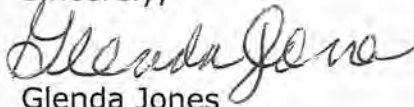
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Should you have any questions, please feel free to contact me at 863/294-5860 or Twila Smith, ALPI Staff Liaison at 863/956-3491 Ext. 204.

Sincerely,


Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson



PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



United Way of Central Florida and United Way of St. Lucie County

THE AGRICULTURAL AND LABOR PROGRAM, INC. — PROVIDING A CONSTANT FLOW OF COMMUNITY SERVICES SINCE 1968
AN EQUAL OPPORTUNITY EMPLOYER

June 14, 2017

Ms. Sandra Henry
2403 Frankfort Street
Winter Haven, FL 33881



Deloris C. Johnson
Chief Executive Officer

Dear Ms. Henry:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

This year the CRAC will be hosting the Agency's Annual Family Picnic on Saturday, June 24, 2017 at Lake Parker Park/Osprey Pavilion in Lakeland, FL. All council members have agreed to meet @ 10:00 a.m. to setup for this event. If your calendar will permit, please come out and meet your fellow council members in an informal setting.

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Sincerely,

Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson

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June 14, 2017

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Ms. Marian Owens
2418 Lucerne Park Road, NE
Winter Haven, FL 33881

Dear Ms. Owens:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

This year the CRAC will be hosting the Agency's Annual Family Picnic on Saturday, June 24, 2017 at Lake Parker Park/Osprey Pavilion in Lakeland, FL. All council members have agreed to meet @ 10:00 a.m. to setup for this event. If your calendar will permit, please come out and meet your fellow council members in an informal setting.

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Should you have any questions, please feel free to contact me at 863/294-5860 or Twila Smith, ALPI Staff Liaison at 863/956-3491 Ext. 204.

Sincerely,



Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson



PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



United Way of Central Florida and United Way of St. Lucie County
THE AGRICULTURAL AND LABOR PROGRAM, INC. — PROVIDING A CONSTANT FLOW OF COMMUNITY SERVICES SINCE 1968
AN EQUAL OPPORTUNITY EMPLOYER

June 14, 2017



Deloris C. Johnson
Chief Executive Officer

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Toll Free: 1 (800) 791-3099
Fax: (772) 464-3035

Mrs. Dartha Shular
125 Fleming Lane
Davenport, FL 33837

Dear Mrs. Shular:

Congratulations! You have been selected to serve as a representative on the Central Regional Advisory Council (CRAC).

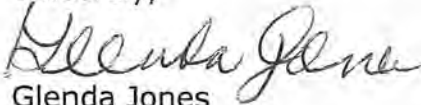
This year the CRAC will be hosting the Agency's Annual Family Picnic on Saturday, June 24, 2017 at Lake Parker Park/Osprey Pavilion in Lakeland, FL. All council members have agreed to meet @ 10:00 a.m. to setup for this event. If your calendar will permit, please come out and meet your fellow council members in an informal setting.

The next scheduled official meeting is on Wednesday, August 9, 2017, beginning at 5:30 p.m. @ the Corporate Office located in Lake Alfred, FL. At this meeting you will be provided with a reference manual which will introduce to you the ALPI Organization as well as give you an overview of your role as a council member.

Please complete the enclosed Advisory Council Membership Application and return in the self-addressed stamp envelope.

Should you have any questions, please feel free to contact me at 863/294-5860 or Twila Smith, ALPI Staff Liaison at 863/956-3491 Ext. 204.

Sincerely,


Glenda Jones
CRAC Chairperson

GJ/ts

xc: Deloris Johnson, CEO
William Holt, Board Chairperson

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



United Way of Central Florida and United Way of St. Lucie County

THE AGRICULTURAL AND LABOR PROGRAM, INC. — PROVIDING A CONSTANT FLOW OF COMMUNITY SERVICES SINCE 1968
AN EQUAL OPPORTUNITY EMPLOYER

Division of Emergency Management / Hurricane Season



STATE OF FLORIDA

DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

BRYAN W. KOON
Director

Dear Colleagues,

June 1st marked the first day of the 2017 Atlantic Hurricane Season and the Florida Division of Emergency Management, along with the State Emergency Response Team, have been busy with preparations. Following Florida's most active season in a decade, we drew from knowledge and lessons learned from the experience to exercise and enhance statewide planning for future tropical systems. We must remember that it only takes one severe storm to devastate a state, county, community, or family. This is why the Division places such heavy emphasis on our own preparedness and why we encourage everyone in Florida to do the same.

Now is the best time to prepare for a hurricane; before they begin approaching our shores. Thanks to the Tax Cut Package passed by the Florida Legislature and signed by Governor Scott, disaster preparedness is made even easier for Florida families and businesses this weekend. From June 2 through June 4, select disaster preparedness items will be sales tax free at retailers all over Florida. This allows Floridians to affordably build their own emergency response kits with important items including flashlights, lanterns, batteries, all-hazards weather radios, and generators. We encourage all Floridians to take advantage of this weekend to promote safety plans and practices in their own homes and communities.

If a storm impacts Florida this year, one of our primary goals will be the rapid restoration of local businesses that provide vital goods and services. Local elected officials and Law Enforcement Officers will work together to determine when an area is safe enough for individuals to return. At that point, individuals and businesses seeking to provide essential commodities and services to impacted areas will be allowed reentry by possessing and presenting to local officials: a valid government-issued ID, such as a Driver's License or passport; Proof of Employment, such as Employer credentials or a letter on employer letterhead; and a Demonstrated Need to enter the area, such as a work order, inventory list, or employer authorization. Local officials know their communities and are well suited to facilitate a safe and timely reentry process. We look forward to working with local officials to ensure the safe and timely movement of necessary resources throughout the state. Disasters affect all members of the community and we must be prepared to work together to meet the needs of all citizens during an emergency. Businesses can receive updated information regarding the transportation and distribution of essential commodities during a state of emergency declared by the Governor by registering in advance with the Florida Virtual Business Emergency Operations Center at www.flvbeoc.org.

As we move along through the 2017 Atlantic Hurricane Season, our team will continue to keep all of our partners and fellow Floridians informed and prepared. Together, through effective preparedness and efficient response this Hurricane Season, we aim to ensure a more resilient Florida.

Best,

Bryan Koon,
Director
Florida Division of Emergency Management

ALPI
FAMILY
PICNIC



PLAN TO ATTEND

ALPI'S FAMILY PICNIC



Lake Parker Park/Osprey Pavilion
820 E. Robson Street, Gate 4
Lakeland, FL 33801
12:00 p.m. – 3:00 p.m.

JUNE 24, 2017



Directions from Holiday Inn and Chain O'Lakes to LAKE PARKER PARK(Optional):

Make a left on Cypress Gardens Boulevard to 3rd Street and make a right.
Follow 3rd Street (which turns into 6th Street,) to Havendale Boulevard and make a left.
Stay on Havendale Boulevard (which turns into Hwy 92) into Lakeland, FL.
Make a right on Lakeland Hills Boulevard to Robson Street and make a right (landmark: Highway Patrol Station)



BOARD & ADMINISTRATOR NEWSLETTER

Board & Administrator

FOR BOARD MEMBERS

May 2017 Vol. 33, No. 9

Editor: Jeff Stratton

The board member, personal expression and social media: Do no harm

If a board member combines her political views with her service to the nonprofit organization on Facebook, Twitter or any number of online media, your organization can suffer.

How the board addresses this issue can be tricky, because although a board member has every right to her personal views, if your organization becomes linked to them it can create a negative impression.

The board's leadership should create awareness among board members that there can be unintended consequences to the nonprofit if the board member is airing strong views online. The chair can lead in this area, using the following ideas:

1. Board members who are active online should make clear with their posts that their views don't represent the organization's.

Nonprofit consultant Carol Weisman (<http://www.boardbuilders.com>) believes board members who post controversially on social media can be a problem if they post when they are representing the nonprofit organization. In such instances, they should be asked to take offending posts down, Weisman said.

This is the type of issue where the board chair should speak directly to the board member who is creating a problem for the organization with controversial views.

Years back, Weisman worked with an organization whose cause was pediatric cancer. One of the women who served on the board of the organization started a very popular blog with helpful tips for parents of children who had been stricken with pediatric cancer. "It was information such as 'If they tell you to show up at 7:30 a.m., don't come until 8:15

a.m. They aren't ready for you until then' and 'Judy is the best infusion nurse, the worst is....'"

Parents loved this information, Weisman said, but the hospital hated it being made public.

But the hospital was a donor to the organization and a partner with it, so the blogger had to shut down the blog. "She could do the blog, but not as a board member, and not while mentioning her organization," Weisman said.

2. Be careful about trying to limit board members' personal social media. In these fraught and tense times, people are expressing strong political views, but also expressing themselves personally. This includes board members.

Christina Green, writing on frankjkenny.com in "Should Board Members and Staff Have Personal Lives on Social Media?" says it gets tricky trying to enforce what board members post on social media.

Green suggests thinking seriously about how much you want to control a board member's personal life. Instead of prohibiting behavior, "use helpful language like: 'Be a connector for the community, not a detractor.' [and] 'Raise yourself and others up in all social media interactions.'"

For more information, go to <https://frankjkenny.com/should-board-members-have-personal-lives-on-social-media/>.

3. Keep the topic of social media in front of the board with training. As part of your organization's ongoing board training and education program, suggest the board chair lead the board through a reminder of thoughtful posting on personal social media if representing the organization.

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continued from page 1

This activity should be coupled with negative examples from other organizations where board members have led the organization into hot water with their controversial posts.

Here is sample policy language:

"Social Networking and Board Service

"Board members will periodically review the importance of maintaining proper decorum in the online, digital world as well as in person. This review will give special emphasis to board members' use of Facebook and other social media. We will emphasize behavior to avoid."

Here are some practical social media posting guidelines for board members:

- Set up two accounts for each medium, one

for use as a board member and one for personal postings.

- Avoid social media arguments.
- Alert the CEO and board chair if the trustee notices misrepresentations about the nonprofit on social media.
- Make it clear that the views you express as a board member are yours alone and are not representative of what the nonprofit or board thinks or believes.
- Change settings from "public" to "friends."
- Avoid all direct or indirect political campaign intervention (such as supporting or opposing candidates for public office) in the name of nonprofit XYZ and when using XYZ media.
- Discuss and set expectations as a board. ■

Avoid these 'agenda killers'

A well-constructed meeting agenda is key to an effective board meeting. It helps the board stay on track, keeps discussion focused and gets everyone out the door on time.

As The Board Doctor, I've reviewed many meeting agendas over the years and notice four problems that occur time and time again. Be aware of these four "agenda killers."

1. **No sense of purpose.** State clearly the purpose of each agenda item. Board members should know if the item is for information or for action. Use a simple coding system to achieve this: "I" should stand for information and "A" for action that will require discussion and action.

2. **Too many agenda items.** Extraneous agenda items often lead to tabling more pressing issues

that the board should act upon.

3. **Low-priority items taking up the board's prime time.** If a task is something the CEO should handle, it shouldn't be placed on the meeting agenda. A board should always handle its highest-priority items first, when members are fresh. The easiest solution to this problem is to ask your CEO and board chair to prevent administrative issues from appearing on the agenda when they craft the agenda for each meeting.

4. **Last-minute agenda additions.** Also known as "surprises," late agenda additions are not fair to either board members or the executive director. Your board should make it a standing meeting rule that last-minute agenda additions are prohibited. ■

Advocacy exercise to help the board hone its message

With the changing of the guard in Washington, D.C., and in many statehouses, nonprofit boards better be prepared to take their advocacy role to heart. Depending on your type of organization, funding and even survival can be at stake if the nonprofit is not able to tell its story effectively to decision-makers.

Here's a simple advocacy activity for the board: Compile a brief survey about your organization and its services (no more than 5–10 questions) and have board members distribute the survey to five

of their friends.

Focus your survey questions on the nonprofit's reputation and visibility in your community. Return the survey results to your executive director, who can collate the information and provide a recap of what has been learned to the board at its next meeting. Who knows? You might enjoy hearing the positive comments about the nonprofit that come from this activity, while gathering information to help the board hone its message about the nonprofit's mission. ■

Board & Administrator

FOR BOARD MEMBERS

June 2017 Vol. 33, No. 10

Editor: Jeff Stratton

'Go for impact' when funding cuts hit

Uncertain finances and nonprofits just seem to go hand in hand. And the organization's financial situation may get choppier with the decisions being made at governmental levels.

Dr. Eugene Fram, author of *Going for Impact*, understands that nonprofits may face difficult times and the potential for major funding cuts.

He advises that a board and executive team should prepare by studying the impact of their programs on clients. When you find a "winner," feed it to maximize a mission focus, to provide superior client service and to enhance income.

Do this through small-scale studies that can provide evidence of your programs' impact, Fram said. If a study provides some initial evidence of impact, your organization will be in a stronger position to seek outside support, he said. Funders know that measuring impact is difficult, but they will give you credit for trying and improving your process after each iteration.

"I'd try to obtain some 'imperfect data' and review it over a period of time," Fram said. "In other words, work with a small sample, determine the impact of the sample and work to improve the collection process over time."

For more information, go to <https://nonprofitquarterly.org/2012/07/24/using-imperfect-metrics-well-tracking-progress-and-driving-change/>.

Another strategy an organization can employ is to thoroughly review all possible sources of income for the organization, Fram said. For instance, many nonprofits are heavily reliant on government funding. That seems a perilous strategy under the current political climate.

This can require a shift in nonprofits' thinking and may initially be outside the organization's

comfort zone. For instance, to make up shortfalls, an organization heavily dependent on government sources may have to look to the business community and to individuals for more support.

This may require an attitude adjustment for nonprofit leaders, Fram said. "Too often, nonprofit organizations feel uncomfortable when approaching business leaders," he said. This is particularly true when approaching senior managers in larger business organizations.

To increase comfort levels and make inroads with these types of companies, find development opportunities that can educate nonprofit leaders on how to interact with senior business managers and senior government officials, Fram said.

A nonprofit will struggle to improve its financial situation in a more restrictive political climate if it is not willing to invest in experimentation with new approaches and avoids untapped groups in the business community, Fram said.

"The nonprofit should also be on the lookout for disruptive changes that may be occurring in the organization's mission," Fram said. These might motivate boards to consider new service opportunities by linking with competing nonprofits or adopting new technologies that positively impact service delivery, Fram said.

One classic example of this concept is the mission change of the Easter Seals organization. When polio vaccines positively disrupted its mission, board and management were alert enough to alter the mission and broaden it. "The organization has survived and is serving a deeper base of clients," he said.

For more information on Dr. Fram's books, *Going for Impact* and *Policy vs. Paper Clips*, go to <http://goo.gl/ruYQJt> and <http://goo.gl/6u7Zbp>. ■

Be fair to your board colleagues

Don't make commitments at the board table during a meeting and forget about them until the next meeting. That is unfair to both the board (a colleague may have to pick up the slack) and the staff.

And remember, it's always a good idea to keep the chair and executive director informed of progress you are making or problems you are encountering as you complete a board assignment. ■

Recruitment tip: Don't recruit meddlers

I recall sitting in a board meeting many years ago when one board member held the floor to give the executive director "advice" on how he wanted a personnel matter handled at the organization. Another board member, a veteran, spoke up and said, "If we are going to manage personnel issues at board meetings, I will resign from the board. I don't have the time to do this."

That ended all discussion.

The board's authority comes from its collective action (through voting) at a board meeting. This is how the board gives its CEO instructions.

What this means in practice is that no individual board member has the authority to give

"orders" to the executive director—unless the full board grants the individual member that authority.

When individual board members pursue their own agenda, they are generally working at odds with the direction the full board wants to take the organization. It's counterproductive to the board and administrator relationship when a micro-managing board member asserts himself in this fashion.

Tip: The solution to this potential problem is pretty simple, really. Encourage the recruitment of board members who are too busy with their own lives to micromanage. ■

Board meeting terminology review

A quick refresher on board meeting terminology can be helpful to reinforce the meanings of certain board meeting actions.

- **Quorum.** This is an important concept, because it represents the number of board members necessary to legally conduct the organization's business.

- **Agenda.** Consider the board meeting agenda the written "marching orders" for the meeting. It ensures the board stays on track at meetings.

- **Motions.** When a board member says "I move that..." she has made a proposal for action.

- **Second.** This is necessary for a motion that has just been made to be discussed.

- **Amendments.** An amendment allows the board to "edit" or polish an original motion to improve it.

- **Table.** If the board can't reach consensus on an issue or motion, it lays the issue aside for another time by tabling it.

- **Vote.** This is when the board officially takes action to approve, reject or table an issue.

- **Minutes.** The minutes provide an official record of the meeting. Minutes typically include the date and time of a meeting, who attended and the board's decisions, but not the word-for-word discussions that took place in reaching the decision. ■

Quick role checklist

Does your board know its role? The answers to these four questions will tell you a lot:

1. Does the board understand the difference between making policy and managing the organization?

2. Does the board evaluate the CEO each year?

3. Does the board engage in regular planning activities and monitor progress on the organization's strategic goals?

4. Does the board receive education on its role? ■

COMMITTEE REPORTING FORM



THE AGRICULTURAL AND LABOR PROGRAM, INC. BOARD COMMITTEE REPORT

INSTRUCTIONS: Complete and submit to the Board Secretary after reporting to the full Board.

Name of Committee

Date of Report

Members Present

Members Absent

Type of Report

- ____ Reporting/Updating
____ Recommending Board Action
____ Recommending Policy Changes

Brief Statement of Committee's Issue/Area Reporting:

Brief Background information and possible impact of issue/area (i.e.: Why is it an issue? Will funding, staff utilization, services and/or facility changes be necessary?)

Recommendation for Board Action, if any (State in the form of a motion(s) to be acted upon by the full Board):