

# CORRESPONDENCE

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**FL DEPARTMENT OF ECONOMIC OPPORTUNITY**  
**UPCOMING MONITORING VISIT**

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**Rick Scott**  
GOVERNOR



**Cissy Proctor**  
EXECUTIVE DIRECTOR

August 3, 2018

Ms. Deloris Johnson, Chief Executive Director  
The Agricultural and Labor Program, Inc.  
Post Office Box 3126  
Winter Haven, Florida 33885

Re: Community Services Block Grant Agreement #17SB-0D-07-63-08-001  
Community Services Block Grant Agreement #16SB-0D-07-63-08-001  
Low Income Home Energy Assistance Program Agreement #17EA-0F-07-63-08-001  
Low Income Home Energy Assistance Program Agreement #16EA--0F-07-63-08-001

Dear Ms. Johnson:

Department of Economic Opportunity (DEO) has scheduled the monitoring visit to review the agreements identified above for September 24, 2018 thru September 28, 2018. Mr. Azhar Mahboob will be reviewing the administrative, fiscal and program records for these agreements. The entrance interview will begin at 10:00am Monday, September 24, 2018. The exit interview is tentatively set for 2:00pm Friday, September 28, 2018. If any of the agency board members wish to attend the entrance or exit interview, please ensure that the meeting is publicly noticed per the CSBG Agreement.

DEO's LIHEAP and CSBG Monitoring Field Manuals are included with this announcement letter as a separate email attachment to help agency staff prepare for the review. This process requires the submission of agency documentation to DEO prior to the on-site visit, as well as documentation to have on-hand during the visit. See both the LIHEAP and CSBG Field Manuals, Part 2, for the checklists of required materials to submit. Please submit the documentation listed in Part 2 for each program by August 31, 2018 by email or hard copy.

If the agency has any questions regarding this visit, please contact Mr. Azhar Mahboob at (850) 717-8456 or by email at [Azhar.Mahboob@deo.myflorida.com](mailto:Azhar.Mahboob@deo.myflorida.com).

Sincerely,

A handwritten signature in cursive script that reads 'Debbie Smiley'.

Debbie Smiley, Chief  
Bureau of Economic Self Sufficiency

DS/am

Florida Department of Economic Opportunity | Caldwell Building | 107 E. Madison Street | Tallahassee, FL 32399  
850.245.7105 | [www.floridajobs.org](http://www.floridajobs.org)  
[www.twitter.com/FLDEO](https://www.twitter.com/FLDEO) | [www.facebook.com/FLDEO](https://www.facebook.com/FLDEO)

An equal opportunity employer/program. Auxiliary aids and service are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using TTY/TTD equipment via the Florida Relay Service at 711.

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**FLORIDA DEPARTMENT OF HEALTH/  
CLOSEOUT LETTER FOR CHILD CARE FOOD REVIEW**

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**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Rick Scott**  
Governor

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**Celeste Philip, MD, MPH**  
Surgeon General and Secretary

**Vision:** To be the Healthiest State in the Nation

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September 5, 2018

AGRICULTURAL LABOR PROG. INC. (S-501)  
DELORIS JOHNSON  
P.O. BOX 3126  
WINTER HAVEN, FL 33885-3126

Re: Closeout Letter for Child Care Food Program Review conducted 19-Jul-18

Dear DELORIS JOHNSON:

This is to advise you that all actions and concerns (if applicable) regarding this review have been completed and the review is now closed.

We appreciate the hospitality extended to our staff during the review. If you have any questions or need our assistance at any time, please do not hesitate to call your regional program specialist, or feel free to call this office at 850.245.4323.

In an effort to improve our program and serve you better, we would appreciate your response to the enclosed questionnaire. Please take a few moments to complete it and return it to us in the enclosed envelope.

Sincerely,

A handwritten signature in cursive script that reads "Renee Kane".

Renee Kane  
Field Operations Manager  
Bureau of Child Care Food Programs

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**Florida Department of Health**

Division of Community Health Promotion • Bureau of Child Care Food Programs  
4052 Bald Cypress Way, Bin A-17 • Tallahassee, FL 32399-1727  
PHONE: 850.245.4323 • FAX 850.414.1622 • EMAIL: ccfp@flhealth.gov  
WEBSITE: [www.floridahealth.gov/ccfp/](http://www.floridahealth.gov/ccfp/)



**Accredited Health Department**  
Public Health Accreditation Board

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**CHILD CARE FOOD PROGRAM NOTIFICATION  
(APPLICATION RENEWAL AND MANDATORY TRAINING)**

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**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Rick Scott**  
Governor

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**Celeste Philip, MD, MPH**  
Surgeon General and Secretary

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## CHILD CARE FOOD PROGRAM MEMORANDUM

**DATE:** August 8, 2018

**TO:** Multi-Site Sponsors of Affiliated Centers (S), Multi-Site Homeless Children Nutrition Programs (H), and Multi-Site Affiliated Sponsors of Afterschool Meals Programs (A)

**FROM:** Renee Kane, M.P.H., R.D., L.D., Interim Chief *rk*  
Bureau of Child Care Food Programs

**SUBJECT:** Online Application Renewal Deadline August 31, 2018 and  
Mandatory Annual Training for FY 2018 - 2019

The 2018 Annual Renewal process for the Child Care Food Program will begin soon using the MIPS data system. Please read this memo carefully, in its entirety, so that your renewal will be submitted successfully.

### REQUIRED RENEWAL TRAINING

**Training requirements are listed on back page; these requirements must be completed prior to doing the online renewal.** Make sure to carefully read the information below to ensure you will meet the criteria. You will be asked to certify that you have taken the required training when you submit your renewal.

### EMAIL ADDRESS – MAKE SURE IT'S CORRECT!!

We will notify your program manager by email if your renewal needs additional information and/or correction. Also, once approved, the renewal approval notice will be sent by email. So it is very important that we have a correct program manager email in #4 on your application in MIPS.

Remember to check your email inbox for emails from us and check your junk inbox to make sure that your system is not blocking email from flhealth.gov. If your program manager changes or their email is incorrect in MIPS, be sure to correct the email address of program manager either when filing your claims or through the Online Change Request process.

\*\*\* Continued on Next Page \*\*\*

#### Florida Department of Health

Division of Community Health Promotion • Bureau of Child Care Food Programs  
4052 Bald Cypress Way, Bin A-17 • Tallahassee, FL 32399-1727  
PHONE: 850/245-4323 • FAX 850/414-1622 • EMAIL: [ccfp@flhealth.gov](mailto:ccfp@flhealth.gov)  
WEBSITE: [www.floridahealth.gov/ccfp/](http://www.floridahealth.gov/ccfp/)



Accredited Health Department  
Public Health Accreditation Board

**MULTI-SITE SPONSORS OF AFFILIATED CENTERS (S), MULTI-SITE HOMELESS CHILDREN NUTRITION PROGRAMS (H), MULTI-SITE AFFILIATED SPONSORS OF AFTERSCHOOL MEALS PROGRAMS (A)****Renewal Dates**

- Renewal starts Monday, August 20, 2018
- **Deadline for submission is Monday, August 31, 2018**

**Required Trainings**

1. 2018 Annual Training Handbook – read all sections pertaining to your contractor type
2. Watch the *Multi-Site S/A/H Renewal Training Module* located on our website [www.floridahealth.gov/ccfp](http://www.floridahealth.gov/ccfp). After accessing this link, click on *Training Opportunities* in the left-hand side of the homepage and go to *Training for Existing CCFP Contractors / Renewal Training 2018*.

**Other**

- Submission of a Budget, Management Plan and Board of Directors Certification (for non-profits), is required.
- Budgets:
  - Budget totals must be within 5% of your past 12 months' total reimbursement. If not, you will be asked for a justification for your budget amount or to submit a corrected budget
    - To determine your last 12 months' reimbursement, log into MIPS, click on Contractor Information/Payment Summary/select date range for last 12 claims submitted/ click Preview Report button.
- For organizations and/or principals with more than one CCFP contract, DOH will review all submitted budget/management plan information before approving any of the contracts.

**Catered Meal Service** – The 2018-2019 catering documents have been updated in MIPS under Blank Forms and Documents and will be on the Catering section of the CCFP website [www.floridahealth.gov/ccfp/](http://www.floridahealth.gov/ccfp/). For those contractors that will have catered meal service for Fiscal Year 2018 – 2019, you will receive training requirements via email from the CCFP Nutrition Section.

**Technical Assistance from Program Specialist, if desired** - if you need additional guidance on the renewal process or if you'd like "live" training on the training handbook, you may contact your program specialist. Contact information is available in the Annual Training Handbook; if you do not know who your program specialist is, this can be determined by viewing your application in MIPS. On the top line of the application next to your authorization number is the region where you are located and the RPS (Regional Program Specialist) assigned to your contract. This lettering and number (for example C-7) corresponds to the letter/number beside the names of each program specialist listed in the Annual Training Handbook.

Enclosure:

2018 Annual Training Handbook



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**AFFINITY NONPROFITS SOCIAL SERVICE  
RENEWAL SUPPLEMENTAL APPLICATION**

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1120 20th Street, NW | Suite 600 | Washington, DC | 20036  
t. 800-432-7465 | f. 800-701-1982 | socialservice@affinitynonprofits.com

## Social Service Renewal Supplemental Application

### A. General Information

Insured Name: The Agricultural and Labor Program, Inc. Date: 07/27/18  
(named insured as it reads on policy declarations)

Physical Address: 300 Lynchburg Road City/St: Lake Alfred Zip 33850

Mailing Address (if different) P.O. Box 3126 City/St: Winter Haven Zip 33885

Insured Contact: Christine Samuel Tel #: (863) 956-3491 email: csamuel@alpi.org

Annual Gross Revenue: \_\_\_\_\_

Nonprofit Status: Yes  No

# of Years in Operation: 50 Years Under present Management : 30

List any Subsidiaries and/or Affiliates: \_\_\_\_\_

Insurance Agency Name: \_\_\_\_\_

Insurance Agency Address: \_\_\_\_\_ City/St: \_\_\_\_\_ Zip \_\_\_\_\_

Insurance Agency Contact: \_\_\_\_\_ Tel #: \_\_\_\_\_ email: \_\_\_\_\_

Based on my review of the existing policy and subsequent endorsements (where applicable)

Please QUOTE per expiring policy. Yes  No

Please RENEW per expiring policy. Yes  No

Please QUOTE with the following changes:

Property: \_\_\_\_\_  
\_\_\_\_\_

GL/PL: \_\_\_\_\_  
\_\_\_\_\_

Excess: \_\_\_\_\_  
\_\_\_\_\_

Other: \_\_\_\_\_  
\_\_\_\_\_

Renewal Coverage: Property  || General Liability  || Abuse & Molestation  || Professional Liability  ||  
Auto Liability  || Auto Phys Damage  || Excess

Add'l Coverage requested: Property  || General Liability  || Abuse & Molestation  || Professional Liability  ||  
Auto Liability  || Auto Phys Damage  || Excess

Exposure Update:

Please describe any changes in your operations (eg; programs administered, services provided, etc.) in the past 12 months:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## B. Exposure Information

Description	Expiring	Renewal	Description	Expiring	Renewal
a) Revenues	15,746,027		g) Camper Days		
b) Clients/Participants			h) Adoptions		
c) Thrift Store Sales			i) Foster Homes/Contacts	_____ / _____	_____ / _____
d) Weatherization/Constrctn Costs or Payroll			j) Property TIV		
e) MOW Food Budget			k) WC Payroll		
f) Avg Daily Volunteers			l) Other		

Indicate all Programs administered by the Insured (check all that apply):

Children's		Programs: Community Services:	
Adoption	<input type="checkbox"/>	Battered Women's Shelter	<input type="checkbox"/>
After School Care	<input checked="" type="checkbox"/>	Community Action Programs	<input type="checkbox"/>
Big Brothers/Big Sisters	<input type="checkbox"/>	Community Centers	<input type="checkbox"/>
Boys & Girls Clubs	<input type="checkbox"/>	Counseling	<input type="checkbox"/>
Charter Schools	<input type="checkbox"/>	Family Planning	<input type="checkbox"/>
Children & Teen Shelters	<input type="checkbox"/>	Food bank/Commodity Distribution	<input type="checkbox"/>
Children's Home	<input type="checkbox"/>	Foundations/ Funding Sources	<input type="checkbox"/>
Day Care (Special Needs)	<input type="checkbox"/>	GED Programs	<input type="checkbox"/>
Early Childhood Intervention	<input type="checkbox"/>	Goodwills/ Thrift Stores	<input type="checkbox"/>
Foster Care/ Therapeutic Foster Care	<input type="checkbox"/>	Homeless Shelters	<input type="checkbox"/>
Head Start/Early Head Start	<input checked="" type="checkbox"/>	Information/Education/Referral Svcs	<input type="checkbox"/>
Jewish Community Centers	<input type="checkbox"/>	Rape Crisis Centers	<input type="checkbox"/>
Medically Fragile	<input type="checkbox"/>	Transportation Services	<input type="checkbox"/>
Residential Treatment Centers	<input type="checkbox"/>	Vocational/Job Training	<input type="checkbox"/>
Schools - Special Needs	<input type="checkbox"/>	YWCA's	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	Other _____	<input type="checkbox"/>

Senior Programs		Specialty Service Programs	
Adult Day	<input type="checkbox"/>	Care Autistic	<input type="checkbox"/>
Companion Services/Home Maker	<input type="checkbox"/>	Cerebral Palsy	<input type="checkbox"/>
Home Health	<input type="checkbox"/>	Developmentally Disabled	<input type="checkbox"/>
Meals On Wheels	<input type="checkbox"/>	Group Homes	<input type="checkbox"/>
Sr. Citizens Centers	<input type="checkbox"/>	Handicapped	<input type="checkbox"/>
Weatherization Program	<input type="checkbox"/>	Mentally Retarded	<input type="checkbox"/>
Other _____	<input type="checkbox"/>	Other _____	<input type="checkbox"/>

Description of Professional	Employees		Volunteers	Contractors	Interns
	F/T	P/T			
Counselor - Unlicensed					
Dietician/Nutritionist					
Home Health Aide					
Medical Director					
Nurse LPN					
Nurse Practitioner					
Nurse RN					
Pharmacists					
Psychiatrist/Optometrlist/Dentist					
Psychologist/Clergy					
Physn Asst/Paramedic/EMT					
Physician					
Residential Manager or Care Provider					
Social Worker/Counselor - Licensed					
Social Worker – Unlicensed					
Teacher/Tutor/Aide/Child Care Worker					
Therapist – Occupational					
Therapist - Physical/Speech/Hearing					
Total					

D. Supplemental Automobile Information

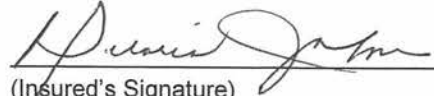
Hired & Non-Owned Vehicles

1. Do you hire vehicles? Yes  No   
 If yes, what types of vehicles do you hire? \_\_\_\_\_
2. Do you hire from a transportation company? Yes  No 
  - a. Do you obtain certificates of insurance? Yes  No
  - b. What minimum limits do you require? \_\_\_\_\_
3. Annual number of vehicles hired: \_\_\_\_\_ Annual cost of hire: \_\_\_\_\_
4. How many employees/volunteers drive personal vehicles for business use: regularly? \_\_\_\_\_ occasionally? \_\_\_\_\_
  - a. Do you obtain proof of insurance for anyone driving for business purposes? Yes  No
  - b. Do you update these records at least semi-annually? Yes  No
  - c. Do you require at least \$100,000 in minimum limits? Yes  No
  - d. Do you verify (with a photocopy of the policy or other)? Yes  No

Description of Auto Fleet:

Vehicle Type	Expiring	Renewal	# Drivers Exp	# Drivers R/N
Pvt Pass/Pick-up/Mini-van				
Vans > 7 pass				
Bus				
Truck				
Trailer				
Other				

- 1. Are there any drivers under the age of 21 years old? Yes  No
- 2. Are all of your vehicles equipped with seat belts? Yes  No 
  - a) Do you have written and strictly enforced guidelines, mandating all passengers are secured in their seat belts? Yes  No
  - b) Would you ever make an exception based on a medical condition? Yes  No
- 3. Does insured order/receive/approve MVRs prior to employee driving? Yes  No
- 4. Does the insured maintain driver's record files? Yes  No 
  - Does it include: date of hire  dates of training  Drug tests
  - MVR and date ordered and received  Reference Checks
  - Disciplinary actions  (check those that apply)
- 5. Do you furnish anyone with an auto? Yes  No 
  - a. If yes, are relatives ever allowed to operate an organization's vehicle? Yes  No
- 6. Do you have an accident investigation program? Yes  No 
  - a. Do you keep a file on accidents? Yes  No
- 7. What number of your employees use their personal auto for your business? 50
- 8. Is there a vehicle maintenance program? Yes  No 
  - If yes:
    - a. Are maintenance logs and files reviewed by management? Yes  No
    - b. Do drivers have procedures for reporting, repairing and servicing? Yes  No
  - If yes - daily , weekly , other 50
- 9. With respect to any rules or procedures, how do you enforce them to assure compliance?  
\_\_\_\_\_  
\_\_\_\_\_
- 10. Does the insured have annual competency-based performance reviews conducted on drivers of the mobility assistance/wheelchair van that includes:
  - a. operation of the lift or ramp system Yes  No
  - b. securing the wheelchair and patient Yes  No
  - c. unloading wheelchair & patient Yes  No
  - d. use of Company communications system Yes  No
- 11. Do you obtain written authorization to release driver information from all of your staff upon hiring? Yes  No
- 12. Do you obtain MVR's on all drivers? Yes  No 
  - a. If yes, how often? bi-annually
  - b. Do you have written criteria on driver acceptability regarding MVR's? Yes  No
- 13. Do you have a safe driver incentive program? Yes  No 
  - If yes, describe: \_\_\_\_\_
- 14. What are your procedures for dealing with driver accidents or violations? employees are to report accidents and law violations - could lose driving privileges
- 15. Do all drivers possess the required license for the type of vehicle driven? Yes  No
- 16. Explain changes to your driver safety program: \_\_\_\_\_  
\_\_\_\_\_

 Date: 7-31-18 Date: \_\_\_\_\_  
 \_\_\_\_\_ Date: \_\_\_\_\_ Date: \_\_\_\_\_  
 (Insured's Signature) (Agent's Signature)

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**ALPI**  
**2018 EXPOSURE INSURANCE ANALYSIS**

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## EXPOSURE ANALYSIS FOR: The Agriculture and Labor Program, Inc.

Named Insured			Notes
Have we included all entities as named insureds?	Y		
Is client involved in any joint ventures (now or in the past)?	Y		
<b>Enter Y or N in columns: E = Exposure C = Coverage</b>			
Workers' Compensation	E	C	Notes
Coverage for volunteers?	Y	Y	ACCIDENT POLICY  SUBMIT THRU ANOTHER BROKER
Any leased employees?			
Travel to or employment in foreign countries?			
Owned aircraft?			
Work or operations on boats, piers, docks?			
Jones Act (work based on board a vessel)?			
USL&H?			
FELA (Railroad workers)?			
Automobile	E	C	Notes
Owner or lessee other than the named insured?	Y		
Owned Vehicles incl trailers?	Y	Y	Maximum radius of operation for owned trucks:
Hired auto(s)?	Y	Y	
Hired auto physical damage?	Y	Y	
Non-Owned autos? # of Employees?	Y	Y	
Drive Other Car/Broadened PIP exposure?	Y		
Rental Reimbursement?	Y	Y	350/DAY, 30-DAYS
Towing?	Y	Y	\$500/DISABLEMENT
Uninsured Motorist? Explain options thoroughly!	Y	Y	<input type="checkbox"/> Stacked or <input checked="" type="checkbox"/> Non-stacked \$1M
Employees rent vehicles for business travel?	Y		INCL RARE
Pollution exposure?	Y		
DOT filings needed?	Y		
Garage exposures (including valet parking)?	Y		
Delivery or back-hauling?	Y		
Vehicles driven into Mexico?	Y		Maximum distance from border:
Lease Gap / Loan Gap?	Y	Y	INCL
Property	E	C	Notes
Does Client Own Real Property?	Y	Y	
Any property that needs to be listed such as fences, bridges, piers, docks, landscaping? Describe in Notes.	Y	Y	FENCE, PLAYGROUND
Any property that should be excluded (such as materials in yard)? Describe in Notes.	Y		
Are any buildings vacant? (<31% sq ft area & >60 days)	Y		
Any freestanding signs?	Y	Y	
Does insured want specific coverage for glass?	Y	Y	(If pre-2000 ISO form)
Exposure to increased construction cost thru Ordinance or Law?	Y	Y	COY A INCL, COY B \$500K, COY C \$500K



EXPOSURE ANALYSIS FOR:  
The Agriculture and Labor Program, Inc.

Property - continued	E	C	Notes
Does Client Own Business Personal Property?	✓	✓	
Any Property in the open?	✓		
Any Property outside of the US?	✓		If temporary, indicate maximum time:
Any Property of others? For what purpose?	✓		\$35K INCL
Improvements on leased building(s) or office condos?	✓		
Fluctuations in value (reporting form/peak season)?	✓		
Is the client a manufacturer (selling price endorsement)?	✓		
Boiler/Machinery/Equipment Breakdown?	✓	✓	
Spoilage or contamination exposure?	✓	✓	\$35K INCL
If a tenant, is Client legally liable for any property thru lease agreement?	✓		Describe property:
Does Client Have Business Income, Rental Value, or Expense Exposures?	✓	✓	
Any rental receipts that need to be covered?	✓		
E-commerce business income or extra expense?	✓	✓	
Dependent properties exposure?	✓		\$10K INCL
Ordinance or Law-increased period of restoration?	✓	✓	
Favorable lease value (Leasehold Interest)?	✓		
Utility service (electric, water, etc.) interruption?	✓	✓	INCL - EXCL OVERHEAD TRANS LINES
Does the client want to pay ordinary payroll > 90 days?	✓		
Extended period for return to normal business?	✓		
Wind? (No BI/EE if in pool)	✓	✓	
Flood? (No BI/EE if in pool)	✓	✓	CHECK ZONES + QUOTE A+V ONLY
Sinkhole (v. Catastrophic Ground Cover Collapse)?	✓	✓	
Earthquake?	✓	✓	\$35K INCL
Agreed Amount?	-	✓	
Blanket Limits?	✓	✓	BI/EE INCL
Inland Marine	E	C	Notes
Valuable Papers?	✓	✓	\$75K INCL UNABLE TO REPLICATE
Accounts Receivables?	✓	✓	\$75K INCL COMPUTER BACKUP
Fine Arts?	✓		\$35K INCL
Equipment Floater including Tools, employee tools?	✓		
Rented or leased equipment?	✓		Maximum # days leased or rented:
Installation Floater?	✓		
Builder's Risk?	✓		
Transportation Floater (client's goods)?	✓		
Motor Truck Cargo (goods of other)?	✓		
Patterns, Dies, Molds?	✓		
Storing or processing goods of others? (Warehouse or Bailee)	✓		
Exhibition Floater?	✓		\$75K INCL
EDP hardware, software, business income/extra expense?	✓	✓	\$35K INCL





**EXPOSURE ANALYSIS FOR:  
The Agriculture and Labor Program, Inc.**

Crime	E	C	Notes
Employee theft of client's property?	✓	✓	\$100K
Employee Theft of customers' or residents' property?	✓	✓	
ERISA Employee Theft?	✓	✓	11YCR
Forgery/Alteration?	✓	✓	\$30K
Inside Theft of Money and Securities?	✓	✓	
Inside Robbery or Burglary of Other Property?	✓	✓	
Outside Money and Securities; Other Property	✓	✓	
Credit/Debit Card Forgery (corporate cards)?	✓	✓	BANK OF AMERICA
Computer Fraud?	✓	✓	
Funds Transfer Fraud?	✓	✓	
Money Orders and Counterfeit Paper Currency?	✓	✓	
Kidnap, ransom and extortion?	✓	✓	
Liability Coverages	E	C	Notes
If CLAIMS MADE, is TAIL coverage needed?	✓		
If client is a lessee, do they need increased Fire Legal?	✓		
Inter-company sales that need to be excluded?	✓		
International exposure?	✓		
Discontinued operations?	✓		
Accident policy needed due to Medical Payments exclusion?	✓	✓	
Employees in OH ND WA WY? (stop gap for Employers Liability)	✓		
Pollution, Mold liability exposures?	✓		
Above □ or Underground □ storage tanks?	✓		Capacity? Contents? PORTABLE GENERATORS
Employee Benefits Liability? # of employees?	✓	✓	\$1M/\$3M
Liquor Liability?	✓		
Sexual abuse/molestation?	✓	✓	\$1M/\$3M
Directors & Officers?	✓	✓	Request for pre-approved counsel? \$1M/\$1M SHARED
Employment Practices Liability?	✓	✓	\$1M/\$1M SHARED
EPL Third-party coverage?	✓	✓	
Wage & Hour (FSLA) Defense?	✓	✓	ADK SUBORDINAT
Any ERISA plans (fiduciary liability)?	✓	✓	\$1M
Professional liability?	✓	✓	Describe: \$1M/\$3M
Products Recall?	✓		
Cyber & Privacy Liability (email; website; laptops; sensitive, confidential, or protected data stored on server)?	✓	✓	
Bailee's exposure?	✓		
Excess or Umbrella	E	C	Notes
Limits above primary coverages?	✓	✓	\$5M/\$5M
Any liability coverages (we do not handle) that need to be scheduled?	✓		
Miscellaneous	E	C	Notes
Watercraft?	✓		
Aircraft?	✓		
Ocean Marine exposures?	✓		



**EXPOSURE ANALYSIS FOR:  
The Agriculture and Labor Program, Inc.**

Contractor Issues	E	C	Notes
Subcontracted Work Product issues	/ /		
Pollution coverage	/ /		
Design-Build Professional liability?	/ /		
Is work performed on or near railroads?	/ /		
Can We Introduce	Yes	No	
Benefits			
Personal Lines			
Surety			
Payroll Company			

The following person(s) is designated and authorized by the named insured to request changes in policy coverages and terms, and communicate with Roger Bouchard Insurance on any and all matters pertaining to this insurance: \_\_\_\_\_

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**RESPONSE TO  
EARLY LEARNING COALITION OF ST. LUCIE**

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August 30, 2018



**Deloris C. Johnson**  
Chief Executive Officer

**Corporate Office**  
300 Lynchburg Road  
Lake Alfred, Florida 33850-2578  
(863) 956-3491  
Toll Free: 1 (800) 330-3491  
Fax: (863) 956-3357  
E-Mail: admin@alpi.org  
www.alpi.org

**ADMINISTRATION & OPERATIONS**  
QUALITY CONTROL DIVISION

**ADMINISTRATION SERVICES**  
Budget & Finance  
Human Resources  
Operations and Quality Control  
IT/Computer Support & Marketing

**COMMUNITY SERVICES & ECONOMIC**  
DEVELOPMENT DIVISION

**CSBG Services**  
Service Areas: Glades, Hendry,  
Highlands and Polk Counties

**Farmworker Emergency Services**  
Service Areas: Statewide

**LIHEAP Services**  
Service Areas: Collier, Glades, Hendry,  
Highlands, Martin, Polk, and  
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

**Early Head Start Services**  
Service Areas: Polk and St. Lucie Counties

**Child Care**  
Service Areas: Polk (Frostproof)  
and St. Lucie Counties

**Child Care Food**  
Service Areas: Polk (Frostproof)  
and St. Lucie Counties

**Computer Assisted Tutorial**  
**Program (CAT)**  
Service Area: St. Lucie County

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

Mr. Tony Loupe, CEO  
Early Learning Coalition of St. Lucie County  
584 NW University Blvd, Suite 200  
Port St. Lucie, FL 34986

RE: Request to utilize available space at the ALPI Queen Townsend II  
Administration Site

Dear Mr. Loupe,

I am in receipt of your request to utilize available space in the ALPI Queen  
Townsend II Administration Site. It is my understanding that the designated  
space will only be needed in the case of an emergency/disaster situation.

In order to consider your request, I ask that you provide me with details  
regarding the amount of space you will need; the number of persons the  
space would need to accommodate; and any other office related support  
needed (i.e. work stations, phone/Wi-Fi connections, etc.). Once we have  
determine your needs, we can move forward in preparing a formal MOU.

Please feel free to contact me if you have any questions/comments  
regarding this matter. I look forward to hearing from you soon.

Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim Chief Executive Officer  
Caroline Looney, Deputy Director/CD & FS Division  
Myrna Rodriguez, Program Director/Head Start & Early Head Start

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

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**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION**  
**DISMISSAL AND NOTICE OF RIGHTS**

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## INFORMATION RELATED TO FILING SUIT UNDER THE LAWS ENFORCED BY THE EEOC

*(This information relates to filing suit in Federal or State court under Federal law.  
If you also plan to sue claiming violations of State law, please be aware that time limits and other  
provisions of State law may be shorter or more limited than those described below.)*

### PRIVATE SUIT RIGHTS -- Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), the Genetic Information Nondiscrimination Act (GINA), or the Age Discrimination in Employment Act (ADEA):

In order to pursue this matter further, you must file a lawsuit against the respondent(s) named in the charge **within 90 days of the date you receive this Notice**. Therefore, you should **keep a record of this date**. Once this 90-day period is over, your right to sue based on the charge referred to in this Notice will be lost. If you intend to consult an attorney, you should do so promptly. Give your attorney a copy of this Notice, and its envelope, and tell him or her the date you received it. Furthermore, in order to avoid any question that you did not act in a timely manner, it is prudent that your suit be filed **within 90 days of the date this Notice was mailed to you** (as indicated where the Notice is signed) or the date of the postmark, if later.

Your lawsuit may be filed in U.S. District Court or a State court of competent jurisdiction. (Usually, the appropriate State court is the general civil trial court.) Whether you file in Federal or State court is a matter for you to decide after talking to your attorney. Filing this Notice is not enough. You must file a "complaint" that contains a short statement of the facts of your case which shows that you are entitled to relief. Courts often require that a copy of your charge must be attached to the complaint you file in court. If so, you should remove your birth date from the charge. Some courts will not accept your complaint where the charge includes a date of birth. Your suit may include any matter alleged in the charge or, to the extent permitted by court decisions, matters like or related to the matters alleged in the charge. Generally, suits are brought in the State where the alleged unlawful practice occurred, but in some cases can be brought where relevant employment records are kept, where the employment would have been, or where the respondent has its main office. If you have simple questions, you usually can get answers from the office of the clerk of the court where you are bringing suit, but do not expect that office to write your complaint or make legal strategy decisions for you.

### PRIVATE SUIT RIGHTS -- Equal Pay Act (EPA):

EPA suits must be filed in court within 2 years (3 years for willful violations) of the alleged EPA underpayment: back pay due for violations that occurred **more than 2 years (3 years) before you file suit** may not be collectible. For example, if you were underpaid under the EPA for work performed from 7/1/08 to 12/1/08, you should file suit **before 7/1/10** -- not 12/1/10 -- in order to recover unpaid wages due for July 2008. This time limit for filing an EPA suit is separate from the 90-day filing period under Title VII, the ADA, GINA or the ADEA referred to above. Therefore, if you also plan to sue under Title VII, the ADA, GINA or the ADEA, in addition to suing on the EPA claim, suit must be filed within 90 days of this Notice and within the 2- or 3-year EPA back pay recovery period.

### ATTORNEY REPRESENTATION -- Title VII, the ADA or GINA:

If you cannot afford or have been unable to obtain a lawyer to represent you, the U.S. District Court having jurisdiction in your case may, in limited circumstances, assist you in obtaining a lawyer. Requests for such assistance must be made to the U.S. District Court in the form and manner it requires (you should be prepared to explain in detail your efforts to retain an attorney). Requests should be made well before the end of the 90-day period mentioned above, because such requests do not relieve you of the requirement to bring suit within 90 days.

### ATTORNEY REFERRAL AND EEOC ASSISTANCE -- All Statutes:

You may contact the EEOC representative shown on your Notice if you need help in finding a lawyer or if you have any questions about your legal rights, including advice on which U.S. District Court can hear your case. If you need to inspect or obtain a copy of information in EEOC's file on the charge, please request it promptly in writing and provide your charge number (as shown on your Notice). While EEOC destroys charge files after a certain time, all charge files are kept for at least 6 months after our last action on the case. Therefore, if you file suit and want to review the charge file, **please make your review request within 6 months of this Notice**. (Before filing suit, any request should be made within the next 90 days.)

**IF YOU FILE SUIT, PLEASE SEND A COPY OF YOUR COURT COMPLAINT TO THIS OFFICE.**

**NOTICE OF RIGHTS UNDER THE ADA AMENDMENTS ACT OF 2008 (ADAAA):** The ADA was amended, effective January 1, 2009, to broaden the definitions of disability to make it easier for individuals to be covered under the ADA/ADAAA. A disability is still defined as (1) a physical or mental impairment that substantially limits one or more major life activities (actual disability); (2) a record of a substantially limiting impairment; or (3) being regarded as having a disability. *However, these terms are redefined, and it is easier to be covered under the new law.* 388

If you plan to retain an attorney to assist you with your ADA claim, we recommend that you share this information with your attorney and suggest that he or she consult the amended regulations and appendix, and other ADA related publications, available at [http://www.eeoc.gov/laws/types/disability\\_regulations.cfm](http://www.eeoc.gov/laws/types/disability_regulations.cfm).

**“Actual” disability or a “record of” a disability (note: if you are pursuing a failure to accommodate claim you must meet the standards for either “actual” or “record of” a disability):**

- **The limitations from the impairment no longer have to be severe or significant** for the impairment to be considered substantially limiting.
- In addition to activities such as performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, thinking, concentrating, reading, bending, and communicating (more examples at 29 C.F.R. § 1630.2(i)), **“major life activities” now include the operation of major bodily functions**, such as: functions of the immune system, special sense organs and skin; normal cell growth; and digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive functions; or the operation of an individual organ within a body system.
- **Only one** major life activity need be substantially limited.
- With the exception of ordinary eyeglasses or contact lenses, **the beneficial effects of “mitigating measures”** (e.g., hearing aid, prosthesis, medication, therapy, behavioral modifications) **are not considered** in determining if the impairment substantially limits a major life activity.
- An impairment that is **“episodic”** (e.g., epilepsy, depression, multiple sclerosis) or **“in remission”** (e.g., cancer) is a disability if it **would be substantially limiting when active**.
- An impairment **may be substantially limiting even though** it lasts or is expected to last **fewer than six months**.

**“Regarded as” coverage:**

- An individual can meet the definition of disability if an **employment action was taken because of an actual or perceived impairment** (e.g., refusal to hire, demotion, placement on involuntary leave, termination, exclusion for failure to meet a qualification standard, harassment, or denial of any other term, condition, or privilege of employment).
- “Regarded as” coverage under the ADAAA no longer requires that an impairment be substantially limiting, or that the employer perceives the impairment to be substantially limiting.
- The employer has a defense against a “regarded as” claim only when the impairment at issue is objectively **BOTH** transitory (lasting or expected to last six months or less) **AND** minor.
- A person is not able to bring a failure to accommodate claim *if* the individual is covered only under the “regarded as” definition of “disability.”

**Note:** *Although the amended ADA states that the definition of disability “shall be construed broadly” and “should not demand extensive analysis,” some courts require specificity in the complaint explaining how an impairment substantially limits a major life activity or what facts indicate the challenged employment action was because of the impairment. Beyond the initial pleading stage, some courts will require specific evidence to establish disability.* For more information, consult the amended regulations and appendix, as well as explanatory publications, available at [http://www.eeoc.gov/laws/types/disability\\_regulations.cfm](http://www.eeoc.gov/laws/types/disability_regulations.cfm).



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**FL DEPARTMENT OF EDUCATION**  
**VPK GOOD CAUSE EXEMPTION RENEWAL**

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Pam Stewart  
Commissioner of Education

June 28, 2018

ALPI LINCOLN PARK HEADSTART (OEL Provider ID #1567)  
1400 AVENUE M  
FORT PIERCE, FL 34950

Dear VPK Provider:

The purpose of this letter is to inform you that the VPK Good Cause Exemption you received last year has been renewed for a period of one year and you are eligible to receive VPK funding for the 2018-19 VPK School Year Program.

Please note that this eligibility is contingent on your center meeting additional requirements to participate in the VPK program.

Should you have any questions about your eligibility, please feel free to contact our office.

Sincerely,



Rodney MacKinnon, Executive Director

cc: Tony Loupe, Exec. Dir. of ELC of St. Lucie

RM/gs

**RODNEY J. MACKINNON**  
EXECUTIVE DIRECTOR, OFFICE OF EARLY LEARNING

250 MARRIOTT DRIVE • TALLAHASSEE, FL 32399 • 850-717-8550 • Toll Free 866-357-3239 • [www.FloridaEarlyLearning.com](http://www.FloridaEarlyLearning.com)

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**DEPARTMENT OF TREASURY/INTERNAL REVENUE**  
**CLOSING INQUIRY W/NO ASSESSMENT**

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**Department of Treasury**  
**Internal Revenue Service**

1973 North Rulon White Boulevard  
Ogden, UT 84201-0062

THE AGRICULTURAL AND LABOR PROGRAM  
300 LYNCHBURG RD  
LAKE ALFRED, FL. 33850

**Tax year:**

2015

**Letter date:**

7/23/2018

**Employer ID number:**

XX-XXX4148

**Contact name:**

ESRP Response Unit

**Contact ID number:**

L226J

**Contact telephone number:**

877-571-4712

**Contact e-fax number:**

877-792-2723

**Information about your proposed Employer Shared Responsibility Payment (ESRP)**

We received your response to our previous correspondence about your proposed ESRP under Internal Revenue Code Section 4980H.

We're closing this inquiry because we accepted the information you provided. After recalculating the amount, you do not owe an ESRP. At this time, there will be no assessment of an ESRP for the tax year listed above.

**What you need to do**

No further action is required at this time

If you sent us a payment, you'll receive a refund within 4 to 6 weeks unless you owe other taxes or debts we are required to collect.

**Letter 227K (10-2017)**  
Catalog Number 70833B

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**DEPARTMENT OF HEALTH  
NEW INCOME ELIGIBILITY GUIDELINES  
& ELIGIBILITY GUIDE FOR 2018-2019**

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**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Rick Scott**  
Governor

**Celeste Philip, MD, MPH**  
Surgeon General and Secretary

**Vision:** To be the Healthiest State in the Nation

## CHILD CARE FOOD PROGRAM POLICY MEMORANDUM

**DATE:** June 29, 2018

**TO:** Independent Child Care Centers, Sponsors of Affiliated and Unaffiliated Child Care Centers

**FROM:** Renee Kane, MPH, RD, LD *RK*  
Interim Chief, Bureau of Child Care Food Programs

**SUBJECT:** New Income Eligibility Guidelines and Eligibility Guide for 2018-2019

### Income Eligibility Guidelines

Enclosed are the new *Income Eligibility Guidelines for Free and Reduced-Price Meals* for 2018-2019. The guidelines are effective July 1, 2018 through June 30, 2019. Approving officials must begin using these guidelines on July 1, 2018 for any Free and Reduced-Price Meal Applications with an effective date of eligibility on or after July 1, 2018.

The *Income Eligibility Guidelines for Free and Reduced-Price Meals* document is also available in MIPS and on our website. The document is in MIPS in the "Blank Forms and Documents" section, and on our website homepage ([www.flhealth.gov/ccfp](http://www.flhealth.gov/ccfp)), as well as in the "Regulations, Guidance, and Record-Keeping" section of our website.

**Remember, you must collect new Free and Reduced-Price Meal Applications annually.** When approving applications, if all income is reported in the same payment frequency, do not convert to an annual amount because rounding of figures in the Income Eligibility Guidelines causes the converted annual amount to be higher than the total of adding all the incomes together. Therefore, unnecessary income conversions may lead to incorrect classifications.

### Eligibility Guide

The new *Eligibility Guide for Child Care Centers for 2018-2019* is currently in MIPS and on our website. The guide is in MIPS in the "Blank Forms and Documents" section, and on our website ([www.flhealth.gov/ccfp](http://www.flhealth.gov/ccfp)) in the "Regulations, Guidance, and Record-Keeping" section.

The following forms contained in the guide were updated in 6/2018 and they are currently in MIPS. Please discard any previous blank versions of these forms and begin using the new forms immediately.

- Parent Letter for Non-Pricing Programs (in English, Spanish, and Haitian-Creole)
- Parent Letter for Pricing Programs
- Enrollment Roster (August-July cycle and October-September cycle)

**(Continued on reverse side)**

#### Florida Department of Health

Division of Community Health Promotion • Bureau of Child Care Food Programs  
4052 Bald Cypress Way, Bin A-17 • Tallahassee, FL 32399-1727  
PHONE: 850.245.4323 • FAX 850.414.1622 • EMAIL: [ccfp@flhealth.gov](mailto:ccfp@flhealth.gov)  
WEBSITE: [www.floridahealth.gov/ccfp](http://www.floridahealth.gov/ccfp)



Accredited Health Department  
Public Health Accreditation Board

- News Release for Non-Pricing Programs
- News Release for Pricing Programs

There are no changes to the Free and Reduced-Price Meal Application, Child Care Application for Enrollment (Enrollment Form), Child Participation Form, or Collection Procedures for Pricing Programs Form at this time. Please continue using the current versions of those forms until future revisions occur.

If you have any questions, you may contact your regional program specialist or call 850.245.4323 to speak with a policy specialist.

Enclosure

**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Rick Scott**  
Governor

**Celeste Philip, MD, MPH**  
Surgeon General and Secretary

**Vision:** To be the Healthiest State in the Nation

**CHILD CARE FOOD PROGRAM  
POLICY MEMORANDUM**

**Date:** July 30, 2018

**To:** Independent Child Care Centers, Sponsoring Organizations of Centers, Afterschool Meals Programs, and Homeless Children Nutrition Program Contractors

**From:** Renee Kane, M.P.H., R.D., L.D. *RK*  
Interim Bureau Chief, Bureau of Child Care Food Programs

**SUBJECT:** Reimbursement Rates Effective July 1, 2018

The USDA has announced the new meal reimbursement rates and cash-in-lieu of commodities rate. Below are the Child Care Food Program reimbursement rates for meals effective from July 1, 2018 through June 30, 2019.

Type of Meal Served	Free	Reduced-Price	Non-Needy	Cash in Lieu of Commodities
Breakfast	\$1.79	\$1.49	\$0.31	N/A
Lunch and Supper	\$3.31	\$2.91	\$0.31	\$0.2350
Snack	\$0.91	\$0.45	\$0.08	N/A

If you have any questions, you may contact your Policy Specialist at (850)-245-4323.

**Florida Department of Health**

Division of Community Health Promotion • Bureau of Child Care Food Programs  
4052 Bald Cypress Way, Bin A-17 • Tallahassee, FL 32399-1727  
PHONE: 850.245.4323 • FAX 850.414.1622 • EMAIL: ccfp@flhealth.gov  
WEBSITE: www.floridahealth.gov/ccfp



**Accredited Health Department**  
Public Health Accreditation Board



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**REGIONAL ADVISORY COUNCILS  
EXPIRING TERMS NOTIFICATION**

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September 7, 2018



**Deloris C. Johnson**  
Chief Executive Officer

**Corporate Office**  
300 Lynchburg Road  
Lake Alfred, Florida 33850-2576  
(863) 956-3491  
Toll Free: 1 (800) 330-3491  
Fax: (863) 956-3357  
E-Mail: admin@alpi.org  
www.alpi.org

Mrs. Noemi Cruz  
P.O. Box 292  
Frostproof, FL 33843

Dear Mrs. Cruz:

Please be informed that your tenure on ALPI Southern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Southern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,

  
Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Barbara Grace, Southern Regional Advisory Council Chairperson  
Cheryl Burnham, Staff Liaison

- ADMINISTRATION & OPERATIONS  
QUALITY CONTROL DIVISION
- ADMINISTRATION SERVICES**  
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DEVELOPMENT DIVISION
- CSBG Services**  
*Service Areas:* Glades, Hendry,  
Highlands and Polk Counties
- Farmworker Emergency Services**  
*Service Areas:* Statewide
- LIHEAP Services**  
*Service Areas:* Collier, Glades, Hendry,  
Highlands, Martin, Polk, and  
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
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*Service Area:* Polk County
- CHILD DEVELOPMENT &  
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- Head Start Services**  
*Service Area:* St. Lucie County
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2202 Avenue Q  
Ft. Pierce, FL 34950  
(772) 466-2631  
Toll Free: 1 (800) 791-3099  
Fax: (772) 464-3035

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



September 7, 2018



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Chief Executive Officer

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Fax: (863) 956-3357  
E-Mail: admin@alpi.org  
www.alpi.org

Ms. Ruth Gay  
P.O. Box 691  
Frostproof, FL 33843

Dear Ms. Gay:

Please be informed that your tenure on ALPI Southern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Southern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,

  
Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Barbara Grace, Southern Regional Advisory Council Chairperson  
Cheryl Burnham, Staff Liaison

ADMINISTRATION & OPERATIONS  
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PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



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

September 7, 2018



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E-Mail: admin@alpi.org  
www.alpi.org

Mrs. Annie Robinson  
748 Hunt Street  
Lake Wales, FL 33853

Dear Mrs. Robinson:

Please be informed that your tenure on ALPI Southern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Southern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,

  
Deloris Johnson  
Chief Executive Officer

DJ/ts

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Barbara Grace, Southern Regional Advisory Council Chairperson  
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PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



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

September 7, 2018



**Deloris C. Johnson**  
Chief Executive Officer

**Corporate Office**  
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Lake Alfred, Florida 33850-2576  
(863) 956-3491  
Toll Free: 1 (800) 330-3491  
Fax: (863) 956-3357  
E-Mail: admin@alpi.org  
www.alpi.org

Mr. John Ash  
13 7th Street  
Ft. Meade, FL 33841

Dear Mr. Ash:

Please be informed that your tenure on ALPI Southern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Southern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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Again "thank you" for your time and service.

Sincerely,

  
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Chief Executive Officer

DJ/ts

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Arlene Dobison, Interim CEO  
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Service Area: St. Lucie County
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September 7, 2018



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Chief Executive Officer

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Fax: (863) 956-3357  
E-Mail: admin@alpi.org  
www.alpi.org

Ms. Bernice Lopez  
P.O. Box 884  
Frostproof, FL 33884

Dear Ms. Lopez:

Please be informed that your tenure on ALPI Southern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Southern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,

  
Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Barbara Grace, Southern Regional Advisory Council Chairperson  
Cheryl Burnham, Staff Liaison

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**Farmworker Emergency Services**  
**Service Areas:** Statewide  
  
**LIHEAP Services**  
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**Service Area:** Polk County  
  
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FAMILY SERVICES DIVISION  
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**Service Area:** St. Lucie County  
  
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www.alpi.org

Ms. Shelia Dixon  
3651 Ronda Drive  
Deltona, FL 32738

Dear Ms. Dixon:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Northern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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Sincerely,

  
Deloris Johnson  
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DJ/ts

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Donald Tillman, Northern Regional Advisory Council Chairperson  
PaHoua Lee-Yang, Staff Liaison

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Mr. Donald Tillman  
1075 Bluegrass Drive  
Groveland, FL 34736

Dear Mr. Tillman:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Ms. Nereida Jackson  
749 N. 4th Street  
Deltona, FL 32725

Dear Ms. Jackson:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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DJ/ts

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Ms. Constance Anderson  
2480 Crawford Drive  
Sanford, FL 32771

Dear Ms. Anderson:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Northern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Donald Tillman, Northern Regional Advisory Council Chairperson  
PaHoua Lee-Yang, Staff Liaison

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September 7, 2018

Mr. Chester McNorton  
644 Magnolia Avenue  
Daytona Beach, FL 32114

Dear Mr. McNorton:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

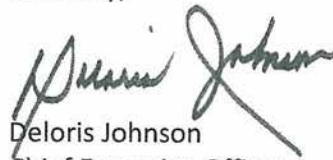
If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Again "thank you" for your time and service.

Sincerely,



Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Donald Tillman, Northern Regional Advisory Council Chairperson  
PaHoua Lee-Yang, Staff Liaison



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Mr. David Rucker  
4557 Frisco Drive  
Orlando, FL 32808

Dear Mr. Rucker:

Please be informed that your tenure on ALPI Northern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Northern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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DJ/ts

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Ms. Glenda Jones  
P.O. Box 3311  
Winter Haven, FL 33881

Dear Ms. Jones:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Ms. Ruby Willix  
2876 Dudley Drive  
Bartow, FL 33830

Dear Ms. Willix:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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September 7, 2018



**Deloris C. Johnson**  
Chief Executive Officer

**Corporate Office**  
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(863) 956-3491  
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**Farmworker Emergency Services**  
**Service Areas:** Statewide

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

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**Service Area:** Polk County

**Training and Employment Services**  
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**Service Area:** Volusia County

**EHEAP Services**  
**Service Area:** Polk County

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**Service Area:** St. Lucie County

**Early Head Start Services**  
**Service Areas:** Polk and St. Lucie Counties

**Child Care**  
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**Child Care Food**  
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2202 Avenue Q  
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Toll Free: 1 (800) 791-3099  
Fax: (772) 464-3035

Mrs. Dorothy Spencer  
602 N. Brunnell Pkwy  
Lakeland, FL 33815

Dear Mrs. Spencer:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Central Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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Again "thank you" for your time and service.

Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
Glenda Jones, Central Regional Advisory Council Chairperson  
Twila Smith, Staff Liaison

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Ms. Doris Parker  
187 Rebecca Drive  
Winter Haven, FL 33881

Dear Ms. Parker:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Mrs. Jacqueline Rentz  
1004 Wildwood East  
Lakeland, FL 33805

Dear Mrs. Rentz:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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

Dear Ms. Owens:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

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Mrs. Margaree Simon  
1030 West Tee Circle  
Bartow, FL 33830

Dear Mrs. Simon:

Please be informed that your tenure on ALPI Central Region Advisory Council will expire on the date of your Annual Meeting.

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Fax: (772) 464-3035

Ms. Marjorie Gaskin  
1511 N 21st Street  
Fort Pierce, FL 34950

Dear Ms. Gaskin:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Eastern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

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Sincerely,

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DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
William Holt, Eastern Regional Advisory Council Chairperson  
Christine Samuel, Staff Liaison

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Ms. Gena Spivey  
2310 SE Shelter Drive  
Port St. Lucie, FL 34952

Dear Ms. Spivey:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Ms. Katherine Sims  
5809 NW Gillespie Avenue  
Ft. Pierce, FL 34986

Dear Ms. Sims:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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Ms. Angela Jules  
P.O. Box 1084  
Fort Pierce, FL 34950

Dear Ms. Jules:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

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DJ/ts

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www.alpi.org

Mrs. Margaret Porter  
1905 N. 41st Street  
Fort Pierce, FL 34947

Dear Mrs. Porter:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Eastern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,

  
Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
Arlene Dobison, Interim CEO  
William Holt, Eastern Regional Advisory Council Chairperson  
Christine Samuel, Staff Liaison

ADMINISTRATION & OPERATIONS  
QUALITY CONTROL DIVISION  
**ADMINISTRATION SERVICES**  
Budget & Finance  
Human Resources  
Operations and Quality Control  
IT/Computer Support & Marketing

COMMUNITY SERVICES & ECONOMIC  
DEVELOPMENT DIVISION  
**CSBG Services**  
**Service Areas:** Glades, Hendry,  
Highlands and Polk Counties

**Farmworker Emergency Services**  
**Service Areas:** Statewide

**LIHEAP Services**  
**Service Areas:** Collier, Glades, Hendry,  
Highlands, Martin, Polk, and  
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

**Early Head Start Services**  
**Service Areas:** Polk and St. Lucie Counties

**Child Care**  
**Service Areas:** Polk (Frostproof)  
and St. Lucie Counties

**Child Care Food**  
**Service Areas:** Polk (Frostproof)  
and St. Lucie Counties

**Computer Assisted Tutorial  
Program (CAT)**  
**Service Area:** St. Lucie County

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

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



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



September 7, 2018



**Deloris C. Johnson**  
Chief Executive Officer

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Ms. Betty Bradwell  
2905 Kingsley Drive  
Fort Pierce, FL 34946

Dear Ms. Bradwell:

Please be informed that your tenure on ALPI Eastern Region Advisory Council will expire on the date of your Annual Meeting.

If you are interested in being considered for a vacant seat, please do so, in writing, addressed to your Council's Chairperson and/or Staff Liaison.

On behalf of the ALPI Board of Directors, Eastern Region Advisory Council, employees, and the many clients we serve, I would like to express a sincere "thank you" for the many hours of service you have volunteered during your tenure. We trust that the time spent has been both rewarding and beneficial.

All of us are looking forward to your continued support of the ALPI Organization.

Again "thank you" for your time and service.

Sincerely,



Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson  
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Christine Samuel, Staff Liaison

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**BOARD & ADMINISTRATOR NEWSLETTER**

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# Board & Administrator

FOR BOARD MEMBERS

September 2018 Vol. 35, No. 1

Editor: Jeff Stratton

## Define board/administrator responsibilities with decision-making matrix

Working in tandem with its administrator, a Washington board developed a decision-making matrix that clearly defines areas of responsibility and authority for the administrator and the board.

By jointly working to create this matrix, the board-and-administrator team developed a tool that shows board members exactly which areas are governance and policy matters belonging to the board.

The team developed its decision-making matrix by reviewing board bylaws and policies and asking themselves, "What are the defined areas of responsibility?"

The decision-making instrument outlines 22 areas where decision-making authority rests either with the board, the administrator or is a shared responsibility. Topic areas include: procurement,

the collective bargaining agreement, personnel policy, hiring authority, budget approval, budget administration, bylaws and grant applications.

For instance, on the matter of changes to bylaws, the matrix gives authority to the board for approving bylaws changes. However, in the area of hiring and discipline of personnel, the matrix says the administrator has authority to hire, discipline and evaluate employees and to administer personnel policies. Employees cannot appeal decisions of the CEO to the board, according to the decision-making matrix.

The decision authority matrix has several uses: It is a valuable tool for orienting new members to board service by showing the board's responsibilities and it is also useful as an occasional review tool at board-and-administrator work sessions. ■

### Know board member's role better with these 10 commandments

1. Do not meddle in the day-to-day operation of the organization.
2. Do not try to be the administrator or a staff member.
3. Respect and support the majority decisions of the board.
4. Do not hold "parking lot meetings" (meetings after the official board meeting) with your board colleagues.
5. Recognize that the authority of the board is vested in the full board when it meets in legal session. You are a member of the board, not an

administrator or supervisor.

6. Refer complaints to the proper level of the chain of command within the administration. Do not try to solve problems for other parties—it is not a board member's role to do so.

7. Understand that your job is to see that the organization is well-managed. Your role is not to manage the organization.

8. Do not use the organization as a personal job-placement agency for family and friends.

9. Never say, "I can help you with that, because I am a board member."

10. Never spend a moment on the board that is not dedicated to making policy decisions that best serve the organization's constituents. ■

## Board chair power play: Trouble begins with administrator's job description

A Canadian nonprofit executive who is new to her position called me on the Hotline—(515) 963-7972—with a difficult issue this month: “My job description says clearly that I report to the full board, but it also states that I report directly to the board’s chairperson. It’s a mess of a tradition I’ve inherited here and it plays itself out with a board chair who manages things.”

In her case, the executive director puts up with indignities like these:

- The chair calling the administrator to announce that he’s independently finalized negotiations for an event the nonprofit will host and asking the administrator to handle details like hotel accommodations for speakers.
- The administrator taking a last-minute call at the airport from the board chair telling her to cancel a flight on nonprofit business, “because I will handle that.”

There is a lesson in this story for all nonprofit boards: Pay close attention to the language in your administrator’s job description. You should never agree to a working relationship with a CEO that grants one board member supervisory authority over his or her performance.

That executive director’s job description should simply state that the administrator reports to the board—no more than that.

In addition, you want the full board to explain the chair’s role by approving a job description for the board chair that clearly states the scope of the chair’s responsibilities.

To prevent power plays by the board chair, the board should also include a statement on the board chairperson’s role in its governance policies. Here is sample language from a Louisiana nonprofit’s board policies:

“Role of the Board Chairperson:

“The role of the chairperson of the

board is: 1) to maintain the integrity of the board’s governing process and 2) to represent the board to outside parties when such representation is appropriate and granted by the full board. The chairperson of the board has no authority to supervise or direct the administrator.” ■

### Job description for board chairperson

**Purpose:** To supervise the board as the principal elected officer of the board. The board chair’s authority is granted only by the full board.

**Duties and Responsibilities:**

- Preside over meetings of the board and executive committee.
- Serve as ex-officio (“by virtue of office”) member of all committees.
- Work with the administrator to see that all orders and resolutions of the board are carried out.
- Coordinate the work of board officers and committees of the board.
- Call special meetings as the need arises.
- Appoint committee officers.
- Establish effective communication between board members and the administrator.
- Facilitate board decision-making.
- Develop and maintain an effective working relationship with the administrator.
- Work with the administrator to prepare board meeting agendas.
- Act as official spokesperson for the board, when granted this authority by the full board.
- Work with administrator on new board member orientation.
- Oversee the hiring process for a new administrator.
- Coordinate the administrator’s annual performance evaluation.
- Establish and enforce guidelines for board discipline.
- Work with the nominating committee to recruit new board members.
- Foster team spirit on the board.
- Perform all other functions required by the office of chairperson. ■

# Board & Administrator

## FOR BOARD MEMBERS

August 2018 Vol. 34, No. 12

Editor: Jeff Stratton

## Keep board meetings on track with an organized committee report

Nothing irks a busy professional more than hearing a committee report from an unprepared committee chair. Listening to the chair talk for five minutes on the weather or local politics is not a good use of members' time.

How can committee chairs best prepare to use their allotted time effectively?

**1. Write a report on all committee meeting activities and discussion that is similar to the board meeting minutes.** Give it to your executive director and board chair for review prior to the meeting. The executive director will place the

report in the board meeting packet.

**2. Summarize committee news.** At the board meeting, give a brief update on the committee's business. There is no need for an exhaustive discussion, since the committee report is already included in the board packet. Draw members' attention to the important points in your report.

**3. Use a form to make recommendations.** Give background information and other details like costs and the impact on personnel, along with your committee's recommendation. ■

## Avoid insularity when planning

Many boards work hard and fast to develop strategic plans and goals for their organizations. That burst of energy, however, can lead to planning problems. Here are three mistakes boards often make when they plan:

**1. Making plan development too insular.** When the administrator and board members meet, discuss issues and develop the plan, they lose the perspective of the community, employees and those they serve. Rely on input and expertise from those inside and outside your organization to get a fuller picture of where your organization needs to go.

**2. Crafting the plan too quickly.** It's a time-consuming process to develop a sound strategic

plan. Don't rush just to get a set of goals for the executive director to pursue. The plan will be more useful to the board, the administrator and those you serve if you are thorough.

**3. Spending too much time on today's problems.** Planning is about future-think, not concerning yourself with "right now" issues. If you don't think long term, you'll end up with a plan of short-term solutions to current problems. Let your administrator worry about the day-to-day and be responsible for those issues.

To effectively plan, think hard about where you want the organization to be five years from now. Then, build a path that takes you to that destination. ■

## Speaking tips for board members

Board members should embrace opportunities to act as an ambassador for their organization through public speaking. Use the following speaking tips to deliver effective presentations.

- Understand the audience, the strategic goal of the speech and the logistics for the event.
- Work with staff on key talking points and ensure that there is a specific “ask” or request for the audience to support the organization in some way. In the speech, describe why the organization is important to you, why you joined the board and what personal commitment you have made to help the organization fulfill its mission.

- Always include time in the presentation for questions and answers.

- Determine whether the press will be present at the event and assume that the event will be on the record.

- Leave behind brochures and other basic information on a table that encourage attendees to follow up with the organization.

- After the presentation, report to staff about the speech, the outcomes of the meeting and any contacts that may require follow-up.

Source: *The Handbook of Nonprofit Governance*, [www.josseybass.com](http://www.josseybass.com). ■

### Evaluation checklist for executive director

As you read through this evaluation checklist for your executive director, check off the items your administrator does well. Leave blank any items where improvement is necessary.

#### Relationship with the board:

- Keeps board informed of organization activities, progress and problems.
- Is receptive to board member ideas and suggestions.
- Makes sound recommendations for board action.
- Accepts board criticism as constructive suggestion for improvement.
- Follows up on all problems and issues brought to his or her attention.

#### Management skills and abilities:

- Prepares all necessary reports and keeps accurate records.
- Speaks and writes clearly.
- Proposes organizational goals and objectives prior to each fiscal year.
- Plans effectively.

#### Services to people served:

- Understands and stays current with the needs of the community.
- Focuses all activities on serving the community's needs.

#### Fiscal management:

- Prepares a balanced budget.
- Completes the year with a balanced budget.
- Displays common sense and good judgment in business transactions.

#### Community public relations:

- Represents the organization in a positive and professional manner.
- Actively promotes the organization.

#### Effective leadership of staff:

- Hires and develops competent staff members. Follows personnel policies.
- Maintains high staff productivity. ■

# Board & Administrator

## FOR BOARD MEMBERS

July 2018 Vol. 34, No. 11

Editor: Jeff Stratton

## Form helps board members identify fundraising gifts

A key board and individual board member responsibility is raising money for the organization they serve. How can a board best be effective in meeting its fundraising responsibilities?

One board developed a Board Member Individual Fundraising Plan for use by individual board members each fiscal year. The idea behind the form is not only to help board members meet their responsibility to raise resources for the organization, but to help them find their fundraising niche.

The form contains six sections with options for board members to choose from:

1. Individual donor development
2. Congregational support
3. Business/civic support
4. Annual fundraising support
5. Support of annual volunteer recognition events
6. The board member's annual gift to the organization

Examples of strategies board members can choose to support within these categories include:

- Solicit churches/businesses/individuals not currently contributing.
- Make presentations to priority groups (businesses, civic clubs and churches).
- Continue to develop "stories" and use an organizational event to solicit prospective donors.
- Identify clients willing to be videotaped telling their stories.

The board has targeted three strategic areas for organizational fundraising—individual donor development, support from the congregations, and business and civic support. These areas are reflected in the board's strategic plans for board fundraising, as well as in the forms board members complete.

Board members complete the form individually, and then meet with their executive director and the board chair to review the form together. At that meeting, the chair and administrator will make suggestions based on the completed forms board members might want to consider.

The board unanimously approved use of the Board Member Individual Fundraising Plan. ■

## Put chair to use to affirm roles

When new board members join the board, the chair can use two documents to reinforce the idea that the board sets policy, while the executive director implements it.

Your chair can answer any questions the new member may have by reviewing the adminis-

trator's job description and reviewing a statement of the board's roles and responsibilities together. This way, the new board member will receive a good grounding from the board's manager, and also know who to approach if she has questions. ■

## Peer training drives home board role

The board's development or governance committee should create an annual training calendar for the board. Start by surveying board members for the training topics that interest them.

Be sure that roles and responsibilities information appears on the calendar several times each

year. Then incorporate a 10-to-15-minute training session, led by a committee member, into each board meeting.

When board members hear about their role from peers, they are more likely to take the information to heart. ■

## Strengthen the board's evaluation of the administrator

Here's some fantastic news about an important board governance practice from *Board & Administrator's Annual Survey on Nonprofit Executive Compensation*: 100% of boards evaluate their administrator annually.

That's a strong number, and *B&A* readers should be congratulated. By giving their executive director an annual appraisal, the board has a chance to assess how the organization is faring under the administrator's leadership.

Once the board has committed to performing an annual appraisal of the administrator, it should look for ways to improve the process and results.

Here are three strategies that can strengthen any board's evaluation of the administrator:

**1. Avoid a "witch hunt."** Set goals for the executive director's evaluation and review them annually as a board and administrator team. Stress

consistency of the appraisal, professionalism, objectivity, immunity from board member "agendas" and a focus on improving the organization.

**2. Agree to the evaluation form to be used in the process with the administrator.** Never "spring" the form on your administrator—she should have a part to play in the development of the tool.

**3. Don't incorporate undue focus on good or bad incidents.** Don't get hung up on a single issue or the executive's performance for the last few weeks leading up to the evaluation. Administrator evaluation should focus on the executive director's performance for the full year.

Tip: An effective method to avoid this problem is to keep a file that contains evidence of performance and examples of communication from the administrator throughout the year. ■

## Pre-board meeting checklist

Use this handy checklist before board meetings to enliven the gathering.

Give special attention to:

- Adding a sense of fun to the board meeting—it shouldn't be drudgery.
- Finding opportunities to add a spark to the meeting, such as a catered meal, a change in location or a different time.

- Identifying board members who have made significant accomplishments, and praising them during the meeting.

- Producing powerful visual presentations—charts, graphs and video.

- Working on the appearance of important information—bind board copies in a nice report cover. ■



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**COMMITTEE REPORTING FORM**

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