

# Correspondence

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**2017 CSBG  
BRIDGE FUNDING AGREEMENT**

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**FEDERAL FISCAL YEAR (FFY) 2017 FLORIDA COMMUNITY SERVICES BLOCK GRANT (CSBG)  
 BRIDGE FUNDING SUBGRANT AGREEMENT  
 AGREEMENT NUMBER: 17SB-0D-07-63-08-001 / E1877**

**RECIPIENT/PASS-THROUGH ENTITY:** FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY

**SUBRECIPIENT:** The Agricultural and Labor Program, Inc.

**PURPOSE:** To provide access to funding in anticipation of execution of the FFY 2017 CSBG Subgrant Agreement by Recipient and Subrecipient.

**BRIDGE FUNDING SUBAWARD & RELEASE AMOUNT:** \$196,987.00

**BRIDGE FUNDING SUBAWARD AGREEMENT BUDGET:**

| CSBG-FUNDED PROGRAM EXPENSE CATEGORY                                    | BUDGETED AMOUNT  |
|---|------------------|
| ADMINISTRATIVE EXPENSES <i>(not to exceed 15% of total FFY17 award)</i> | \$29,548         |
| DIRECT CLIENT EXPENSES  | \$112,371        |
| OTHER PROGRAM EXPENSES  | \$55,068         |
| SECONDARY ADMINISTRATIVE EXPENSES                                       | \$.0             |
| <b>TOTAL EXPENSES</b>   | <b>\$196,987</b> |

**TERMS AND CONDITIONS:**

1. Except as specified in Paragraph Number 2 below, the terms and conditions of the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient, agreement number 16SB-0D-07-63-08-001, including any amendments thereto, apply to this Bridge Funding Subgrant Agreement (Agreement) and are incorporated by reference. The subaward and release funding in this Agreement is subject to availability and the Florida Legislator's grant to Recipient of required applicable budgetary authority. Any conflict between provisions of this Agreement and the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient are to be resolved in favor of this Agreement.
2. The work performed under this Agreement shall be performed in accordance with the FFY 2017 CSBG Subgrant Agreement template and Florida's FFY 2017 CSBG Model State Plan.
3. Subrecipient shall provide services to eligible participants, as defined in Attachment A, section C.(8), *Scope of Work*, of the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient, for eligible activities, as defined in Attachment A, section C.(6), *Scope of Work*, of the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient, in accordance with Subrecipient's CSBG Annual Workplan as submitted to and approved by DEO, and operate during its regular business hours as identified in Attachment F, *Warranties and Representations*, of the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient ("Deliverable"). Subrecipient must provide services for eligible activities to a minimum of one eligible participant per month and operate during Subrecipient's regular business hours in order to submit and be paid for reimbursement ("Minimum Level of Service"). Subrecipient's completion of the Minimum Level of Service must be evidenced by monthly submission of the Monthly Financial Status Report, as described in Attachment C, *Reports*, of the FFY 2016 CSBG Subgrant Agreement by and between Recipient and Subrecipient, certifying Subrecipient operated during its identified regular business hours and reporting the number of eligible participants serviced. Subrecipient's submission of a signed and completed Monthly Financial Status Report is Subrecipient's acknowledgement and certification that all expenditures listed therein: are reasonable, necessary, allowable, and allocable; were expended in accordance with the terms and conditions of this Agreement as well as all applicable federal, state, and local laws, regulations and written guidance; and have been reconciled with supporting documentation by Subrecipient, which is readily available to Recipient upon request. Failure to successfully complete the Minimum Level of Service for the Deliverable, as determined by DEO in its sole discretion, will result in nonpayment; however, this does not preclude Subrecipient from receiving payment upon DEO's later determination of successful completion of the Deliverable.

4. All reimbursements under this Agreement will be made upon submission of an approved Monthly Financial Status Report, as noted above, are associated with the October 1, 2016 - March 31, 2018 funding period, and are not to exceed the bridge funding subaward allocation above.

5. Payments made to Subrecipient pursuant to this Agreement shall be applied against the FFY 2017 CSBG Subgrant Agreement. Recipient and Subrecipient understand and agree the subaward amount referenced in this Agreement are a portion of, and are not in any way, an addition to the FFY 2017 CSBG award.

6. Upon execution of the FFY 2017 CSBG Subgrant Agreement by and between Recipient and Subrecipient, this Agreement shall terminate.

**ADDITIONAL SUBAWARD INFORMATION:**

|   |   |
|---|---|
| FFY 2016 CSBG Subgrant Agreement Number:                      | 16SB-0D-07-63-08-001  |
| FLAIR FFY 2016 CSBG Agreement Number:                         | E1815   |
| Subrecipient's DUNS Registered Name:                          | Agricultural and Labor Program, Incorporated, The   |
| Subrecipient's DUNS Number:                                   | 040210163   |
| Subrecipient's Fiscal Contact Information:                    | Dennis Gniewek, (863) 956-3491, Ext. 218  |
| Federal Award Identification Number:                          | G-16B2FLCOSR  |
| Federal Award Date:   | August 2, 2016  |
| Federal Grant Period:   | October 1, 2015 – September 30, 2017  |
| Subaward Period of Performance Start & End Date:              | October 1, 2016 – March 31, 2018  |
| Federal Award Project Description:                            | Funding to eligible entities to alleviate the causes and conditions of poverty in communities |
| Federal Awarding Agency:                                      | U.S. Department of Health and Human Services  |
| Contact Information of Pass-Through Entity Awarding Official: | Taylor Teepell, Director, Division of Community Development, 850-717-8475                     |
| Catalog of Federal Domestic Assistance Number:                | 93.569  |
| Catalog of Federal Domestic Assistance Title:                 | Community Services Block Grant (formula grant)  |
| Award for Research and Development (Yes/No):                  | No  |
| Indirect Cost Rate:   | 16.5%   |

In consideration of the mutual covenants set forth above, Recipient and the Subrecipient have caused to be executed this Agreement by their undersigned duly authorized officials, effective October 1, 2016.

**SUBRECIPIENT:**



Deloris Johnson  
Executive Director

Date: 10/21/16

**RECIPIENT:**

Taylor Teepell, Director  
Division of Community Development

Date: \_\_\_\_\_

Approved as to form and legal sufficiency, subject only to full and proper execution by the Parties.

Office of the General Counsel  
Department of Economic Opportunity

By: \_\_\_\_\_

Date: \_\_\_\_\_

**RESOLUTION  
CHIEF EXECUTIVE OFFICER SIGNATURE AUTHORIZATION**

**WHEREAS,** the Board of Directors of The Agricultural and Labor Program, Inc. (ALPI), in accordance with its Corporate Bylaws: Article III - Section 2, shall be responsible for employing a Chief Executive Officer who shall lead the agency and its staff in pursuit of the objectives established by the Board in the Agency's Strategic Plan and annual Operating Budget and shall be responsible for the day-to-day operation and administration of the Corporation, subject to limitations and restrictions imposed by the Board of Directors, and

**WHEREAS,** the Chief Executive Officer shall have signature rights on behalf of the Board of Directors as it pertains to all contracts and agreements applicable for submitting and receiving funding and reimbursement payments, and

**WHEREAS,** this authorization is rendered by virtue of the fact that all funding requests are reviewed and/or adopted prior to submittal by the ALPI Board of Directors, be it

**RESOLVED,** that The Agricultural and Labor Program, Inc., Board of Directors hereby affirm signature rights undertaken by Deloris C. Johnson, Chief Executive Officer, on behalf of the Corporation's Board of Directors effective immediately.

**BE IT FURTHER RESOLVED** that the Secretary is hereby authorized and directed to certify to any interested party that this resolution has been duly adopted at a meeting of the Agricultural and Labor Program, Inc. Board of Directors, and that said meeting was held in accordance with state laws and the Bylaws of the above-named Corporation on **September 24, 2016.**

**IN WITNESS WHEREOF,** I have executed my name as Secretary and have hereunto affixed the corporate seal of the above-named Corporation, this **24<sup>th</sup>** day of **September, 2016.**

  
Josephine Howard, Secretary

Corporate Seal Affixed



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**HEALTH & HUMAN SERVICES**

**Notice of Award**

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**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
ADMINISTRATION FOR CHILDREN AND FAMILIES  
NOTICE OF AWARD**

PMS DOCUMENT NUMBER:

|   |  |   |  |                               |
|---|--|---|--|-------------------------------|
| <b>1. AWARDING OFFICE:</b><br>Office of Head Start  |  | <b>2. ASSISTANCE TYPE:</b><br>Discretionary Grant       | <b>3. AWARD NO.:</b><br>04CH4739-02-00                           | <b>4. AMEND. NO.:</b><br>0    |
| <b>5. TYPE OF AWARD:</b><br>Service   |  | <b>6. TYPE OF ACTION:</b><br>Non-Competing Continuation | <b>7. AWARD AUTHORITY:</b><br>42 USC 9801 ET SEQ.                |                               |
| <b>8. BUDGET PERIOD:</b><br>07/01/2015 THRU 06/30/2016  |  | <b>9. PROJECT PERIOD:</b><br>07/01/2014 THRU 06/30/2019 |  | <b>10. CAT NO.:</b><br>93.600 |
| <b>11. RECIPIENT ORGANIZATION:</b><br>AGRICULTURAL & LABOR PROGRAM INC, THE<br>300 Lynchburg Rd<br>Lake Alfred, FL 33850-2576<br>Grantee Authorizing Official: William Holt , Board Chairperson |  |   | <b>12. PROJECT / PROGRAM TITLE:</b><br>Head and Early Head Start |                               |

|                            |                                |  |
|----------------------------|--------------------------------|--|
| <b>13. COUNTY:</b><br>Polk | <b>14. CONGR. DIST.:</b><br>10 | <b>15. PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR:</b><br>Deloris Johnson<br>Ms. |
|----------------------------|--------------------------------|--|

|                              |                 |  |                                       |
|------------------------------|-----------------|--|---------------------------------------|
| <b>16. APPROVED BUDGET:</b>  |                 | <b>17. AWARD COMPUTATION:</b>                      |                                       |
| Personnel.....               | \$ 4,107,232.00 | A. NON-FEDERAL SHARE.....                          | \$ 1,821,227.00 20%                   |
| Fringe Benefits.....         | \$ 1,026,808.00 | B. FEDERAL SHARE.....                              | \$ 7,284,907.00 80%                   |
| Travel.....                  | \$ 13,000.00    | <b>18. FEDERAL SHARE COMPUTATION:</b>              |                                       |
| Equipment.....               | \$ 0.00         | A. TOTAL FEDERAL SHARE.....                        | \$ 7,284,907.00                       |
| Supplies.....                | \$ 85,000.00    | B. UNOBLIGATED BALANCE FEDERAL SHARE.....          | \$ 0.00                               |
| Contractual.....             | \$ 417,719.00   | C. FED. SHARE AWARDED THIS BUDGET PERIOD...        | \$ 0.00                               |
| Facilities/Construction..... | \$ 0.00         | <b>19. AMOUNT AWARDED THIS ACTION:</b>             |                                       |
| Other.....                   | \$ 949,240.00   | \$ 7,284,907.00                                    |                                       |
| Direct Costs.....            | \$ 6,598,999.00 | <b>20. FEDERAL \$ AWARDED THIS PROJECT PERIOD:</b> |                                       |
| Indirect Costs.....          | \$ 685,908.00   | \$ 14,569,814.00                                   |                                       |
| At % of \$                   |                 | <b>21. AUTHORIZED TREATMENT OF PROGRAM INCOME:</b> |                                       |
| In Kind Contributions.....   | \$ 0.00         | Additional Costs                                   |                                       |
| Total Approved Budget.....   | \$ 7,284,907.00 | <b>22. APPLICANT EIN:</b><br>591634148             | <b>23. PAYEE EIN:</b><br>1591634148A1 |
|                              |                 | <b>24. OBJECT CLASS:</b><br>41.51                  |                                       |

| 25. FINANCIAL INFORMATION: |              |               |           |                | DUNS 040210163 |          |
|----------------------------|--------------|---------------|-----------|----------------|----------------|----------|
| ORGN                       | DOCUMENT NO. | APPROPRIATION | CAN NO.   | NEW AMT.       | UNOBLIG.       | NONFED % |
|                            | 04CH473902   | 7551536       | 5-G044122 | \$5,175,987.00 |                |          |
|                            | 04CH473902   | 7551536       | 5-G044125 | \$2,000,415.00 |                |          |
|                            | 04CH473902   | 7551536       | 5-G044120 | \$59,136.00    |                |          |

26. REMARKS: (Continued on separate sheets)

|  |                            |  |                            |
|--|----------------------------|--|----------------------------|
| <b>27. SIGNATURE - ACF GRANTS OFFICER</b><br>Nadine L Roth                                     | <b>DATE:</b><br>06/26/2015 | <b>28. SIGNATURE(S) CERTIFYING FUND AVAILABILITY</b><br>Mr. Omar Barrett | <b>DATE:</b><br>06/26/2015 |
| <b>29. SIGNATURE AND TITLE - PROGRAM OFFICIAL(S)</b><br>Ms. Laura W Cross - Head Start & Youth |                            | <b>DATE:</b><br>06/26/2015   |                            |

**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
 ADMINISTRATION FOR CHILDREN AND FAMILIES  
 NOTICE OF AWARD**

SAI NUMBER:

PMS DOCUMENT NUMBER:

|   |  |   |   |  |  |   |  |  |
|---|--|---|---|--|--|---|--|--|
| <b>1. AWARDING OFFICE:</b><br>Office of Head Start                          |  | <b>2. ASSISTANCE TYPE:</b><br>Discretionary Grant |   | <b>3. AWARD NO.:</b><br>04CH4739-02-00 |  | <b>4. AMEND. NO.</b><br>0                         |  |  |
| <b>5. TYPE OF AWARD:</b><br>Service   |  |   | <b>6. TYPE OF ACTION:</b><br>Non-Competing Continuation |  |  | <b>7. AWARD AUTHORITY:</b><br>42 USC 9801 ET SEQ. |  |  |
| <b>8. BUDGET PERIOD:</b><br>07/01/2015 THRU 06/30/2016                      |  |   | <b>9. PROJECT PERIOD:</b><br>07/01/2014 THRU 06/30/2019 |  |  | <b>10. CAT NO.:</b><br>93.600                     |  |  |
| <b>11. RECIPIENT ORGANIZATION:</b><br>AGRICULTURAL & LABOR PROGRAM INC, THE |  |   |   |  |  |   |  |  |

| ORGN | DOCUMENT NO. | APPROPRIATION | CAN NO.   | NEW AMT.    | UNOBLIG. | NONFED% |
|------|--------------|---------------|-----------|-------------|----------|---------|
|      | 04CH473902   | 7551536       | 5-G044121 | \$49,369.00 |          |         |



**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
ADMINISTRATION FOR CHILDREN AND FAMILIES  
NOTICE OF AWARD**

SAI NUMBER:

PMS DOCUMENT NUMBER:

|   |  |   |   |  |  |   |  |  |
|---|--|---|---|--|--|---|--|--|
| <b>1. AWARDING OFFICE:</b><br>Office of Head Start                          |  | <b>2. ASSISTANCE TYPE:</b><br>Discretionary Grant |   | <b>3. AWARD NO.:</b><br>04CH4739-02-00 |  | <b>4. AMEND. NO.:</b><br>0                        |  |  |
| <b>5. TYPE OF AWARD:</b><br>Service   |  |   | <b>6. TYPE OF ACTION:</b><br>Non-Competing Continuation |  |  | <b>7. AWARD AUTHORITY:</b><br>42 USC 9801 ET SEQ. |  |  |
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| <b>11. RECIPIENT ORGANIZATION:</b><br>AGRICULTURAL & LABOR PROGRAM INC, THE |  |   |   |  |  |   |  |  |

**STANDARD TERMS**

1. Paid by DHHS Payment Management System (PMS), see attached for payment information. This award is subject to the requirements of the HHS Grants Policy Statement (HHS GPS) that are applicable to you based on your receipt type and the purpose of this award. This includes requirements in Parts I and II (available at <http://www.hhs.gov/grants/grants/policies-regulations/index.html> of the HHS GPS. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS. This award is subject to requirements or limitations in any applicable Appropriations Act. This award is subject to the requirements of Section 106 (g) of the trafficking Victims Protection Act of 2000, as amended (22 U.S.C. 7104). For the full text of the award term, go to <http://www.acf.hhs.gov/grants/discretionary-competitive-grants> This award is subject to the Federal Financial Accountability and Transparency Act (FFATA or Transparency) of 2006 subaward and executive compensation reporting requirements. For the full text of the award term, go to <http://www.acf.hhs.gov/grants/discretionary-competitive-grants> This award is subject to requirements as set forth in 2 CFR 25.110 Central Contractor Registration (CCR) and DATA Universal Number System (DUNS). For full text go to <http://www.acf.hhs.gov/grants/discretionary-competitive-grants> This award is subject to the requirements as set forth in 45 CFR Part 87. This grant is subject to the requirements as set forth in 45 CFR Part 75. This award is subject to HHS regulations codified at 45 CFR 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, and 1310. Attached are terms and conditions, reporting requirements, and payment instructions. Initial expenditure of funds by the grantee constitutes acceptance of this award. Future support is anticipated.

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**FLAT IRON**

**PAID IN FULL LETTER**

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**FLATIRON**  
**C A P I T A L**

1700 Lincoln St. 12th Floor  
Denver, CO 80203  
800-800-2767

11

10/05/2016



**TO:** THE AGRICULTURAL AND LABOR PROGRAM  
PO BOX 3126  
WINTER HAVEN, FL 33885

**PAID IN FULL LETTER FOR THE AGRICULTURAL AND LABOR PROGRAM**

**Account Number:** 5256431  
**Agent Name:** ROGER BOUCHARD - KISSIMMEE  
**Agent Address:** 222 CHURCH ST  
**City/State/Zip:** KISSIMMEE, FL 34741

This letter shall serve to inform you that your account has been paid in full. All rights we have in the financed policy(ies) are released. Should you wish, a copy of the Premium Finance Agreement marked "PAID" can be provided upon your written request to the address above. Thank you for using Flatiron Capital for your insurance premium finance needs.

If you have any questions, please call our Customer Service Department at 800-800-2767.

We look forward to servicing your future premium finance needs.

Flatiron Capital is a division of Wells Fargo Bank, N.A.

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## **CHILDREN AND FAMILIES**

### **Overview of Findings**

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ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th floor Switzer Memorial Building, 330 C Street SW, Washington DC | eclkc.ohs.acf.hhs.gov

**To: Board Chairperson**  
*Mr. William Holt*  
*Board Chairperson*  
*Agricultural and Labor Program, Inc.*  
*300 Lynchburg Road*  
*Lake Alfred, FL 33850-2576*

**From: Responsible HHS Official**  
*Dr. Blanca Enriquez*  
*Director, Office of Head Start*

*Ann Luecha* 10-26-16

Date

## Overview of Findings

On 8/12/2016, the Administration for Children and Families (ACF) conducted a monitoring review of the Agricultural and Labor Program, Inc. Head Start and Early Head Start programs to determine whether the previously identified findings had been corrected. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Mr. William Holt, Board Chairperson, as legal notice to your agency of the results of the program review.

Based on the information gathered during our review, we have closed the previously identified findings. Accordingly, no corrective action is required at this time. If you have questions about this report, please contact your ACF Regional Office.

### Distribution of the Head Start Review Report

Copies of this report will be distributed to the following recipients:

Capt. Robert Bialas, Regional Program Manager  
Mrs. Mercadez Estime, Policy Council Chairperson  
Ms. Deloris Johnson, CEO/Executive Director  
Mrs. Elizabeth Young, Head Start Director

### Overview Information

Review Type: *Desk/FTL Solo*  
Organization: *Agricultural and Labor Program, Inc.*  
Program Type: *Head Start and Early Head Start*  
Field Lead: *Ms. Ronniece Boston*  
Funded Enrollment HS: *691*  
Funded Enrollment EHS: *140*

## Glossary

A glossary of terms has been included to explain the various terms used throughout this report.

| Term                           | Definition   |
|--------------------------------|--|
| <b>Compliance Measure (CM)</b> | The specific statements that collectively assess the level of program performance for each Key Indicator, focusing on one or more Federal regulations critical to the delivery of quality services and the development of strong management systems.   |
| <b>Strength</b>                | A new and/or unique way of reaching the community.   |
| <b>Compliant</b>               | No findings. Meets requirements of Compliance Measure.   |
| <b>Concern</b>                 | An area or areas of performance which need improvement or technical assistance. These items should be discussed with the Regional Office and do not include a timeframe for correction.  |
| <b>Noncompliance</b>           | A finding that indicates the agency is out of compliance with Federal requirements (including, but not limited to, the Head Start Act or one or more of the performance standards) in an area or areas of program performance, but does not constitute a deficiency. Noncompliances require a written timeline of correction and possible technical assistance (TA) or guidance from their program specialist, and if not corrected within the specified timeline, can become a deficiency.  |
| <b>Deficiency</b>              | <p>An area or areas of performance in which an Early Head Start or Head Start grantee agency is not in compliance with State or Federal requirements (including but not limited to, the Head Start Act or one or more of the regulations) and which involves:</p> <p>(A) A threat to the health, safety, or civil rights of children or staff;</p> <p>(B) A denial to parents of the exercise of their full roles and responsibilities related to program governance;</p> <p>(C) A failure to perform substantially the requirements related to Early Childhood Development and Health Services, Family and Community Partnerships, or Program Design and Management; or</p> <p>(D) The misuse of Head Start grant funds.</p> <p>(ii) The loss of legal status or financial viability, as defined in part 1302 of this title, loss of permits, debarment from receiving Federal grants or contracts or the improper use of Federal funds; or</p> <p>(iii) Any other violation of Federal or State requirements including, but not limited to, the Head Start Act or one or more of the performance standards of this title, and which the grantee has shown an unwillingness or inability to correct within the period specified by the responsible HHS official, of which the responsible HHS official has given the grantee written notice of pursuant to section 1304.61.</p> |

## Summary of Findings

| Finding Type               | Applicable Standards | Program Type | Grant    | Timeframe | Status    |
|----------------------------|----------------------|--------------|----------|-----------|-----------|
| Safe Learning Environments | 1304.52(i)(1)(iii)   | HS           | 04CH4739 | N/A       | Corrected |
| Safe Learning Environments | 1304.52(i)(1)(iv)    | HS           | 04CH4739 | N/A       | Corrected |

## Status of Previously Identified Areas of Noncompliance

| Finding | Status |
|---------|--------|
|---------|--------|

**PART 1304 - Program Performance Standards For Operation Of Head Start Programs By Grantees And Delegate Agencies** Corrected  
**1304.52 Human Resources Management.**

**(i) Standards of conduct.**

**(1) Grantee and delegate agencies must ensure that all staff, consultants, and volunteers abide by the program's standards of conduct. These standards must specify that**

**(iii) No child will be left alone or unsupervised while under their care; and**

**EnvHS - 1/12/2016 - Noncompliance**

The grantee did not ensure no child was left alone or unsupervised while under the care of staff. A child was left alone during transition to the playground.

A review of a September 11, 2015 Incident Report provided by the Head Start Director found it stated a 4-year-old child was left unsupervised in Queen Townsend Head Start Center classroom 2 for approximately 5 to 8 minutes September 11, 2015. The Head Start Director stated teaching staff unknowingly left the child behind in the classroom as they went outdoors to the playground and said the teacher led a line of children to the playground, with the assistant teacher at the end of the line. The assistant teacher was responsible for conducting a sweep of the classroom to ensure no child was left behind; however, the procedure was not followed, and a child was left unsupervised in the classroom for up to 8 minutes. The child was found by another staff person who heard crying and found the child sitting alone in the classroom. The child was returned to the teacher and rejoined the class.

On the day of the incident, the Child Development Services Manager met with the assistant teacher, and as a result, the assistant teacher was suspended. On September 14, 2015, the assistant teacher was terminated for violating the agency's standards of conduct. A review of the agency's standards of conduct found they stated: "Employees are expected to perform their jobs in a competent, honest, and courteous manner. Failure to do so will result in discipline up to and including termination." The standards of conduct further stated "leaving a child unattended or unsupervised for any length of time" was an offense leading to immediate termination.

The Head Start Director stated the incident was reported to the child's parents and the Child Abuse Registry September 11, 2015. According to a representative at the Child Abuse Registry, the incident would be kept on file, but no investigation would be needed at the time. Furthermore, the incident was not reported to the Regional Office.

The grantee did not ensure no child was left alone or unsupervised while under the care of staff; therefore, it was not in compliance with the regulation.

**Desk/FTL Solo (8/12/2016) - Corrected**

The grantee ensured no child was left alone or unsupervised while under the care of staff. The grantee submitted its Policy Statement on Supervision of Children, with revised policies and procedures, including a Discipline and Corporal Punishment Agreement and agendas and sign-in sheets from a mandatory staff meeting, other staff meetings, and training activities to demonstrate actions taken to correct the finding and ensure continued compliance.

In an interview, the Head Start Director, Early Head Start (EHS) Director, and Program Operations

Director stated the grantee identified gaps in its supervision system and a need to improve the system of transitioning and accounting for children by sharing information with all staff and reminding them of the Supervision Policies in place. Since the September 11, 2015 incident, the grantee revised the procedures to ensure each supervision step was included, reinforced the Supervision Procedures in place with staff present at each site, and posted the Policies and the Active Supervision approach in all classrooms. A review of the Policies and Procedures for Management Systems found they stated: "Directors, Managers, Coordinators and Supervisors are responsible for ensuring at all times that the Agency Personnel Policies and Procedures are followed accordingly." In addition, the Policies and Procedures for Supervision of Infants, Toddlers and Preschool Children stated the Early Childhood Development and Education Manager, with the Health Services Manager, were to monitor compliance. A review of the agency's revised Discipline and Corporal Punishment Agreement and the Policy Statement on Supervision of Children and Procedures and Standards of Conduct found they stated "leaving a child unattended or unsupervised for any length of time" was an offense leading to immediate termination.

The grantee revised its approach in providing ongoing training to all staff. Training materials now included the Information Memorandum on Supervision of Children, child abuse and neglect reporting requirements, and the Supervision Policy. A review of the agenda and sign-in sheets from the February 24, 2016 mandatory staff meeting, as well as other trainings and staff meeting agendas from February 29 and March 2, 10, 15, 17, and 28, 2016 confirmed the grantee provided training and ongoing support on supervision of children, Discipline Policies, and child abuse and neglect reporting requirements. In addition, a review of the August 1 and 2, 2016 pre-service training agenda confirmed the grantee addressed supervision of children, discipline, child abuse and neglect reporting procedures, the standards of conduct, communication across the agency/program, and staff responsibilities.

A review of the Region IV Training and Technical Assistance plan for the grantee determined training activities on Active Supervision, roles and responsibilities, and other areas were scheduled from July 2016 through October 2017. A review of materials used in staff meetings and trainings found the grantee used various documents issued by the Office of Head Start and the National Center on Quality Teaching.

On the day of the incident, the Child Development Services Manager met with the cited assistant teacher, and as a result, the assistant teacher was suspended. On September 14, 2015, the assistant teacher was terminated for violating the agency's standards of conduct. A review of Policy Council meeting minutes and the Personnel Change form confirmed the termination.

The grantee ensured no child was left alone or unsupervised while under the care of staff. This area of noncompliance is corrected.

**PART 1304 - Program Performance Standards For Operation Of Head Start Programs By Grantees And Delegate Agencies** **Corrected**

**1304.52 Human Resources Management.**

**(i) Standards of conduct.**

**(1) Grantee and delegate agencies must ensure that all staff, consultants, and volunteers abide by the program's standards of conduct. These standards must specify that**

**(iv) They will use positive methods of child guidance and will not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, they will not employ methods of discipline that involve isolation, the use of food as punishment or reward, or the denial of basic needs.**

**EnvHS - 1/12/2016 - Noncompliance**

The grantee did not ensure staff used positive methods of child guidance and did not engage in corporal punishment or emotional or physical abuse. A child was bitten by a teacher in the classroom.

During an interview, the Director stated an incident of physical abuse occurred September 15, 2015. A review of an Incident Report found a child was bitten by a teacher/caregiver in classroom 4 at the Frostproof Development Center September 15, 2015. The report further stated a second teacher/caregiver in the classroom reported the incident to the Florida Department of Children and Families (DCF) instead of reporting it to her supervisor/grantee. Two DCF representatives conducted an unannounced on-site visit to investigate the allegation September 16, 2015.

The DCF representatives notified the grantee of their presence and stated they needed to question each teacher/caregiver separately. One teacher admitted to biting the child. A review of a September



16, 2015 memorandum from the Program Operations Director to the Head Start/Early Head Start Director found it stated staff "knew what happened was wrong and was not trying to be malicious but wanted to stop the child from biting by showing them what it feels like to be bitten." However, when asked about follow-up based on the child's injury, the Director was unable to provide any information.

A review of a Personnel Change Notice found the teacher was terminated September 18, 2015 for violating the agency's standards of conduct. A review of the standards of conduct found they stated: "Employees are expected to perform their jobs in a competent, honest, and courteous manner. Failure to do so will result in discipline up to and including termination." The standards of conduct further stated "threats or acts of physical violence" were offenses leading to immediate termination.

The grantee reported the incident to the child's parents September 18, 2015. However, as of the time of the current review, the incident was not reported to the Regional Office.

The grantee did not ensure staff used positive methods of child guidance and did not engage in corporal punishment or emotional or physical abuse; therefore, it was not in compliance with the regulation.

#### Desk/FTL Solo (8/12/2016) - Corrected

The grantee ensured staff used positive methods of child guidance and did not engage in corporal punishment or emotional or physical abuse. The grantee provided documentation of training and staff meetings; policies and procedures for supervising infants, toddlers, and preschool children; Procedures on Reporting; standards of conduct, and the Discipline Policy to confirm actions taken since the review.

Since the September 15, 2015 incident, the grantee focused on helping staff deal with outside personal issues to decrease stress levels when engaging and dealing with children with challenging behaviors. During an interview, the Director stated she reiterated with staff the policies for re-training regarding conduct and child abuse and neglect. A review of the agenda and sign-in sheets from the February 24, 2016 mandatory staff meeting and other trainings and staff meeting agendas from February 29 and March 2, 10, 15, 17, and 28, 2016 determined the grantee provided training and ongoing support on stress management, understanding biting, supervision of children, Discipline Policies, and child abuse and neglect reporting requirements. In addition, a review of the August 1 and 2, 2016 pre-service training agenda found the grantee addressed stress, supervision of children, discipline, child abuse and neglect reporting procedures, the grantee's standards of conduct, communication across the agency/program, and staff responsibilities.

The Director also stated additional support and ongoing monitoring of classrooms was provided to determine the challenges staff faced and dealt with daily. A Behavior Specialist observed classroom time, provided increased support, and kept leadership informed so as to identify resources and trainings needed to assist staff.

The grantee identified gaps in its system to enable it to create/improve a new system for stress management and engaging with children with difficult behaviors and had Human Resources meet and speak with staff individually regarding issues they might have. The meetings determined staff did not receive the support they needed. The grantee increased communication and awareness of staff behaviors and stress levels, helped management acknowledge what staff experienced, and discussed staff's ability to perform as expected. Staff were able to ask for help any time and were able to meet with Center Managers and Program Managers as needed, with classroom coverage provided to ensure staff had the time needed to speak with the management team. The meetings were effective in reducing or eliminating improper staff engagement with children.

The grantee's analysis determined at times, the combination of personal challenges and the workload might become overwhelming for staff, and the program needed to ensure it provided ongoing, increased support to staff and was mindful of stress triggers for staff and children. The Education Coordinator monitored staff-child interactions and engaged individually with staff to identify both positive and challenging situations. To prevent another incident from occurring, the grantee routinely obtained feedback from staff regarding additional information needed, gathered resources, and provided ongoing monitoring.

The grantee stated staff were thoroughly trained on reporting and were required to report incidents to the Florida Department of Children and Families (DCF) immediately and then report to the Program

Director, Deputy/Early Head Start/Head Start Director. On the day of the incident, the second staff member in the classroom reported the incident to DCF but never reported it to the Program Director or anyone on the management team. In addition, DCF--not the grantee--made the parent aware of the situation.

The grantee's policy stated incidents were to be reported immediately on staff's behalf, and when incidents were not reported immediately, it was considered failure to report and might lead to termination or suspension of the cited individual. The timeframe for reporting incidents to the Regional Office was immediately or within 3 days; however, the September 2015 incident was not reported to the Regional Office. A review of the Policies and Procedures on Reporting confirmed the requirements.

A review of the DCF Investigation Report results found they stated the investigation received September 16, 2015 was closed. A review of a Personnel Change Notice and Recommendation for Termination letter found the teacher was terminated September 18, 2015 for violating the agency's standards of conduct, and a review of Policy Council meeting minutes found the Policy Council approved the personnel action.

The grantee ensured staff used positive methods of child guidance and did not engage in corporal punishment or emotional or physical abuse. This area of noncompliance is corrected.

— END OF REPORT —

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**SENIOR CONNECTION CENTER**

**Re: Notice of Reduction in 2016-2017 EHEAP Funds**

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September 20, 2016

Ms. Deloris Johnson, Chief Executive Officer  
The Agricultural and Labor Program, Inc.  
300 Lynchburg Road  
Lake Alfred, FL 33850

**Re: Notice of Reduction in 2016-2017 EHEAP Funds**

Dear Ms. Johnson:

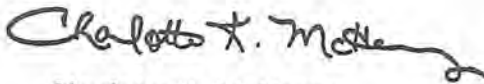
Senior Connection Center, Inc. (SCC) has approved a reduction in 2016-2017 Emergency Home Energy Assistance Program (EHEAP) funds for The Agricultural and Labor Program, Inc. in the amount(s) shown below. This reduction is the result of a statewide decrease in EHEAP funding, and has been allocated according to the current approved funding formula. Also, please note that there are numerous wording changes included in this amendment. Please review these changes carefully.

|   |                     |
|---|---------------------|
| EHEAP – Administration                  | (\$365.00)          |
| EHEAP – Outreach                        | (\$507.00)          |
| EHEAP – Benefits                        | (\$2,829.00)        |
| EHEAP – Weather Related Supply/Shortage | (\$48.00)           |
| <b>Total EHEAP</b>                      | <b>(\$3,749.00)</b> |

Enclosed are two (2) copies of your amendment. Please sign, date and return both copies of the amendment to Phil Hollister, Director of Contracts and Quality Assurance. If you have any questions concerning this amendment, please contact Phil at extension 5589.

We appreciate your efforts in providing these important services to elderly consumers, and your assistance in processing this amendment.

Sincerely,



Charlotte K. McHenry  
President/CEO

cc: Phil Hollister, Director of Contracts and Quality Assurance

Enclosure(s)

THIS AMENDMENT, entered into between Senior Connection Center, Inc., hereinafter referred to as the "agency", and The Agricultural and Labor Program, Inc., hereinafter referred to as the "subrecipient", amends Contract No. EH-16/17-ALPI.

The purpose of this amendment is to:

- 1) decrease Section 3, Contract Amount, by \$3,749.00;
- 2) decrease Section 5, Source of Funds, by \$3,749.00;
- 3) revise and replace Attachment I, EHEAP Program Requirements;
- 4) revise and replace Attachment III, Budget Summary; and
- 5) revise and replace Attachment III, Exhibit C.

1. Section 3, is hereby amended to read:

**3. Contract Amount**

The agency agrees to pay for services according to the conditions of ATTACHMENT I an amount not to exceed \$110,874.00, subject to the availability of funds.

2. Section 5, is hereby amended to read:

**5. Source of Funds**

The costs of services paid under any other contract or from any other source are not eligible for reimbursement under this contract. The funds awarded to the subrecipient pursuant to this contract are in the state grants and aids appropriations and consist of the following:

| Program Title                                  | Funding Source                               | CFDA # | Fund Amounts        |
|--|--|--------|---------------------|
| Emergency Home Energy Assistance Program       | U.S. Department of Health and Human Services | 93.568 | \$110,874.00        |
| <b>TOTAL FUNDS CONTAINED IN THIS CONTRACT:</b> |  |        | <b>\$110,874.00</b> |

3. ATTACHMENT I, EHEAP Program Requirements, is hereby replaced with the revised ATTACHMENT I, EHEAP Program Requirements, attached hereto.

4. ATTACHMENT III, Budget Summary, is hereby replaced with the revised ATTACHMENT III, Budget Summary, attached hereto.

5. ATTACHMENT III, Exhibit C, Building Owner/Agent Agreement, is hereby replaced with the revised ATTACHMENT III, Exhibit C, attached hereto.

This amendment shall be effective on the last date that the amendment is signed by both parties.

All provisions in the contract and any attachments thereto in conflict with this amendment shall be and are hereby changed to conform to this amendment.


All provisions not in conflict with this amendment are still in effect and are to be performed at the level specified in the contract.

This amendment and all its attachments are hereby made a part of the contract.

IN WITNESS WHEREOF, the parties hereto have caused this 24 page amendment to be executed by their officials thereunto duly authorized.

**SUBRECIPIENT:** **The Agricultural and Labor Program, Inc.**

**AGENCY:** **Senior Connection Center, Inc.**

SIGNED BY: 

SIGNED BY: 

NAME: Deloris Johnson

NAME: Ben Darby

TITLE: Chief Executive Officer

TITLE: Chair, Board of Directors

DATE: 09/21/2016

DATE: 10/20/16

FEDERAL ID NUMBER: 59-1634148

FISCAL YEAR END DATE: 6/30

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**DEPARTMENT OF HHS**  
**Changes in Federal Reporting**

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|   |   |                              |
|---|---|------------------------------|
| ACF<br>Administration<br>for<br>Children and Families | U.S. DEPARTMENT OF HEALTH<br>AND HUMAN SERVICES   |                              |
|   | 1. Log No. ACF-PI-HS-16-01  | 2. Issuance Date: 01/05/2016 |
|   | 3. Originating Office: Office of Head Start   |                              |
|   | 4. Key Words: Federal Reporting Changes; Financial Reports; SF-425; Cash Transactions; Expenditures |                              |

## PROGRAM INSTRUCTION

**TO:** All Head Start Grantees, including Head Start, Early Head Start, Early Head Start-Child Care Partnerships, Collaboration, and National Centers

**SUBJECT:** Changes in Federal Reporting

**INSTRUCTION:**

This Program Instruction (PI) notifies grantees of a change in submission of the Federal Financial Report SF-425 for cash transactions and for expenditures to the U.S. Department of Health and Human Services (HHS) Payment Management System. Grantees are also advised of the use of the online [GrantSolutions](#) system for obtaining Notices of Award, submission of the Real Property Status Report SF-429, and the Tangible Personal Property Report SF-428.

**Quick Links:**

- [Change in Submission of Federal Financial Reports SF-425 for FY 2016](#)
- [GrantSolutions](#)
- [Notices of Award](#)
- [Change in Submission of Real Property Status Report SF-429](#)
- [Change in Submission of Federal Financial Report SF-425 for FY 2015, 2014, or Earlier](#)
- [Submission of Tangible Personal Property Report SF-428](#)

**Change in Submission of Federal Financial Report SF-425 for Fiscal Year (FY) 2016**

All Head Start grantees are required to submit financial reports detailing both the cash transactions made for its federal award(s) and separate reports detailing the expenditures made for the same award(s). For most grantees, filing requirements are satisfied using the same report, Federal Financial Report standard form 425 (SF-425).

Cash transactions are reported quarterly with online reporting to the HHS Payment Management System (PMS) on lines 10a, b, and c of the SF-425. Expenditures, obligations, and liquidations are reported either quarterly, semi-annually, or annually to the Administration for Children and Families (ACF) on lines 10d through 10o of the SF-425. Head Start grantees currently meet their reporting requirements to ACF via postal mail or by scanning and emailing the form to their assigned fiscal specialist.

ACF and the Program Support Center are collaborating in the submission of the SF-425 to reduce the burden on grantees and assist with the reconciliation of expenditures and disbursements, and to allow for timely closeout of grants.

Beginning with the FY 2016 grant awards, this system of separate online reporting will be consolidated into a single reporting system. Starting with these awards, both the cash transactions (lines 10 a, b,



and c) and the expenditures, obligations, and liquidations (lines 10d through 10o) will be reported through the grantee online accounts with PMS. The first expected reports for grantees with an October 1, 2015 funding date will be April 30, 2016 (see table below). This information will no longer be reported separately by hard copy or email.

Every grantee should already have a PMS account to allow access to complete the SF-425. If your office needs additional user access, please contact your PMS Representative.

Note the following important conditions:

- This reporting method is effective for FY 2016 financial reports.
- Any remaining reports still required, or revised, for FY 2015, 2014, or earlier, must be submitted as a scanned and uploaded document to the Grant Notes file in GrantSolutions (see below).
- SF-425 reports will continue to be due as frequently as is required in the award terms and conditions. Reports will be due on one of the standard dates by which cash reporting is required to be submitted to PMS or at the end of a calendar quarter as determined by ACF (see table below).
- Unless instructed otherwise, such as through the terms and conditions or a special condition on the Notice of Award, all Head Start grantees are expected to submit three reports for each Notice of Award and each Budget Period they have received.
- Generally, awards are for a 12-month budget period. Head Start grantees will continue to submit reports as follows:
  - a Semi-Annual report;
  - an Annual report; and,
  - a Final report.
- Semi-Annual and Annual reports are cumulative, covering either 6 or 12 months of expenditures, respectively.
- Final reports will be due on the quarterly submission date for the quarter after the end of their budget period. Grantees that have budget periods beginning February 1, May 1, August 1, and November 1 are the exception. In these cases, the Final reports will be due on the quarterly reporting date for the quarter in which the grantee's budget period ended. No Final report will be due sooner than 90 days after the end of the applicable budget period.
- Box 12 of the Final report must include the following:
  - Total Amount of U.S. Department of Agriculture (USDA) Reimbursement: \$\_\_\_\_\_
  - Total Development and Administrative Expenditures: \$\_\_\_\_\_ (federal and non-federal)
  - If an Unobligated balance of federal funds is being reported on line 'h,' the grantee must provide a breakdown of total federal expenditures for each 'CAN NO.' which appears in box 25, Financial Information, on the most recent Notice of Award for the budget period.
- To aid in understanding, see the table below. Note that in some cases the Annual Report and the Final Report will be due on the same date.

**Table - Find the month in which the Head Start budget period begins in Column 1 and then read across that line.**

| Budget Period Begins | First SF-425 Due | Report Cumulative Costs through | Second SF-425 Due | Report Cumulative Costs through | Final SF-425 Due |
|----------------------|------------------|---------------------------------|-------------------|---------------------------------|------------------|
| January 1            | Jul 30           | Jun 30                          | Jan 30            | Dec 31                          | Apr 30           |
| February 1           | Oct 30           | Jul 31                          | Apr 30            | Jan 31                          | Apr 30*          |
| March 1              | Oct 30           | Aug 31                          | Apr 30            | Feb 28/29                       | Jul 30           |
| April 1              | Oct 30           | Sep 30                          | Apr 30            | Mar 31                          | Jul 30           |
| May 1                | Jan 30           | Oct 31                          | Jul 30            | Apr 30                          | Jul 30*          |
| June 1               | Jan 30           | Nov 30                          | Jul 30            | May 31                          | Oct 30           |
| July 1               | Jan 30           | Dec 31                          | Jul 30            | Jun 30                          | Oct 30           |
| August 1             | Apr 30           | Jan 31                          | Oct 30            | Jul 31                          | Oct 30*          |
| September 1          | Apr 30           | Feb 28/29                       | Oct 30            | Aug 31                          | Jan 30           |
| October 1            | Apr 30           | Mar 31                          | Oct 30            | Sep 30                          | Jan 30           |
| November 1           | Jul 30           | Apr 30                          | Jan 30            | Oct 31                          | Jan 30*          |
| December 1           | Jul 30           | May 31                          | Jan 30            | Nov 30                          | Apr 30           |

***\*The second and final reports are due the same date***

### **GrantSolutions**

The GrantSolutions system will be made available to Head Start grantees for delivery of Notices of Award and for certain types of federal reporting. Head Start grantees will begin receiving notice of account issuance beginning with the effective date of this PI.

GrantSolutions accounts will be issued via email to the Program Director / Principal Investigators (PD/PIs), Authorizing Officials, and Chief Financial Officers of Head Start grants. These positions are identified in the Head Start Enterprise System (HSES) as Head Start/Early Head Start Director, Authorizing Official/Board Chair, and Chief Financial Officer. Key staff of Collaboration Grants and Interagency Agreements will also receive notice of account creation in the GrantSolutions system.

A series of email notifications will include individual logins, passwords, and system usage agreements. **Do not to share login credentials with delegated staff. Sharing credentials is a violation of federal law.** Additional accounts for your organization may be requested from your assigned Grants Management Specialist.

Please note that the purposes detailed in this PI are the only acceptable reasons for using GrantSolutions for Head Start grants and interagency agreements. **Other submissions or data entry within the system will be rejected.**

#### **Notices of Award**

Authorized users of GrantSolutions will receive email notification of newly issued Notices of Award. Award documents can be accessed using the link in the email, logging into GrantSolutions, and downloading the Notice of Award PDF. Your Regional Office will no longer deliver Notices of Award.

#### **Change in Submission of Real Property Status Report SF-429**

The SF-429 is now available in GrantSolutions for onscreen data entry. Instructional materials can be found in the HSES Instructions section and on the GrantSolutions website. The schedule of annual submission for the SF-429 and SF-429A by grant award budget period, project period, disposition, and encumbrance request is outlined in **ACF-IM-15-01 Real Property Reporting and Request Requirements**.

#### **Change in Submission of Federal Financial Report SF-425 for FY 2015, 2014, or Earlier**

Grantees are to scan and upload completed copies of the FY 2015 SF-425 reports to the specified folders in the Grant Notes section of GrantSolutions. Fillable PDF template forms of the **SF-425** are available on the Early Childhood Learning and Knowledge Center (ECLKC) website.

#### **Submission of Tangible Personal Property Report SF-428**

Grantees are required to provide a Tangible Personal Property Report SF-428 and SF-428B, and, if needed, SF-428S, not later than 90 days after the close of the project period. Grantees are to scan and upload completed copies of the SF-428 reports to the specified folders in the Grant Notes section of GrantSolutions. Fillable PDF template forms of the **SF-428** are available on the ECLKC website.

Questions related to fiscal reporting and other administrative requirements should be directed to the assigned Grants Management Specialist identified in HSES. Should your office need additional Payment Management System (PMS) accounts, please contact your PMS Representative at [www.dpm.psc.gov](http://www.dpm.psc.gov).

Thank you for the work you do on behalf of children and families.

/ Blanca E. Enriquez /

Blanca E. Enriquez  
Director  
Office of Head Start

#### **Resources:**

**SF-425**

**SF-428**

**SF-428-B**

**SF-428-S**

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**DANYA INTERNATIONAL**  
**Monitoring Review Schedule for Fiscal Year 2017**

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October 31, 2016

**TO: BOARD CHAIRPERSON**

Mr. William Holt  
Agricultural & Labor Program, Inc. / 04CH4739  
300 Lynchburg Road  
Lake Alfred, FL 33850

Dear Mr. Holt,

This letter is to notify you that your program will receive an Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) review in FY2017. DLH Danya will send you written notification of your review dates 45 days prior to the start of the review. The monitoring schedule for your program is indicated below.

**Monitoring Review Schedule for Fiscal Year 2017\***

|                 |   |
|-----------------|---|
| <b>04CH4739</b> | Eligibility, Recruitment, Selection, Enrollment, and Attendance |
|-----------------|---|

\* The OHS may conduct Follow-Up and Targeted reviews as necessary

You will be assigned a Monitoring Event Coordinator as your partner and primary point of contact. Your assigned Monitoring Event Coordinator will be in touch with you in the next few weeks. If you have immediate questions please contact us at [hsreviewplanning@danya.com](mailto:hsreviewplanning@danya.com). We will answer any questions you may have.

Sincerely,

DLH Danya Scheduling Team

cc: Mrs. Elizabeth Young  
Ms. Deloris Johnson



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**INDIRECT COST RATE**

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NONPROFIT RATE AGREEMENT

EIN: 1591634148A1

DATE:09/12/2016

ORGANIZATION:

FILING REF.: The preceding agreement was dated 05/15/2015

Agricultural and Labor Program, Inc.

P.O. Box 3126

Winter Haven, FL 33885

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

EFFECTIVE PERIOD

| <u>TYPE</u> | <u>FROM</u> | <u>TO</u>  | <u>RATE(%)</u> | <u>LOCATION</u> | <u>APPLICABLE TO</u> |
|-------------|-------------|------------|----------------|-----------------|----------------------|
| FINAL       | 07/01/2014  | 06/30/2015 | 16.50          | On-Site         | All Programs         |
| PROV.       | 07/01/2015  | 06/30/2018 | 16.50          | On-Site         | All Programs         |

\*BASE

Direct salaries and wages including vacation, holiday, sick pay and other paid absences but excluding all other fringe benefits.

ORGANIZATION: Agricultural and Labor Program, Inc.

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AGREEMENT DATE: 9/12/2016

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**SECTION II: SPECIAL REMARKS**

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TREATMENT OF FRINGE BENEFITS:

Fringe benefits applicable to direct salaries and wages are treated as direct costs.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the cost of these paid absences.

(1) Grantee charges all costs direct to grants and/or contracts except the costs listed below:

A. Salaries and wages of agency-wide employees are as follows: Chief Executive Officer, Finance Director, Human Resource Director, Operations/Quality Control, Senior Accountant, Administrative Assistant (2) and Contract Manager - All 100% and Economic Development Director - 18%, Bookkeeper II - 50%, Bookkeeper II - 63%, and Receptionist - 15%.

B. Leave and fringe benefits for above personnel only are included in the indirect cost pool.

C. Other expenses - communications, travel, rent and utilities, contractual services, material and supplies and other.

(2) The directly claimed fringe benefits include FICA, Retirement, Life Insurance, Worker's Compensation, Unemployment Insurance and Health Insurance.

(3) Equipment means an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost of \$1,000 or more per unit.

(4) The indirect cost rate has been negotiated in compliance with the Administration for Children and Families Program Instruction (ACF-PI-HS-08-03) dated 5/12/2008, which precludes recipients of Head Start grants to use any Federal funds to pay for any part of the compensation of an individual either as a direct cost or any pro-ration as an indirect cost if that individual's compensation exceeds the rate payable of an Executive Level II. As of January, 2015, the rate of compensation for an Executive Level II is \$183,300 per year.

(5) Your next proposal based on actual costs for the fiscal year ending 06/30/16 is due in our office by 12/31/16.



AGREEMENT DATE: 9/12/2016

**SECTION III: GENERAL**

**A. LIMITATIONS:**

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

**B. ACCOUNTING CHANGES:**

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

**C. FIXED RATES:**

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

**D. USE BY OTHER FEDERAL AGENCIES:**

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

**E. OTHER:**

If any Federal contract, grant or other agreement is reimbursing indirect costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of indirect costs allocable to these programs.

BY THE INSTITUTION:

Agricultural and Labor Program, Inc.

(INSTITUTION)

Deloris Johnson, CEO Digitally signed by Deloris Johnson, CEO  
DN: cn=Deloris Johnson, c=US, ou=Agricultural and Labor Program, Inc., email=delorisjohnson@alpj.org, o=ALPJ  
Date: 2016.09.29.16:02:28 -0400

(SIGNATURE)

Deloris Johnson

(NAME)

CEO

(TITLE)

9/29/2016

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(AGENCY)

Darryl W. Mayes -A Digitally signed by Darryl W. Mayes -A  
DN: c=US, o=U.S. Government, ou=HHS, ou=PSC,  
ou=People, ou=2342.19200300.100.1.1=2000131669,  
cn=Darryl W. Mayes -A  
Date: 2016.09.23.08:28:01 -0400

(SIGNATURE)

for Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

9/12/2016

(DATE) 6120

HHS REPRESENTATIVE: Denise Shirlee

Telephone: (214) 767-3261

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**2016**

**CEO SIGNATURE RESOLUTION**

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**RESOLUTION  
CHIEF EXECUTIVE OFFICER SIGNATURE AUTHORIZATION**

**WHEREAS**, the Board of Directors of The Agricultural and Labor Program, Inc. (ALPI), in accordance with its Corporate Bylaws: Article III - Section 2, shall be responsible for employing a Chief Executive Officer who shall lead the agency and its staff in pursuit of the objectives established by the Board in the Agency's Strategic Plan and annual Operating Budget and shall be responsible for the day-to-day operation and administration of the Corporation, subject to limitations and restrictions imposed by the Board of Directors, and


**WHEREAS**, the Chief Executive Officer shall have signature rights on behalf of the Board of Directors as it pertains to all contracts and agreements applicable for submitting and receiving funding and reimbursement payments, and

**WHEREAS**, this authorization is rendered by virtue of the fact that all funding requests are reviewed and/or adopted prior to submittal by the ALPI Board of Directors, be it

**RESOLVED**, that The Agricultural and Labor Program, Inc., Board of Directors hereby affirm signature rights undertaken by Deloris C. Johnson, Chief Executive Officer, on behalf of the Corporation's Board of Directors effective immediately.

**BE IT FURTHER RESOLVED** that the Secretary is hereby authorized and directed to certify to any interested party that this resolution has been duly adopted at a meeting of the Agricultural and Labor Program, Inc. Board of Directors, and that said meeting was held in accordance with state laws and the Bylaws of the above-named Corporation on **September 24, 2016**.

**IN WITNESS WHEREOF**, I have executed my name as Secretary and have hereunto affixed the corporate seal of the above-named Corporation, this **24<sup>th</sup>** day of **September, 2016**.

  
Josephine Howard, Secretary

Corporate Seal Affixed



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**BOARD OF DIRECTORS'  
MEMBERSHIP VACANCY**

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**Deloris C. Johnson**  
Chief Executive Officer

October 24, 2016

**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

Ms. Annessa Chilous  
P.O. Box 925  
Moore Haven, FL 33471

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

Dear Ms. Chilous:

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

This letter is to serve as official notice that the ALPI Board of Directors declared your seat vacant at its' September 24, 2016 meeting, in accordance with Bylaws Article IV - Section 8:

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

"The Board may, at its discretion, declare the office of a member of the Board vacant in the event such member shall be absent from three (3) regular Board Meetings unless such Board Member provides written notification to the Secretary of the Board after the second absence and said absence(s) are excused by the Board. Said notification must be submitted no later than seventy-two (72) hours prior to the scheduled Board meeting. If the member is unable to provide the requisite notice, the Chairman of the Board will have the authority to make the determination as to whether the absence is excused. Staff will notify the Board Member by letter of this impending action after the second absence".

**LIHEAP Services**  
**Service Areas:** Collier, Glades, Hendry,  
Highlands, Martin, Polk, and  
St. Lucie Counties

**Housing Counseling Services**  
**Service Area:** Polk County

On behalf of the Board of Directors, thank you in advance for your time and service rendered to the ALPI Organization.

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

**ALPI Technical Education Center**  
**Service Area:** Volusia County

Should you have questions and/or concerns, please feel free to give me a call at 772/538-4280 or Deloris Johnson, CEO @ 863/956-3491, Ext. 204.

**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

Sincerely,

William Holt  
ALPI Board Chairperson

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

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

WH/ts

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

xc: Deloris Johnson, ALPI CEO

**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

---

**BOARD OF DIRECTORS**  
**MEMBERSHIP RE-APPOINTMENTS**

---



The Children of God Working Together International Ministry of Ministries, Inc.  
Outreach Resource Center  
450 W. Main Street  
Bartow, FL 33830



April 7, 2016

Ms. Deloris Johnson, CEO  
The Agricultural and Labor Program,  
Inc. 300 Lynchburg Road  
Lake Alfred, FL 33850

Dear Ms. Johnson,

I am writing this letter to request that Patricia Gamble be allowed the opportunity to serve on The ALPI Board of Directors' as a community representative on behalf of The Children of God Working Together International Ministry of Ministries, Inc. (April 2016 – January 2018).

Mrs. Gamble will bring her experience and knowledge of helping disenfranchised children and families, the elderly and homeless in her surrounding communities as well as in other states. Since 1992, The Outreach Resource Center has been providing free assistance to anyone in need (i.e. food, clothing, furniture, as well as LOVE, HOPE & ENCOURAGEMENT).

Our goal, in likeness with The Agricultural and Labor Program's, Inc., is to help people, help themselves. We believe that God's word provides direction and hope to the entire world.

I would like to "thank you" in advance for giving this request your favorable consideration. Please do not hesitate to contact me should you have any questions at 863/583-2458.

Humbly Submitted,  
Apostle E. Gamble, Founder/Overseer  
Amanda Rodea, Secretary

October 28, 2016

Dear Mr. Holt,

This letter is to request reconsideration for the Neighborhood Service Center to have representation on the ALPI Board of Directors. The Neighborhood Service Center provides numerous services to the elderly community of Winter Haven and surrounding cities.

Upon the Board's approval, Glenda Jones has been reappointed to serve in this capacity, on behalf of the Neighborhood Service Center, Inc. (January 2017-December 2018)

Glenda's strengths are numerous. She consistently goes above and beyond what is required. Her interest is in a quality outcome and she is always willing to put in whatever time it takes to make sure that happens. She is a self-starter and consistently seeks opportunities to expand her knowledge and experience base. She is exceptionally well organized and able to do task analysis so that goals and the steps to meet them are clearly communicated. She relates well to community partners, clients, and staff. She is also extremely articulate and well spoken. She is able to think on her feet and respond appropriately under pressure. Her written communication skills are excellent.

I have worked with her directly as her Board president for 20 of the 45 years she has been the Executive Director at the Neighborhood Service Center, Inc in Winter Haven, Fl. The tasks she had been directly responsible for during her 45 years at the Neighborhood Service Center, Inc., included but are not limited to include: community outreach, fundraising, grant writing, budget planning, and implementation of best practices.

She has my highest recommendation. She would be a tremendous asset to any Board of Directors fortunate enough to appoint her. Glenda Jones is an outstanding community leader and I am confident that if the ALPI Board appoints her to the Board it will have the brightest of futures.

Please do not hesitate to contact me if I can provide further information.

Sincerely,

U.J. Johnson, Board President, Neighborhood Service Center, Inc.

A handwritten signature in black ink, appearing to read "U.J. Johnson". The signature is written in a cursive, flowing style with some overlapping letters.



LAW OFFICES  
**DAVID WALKER, P. A.**  
10 SE CENTRAL PARKWAY, SUITE 225  
STUART, FL 34994

TEL: (772) 286-8686  
FAX: (772) 288-4618

Email: davidwalkerlaw@aol.com

MAILING ADDRESS:  
P.O. Box 1829  
STUART, FL 34995

October 31, 2016

Sent by fax to 863-956-3357 and by U.S. Mail

The Agricultural and Labor Program  
**Attention: Ms. Delores Johnson, CEO**  
P.O. Box 3126  
Winter Haven, FL 33885

**Subject:** Board Member, David Walker

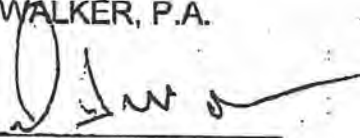
Dear Ms. Johnson:

Thank you for your letter of October 26, 2016. It is by this letter that I confirm my commitment to serve on the ALPI Board of Directors for the period of January 2017 through December 2018.

If you need any additional information, please let me know, otherwise, here's look forward to my continued service.

Sincerely,

DAVID WALKER, P.A.

BY:   
David Walker, Esquire  
For the Firm

DW:slt



410 S. Wilmington St  
Mail Code NC14.  
Raleigh, NC 27601  
o: 919-546-4033  
c: 919-426-8771  
f: 919-546-7381

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Nov. 10, 2016

Ms. Deloris Johnson, CEO  
The Agricultural and Labor Program, Inc.  
300 Lynchburg Road  
Lake Alfred, FL 33850

Subject: Official Re-Appointment

Dear Ms. Johnson:

Please accept this letter as an official re-appointment of Vernon McQueen to serve on the Agricultural and Labor Program, Inc. Board of Directors for the period of January 2017 through December 2018.

Should you have any questions or require additional information, please feel free to contact me at 919-546-4033.

Sincerely,

A handwritten signature in cursive script that reads 'Lorrie Maggio'.

Lorrie Maggio  
Duke Energy  
Manager, Products & Services



[www.sanfordfl.gov](http://www.sanfordfl.gov)

OFFICE OF THE MAYOR AND CITY COMMISSION

MAILING ADDRESS  
CITY OF SANFORD  
POST OFFICE BOX 1788  
SANFORD, FL 32772-1788

November 14, 2016

Via Fax# (863)956-3357

PHYSICAL ADDRESS  
CITY HALL  
300 NORTH PARK AVENUE  
SANFORD, FL 32771-1244

ALPI/Agriculture & Labor Program, Inc.  
7301 Lynchburg Road  
Winter Haven, Florida 33881

TELEPHONE  
407.688.5001

Attn: Deloris Johnson, CEO

FACSIMILE  
407.688.5002

Re: Board of Directors Re-appointment – Dorothy Curry

CITY COMMISSION

Dear Ms. Johnson:

JEFF TRIPLETT  
MAYOR

The purpose of this letter is to advise of my confirmation of the re-appointment of Dorothy Curry as my designee to serve on the ALPI Board of Directors for the period of January 2017 – December 2017. I am honored to re-appoint Ms. Dorothy Curry to the team of this most valuable organization that serves as a beacon of hope and an excellent resource for community support services for farm workers and income eligible individuals and families.

ART WOODRUFF  
DISTRICT 1

Should you have any questions or need further information, please do not hesitate to contact me at (407)688-5007 office or (407)322-9270 home.

VELMA H. WILLIAMS  
DISTRICT 2

RANDY JONES  
DISTRICT 3

PATTY MAHANY  
DISTRICT 4

Sincerely,

Dr. Velma H. Williams  
Commissioner, District 2

NORTON N. BONAPARTE, JR.  
CITY MANAGER

C: Mrs. Dorothy Curry

VHW/acd

*The Friendly City*



**CITY OF AVON PARK**  
*Highlands County, Florida*

44

City Manager  
110 E Main Street  
Avon Park, FL 33825

November 16, 2016

Deloris Johnson, CEO  
Highlands Community Action Partnership  
300 Lynchburg Road  
Lake Alfred, Fl. 33850

Subject: Continued Service by Lester Roberts

Dear Mrs. Johnson,

The City is requesting for the re-appointment of Lester Roberts (Designee) to serve on the ALPI Board of Directors for the period of January 2017 – December 2018. Mr. Roberts is an active member of our community and has the experience to move forward the organization.

Respectfully,

A handwritten signature in black ink that reads "Julian Deleon".

Julian Deleon  
City Manager

---

**BOARD OF DIRECTORS**  
**REQUEST FOR MEMBERSHIP RE-APPOINTMENTS**

---

October 26, 2016



**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](mailto:admin@alpi.org)  
[www.alpi.org](http://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

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

St. Lucie County BoCC  
2300 Virginia Avenue  
Fort Pierce, FL 34982

Dear Board of County Commissioners:

Due to Kim Johnson not being re-elected as a St. Lucie County Commissioner, he is no longer eligible to serve on the ALPI Board as a Political Representative but can continue as a designee appointed by the St. Lucie County BoCC. Therefore, I am writing to request the continued representation from the St. Lucie County BoCC via a Commissioner or by a designee.

The Agricultural and Labor Program, Inc., (ALPI) is a private, non-profit community based organization chartered by the State, to provide assistance and services to the low-income, migrant and seasonal farmworker population, the rural poor and disenfranchised throughout the State of Florida.

The ALPI is the Community Action Agency and CSBG Provider for Polk, Hendry, Highland and Glades Counties. In adhering to the mandated regulations of this appointment, ALPI's Board of Directors must include elected officials or their appointed designee from its' service communities.

We look forward to your favorable response to serve a Community Action Agency on the Move....providing LIHEAP (Low-income Home Energy Assistance) and CSBG (Community Services Block Grant) services to the citizens of Polk, Hendry, Highlands & Glades Counties.

To officially offer your volunteer services on the ALPI Board of Directors, please complete the attached application and return it along with a resume' to my attention via email: [djohnson@alpi.org](mailto:djohnson@alpi.org). If you choose to appoint a designee, please include a letter of appointment, reflective of office term.

Thanks in advance of your continued support of the ALPI Organization. Should you have any questions, please do not hesitate to give me a call @ 863/956-3491.

Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: 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

October 26, 2016



**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](mailto:admin@alpi.org)  
[www.alpi.org](http://www.alpi.org)

**ADMINISTRATION & OPERATIONS  
QUALITY CONTROL DIVISION**

**ADMINISTRATION SERVICES**

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Human Resources  
Operations and Quality Control  
IT/Computer Support & Marketing

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DEVELOPMENT DIVISION**

**CSBG Services**

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

**Service Areas:** Statewide

**LIHEAP Services**

**Service Areas:** Collier, Glades, Hendry,  
Highlands, Martin, Polk, and  
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**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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**Service Areas:** Polk (Frostproof)  
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**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) 791-3089  
Fax: (772) 464-3035

Hendry County BoCC  
P.O. Box 2340  
LaBelle, FL 33975

Dear Board of County Commissioners:

Due to Janet Taylor not being re-elected as District 1 Commissioner, the Designee Appointment of Kimberly Ross to serve on the ALPI Board is no longer valid. Therefore, I am writing to request the continued representation from Hendry County via a Commissioner or by designee.

The Agricultural and Labor Program, Inc., (ALPI) is a private, non-profit community based organization chartered by the State, to provide assistance and services to the low-income, migrant and seasonal farmworker population, the rural poor and disenfranchised throughout the State of Florida.

The ALPI is the Community Action Agency and CSBG Provider for Polk, Hendry, Highland and Glades Counties. In adhering to the mandated regulations of this appointment, ALPI's Board of Directors must include elected officials or their appointed designee from its' service communities.

We look forward to your favorable response to serve a Community Action Agency on the Move....providing LIHEAP (Low-income Home Energy Assistance) and CSBG (Community Services Block Grant) services to the citizens of Polk, Hendry, Highlands & Glades Counties.

To officially offer your volunteer services on the ALPI Board of Directors, please complete the attached application and return it along with a resume' to my attention via email: [djohnson@alpi.org](mailto:djohnson@alpi.org). If you choose to appoint a designee, please include a letter of appointment, reflective of office term.

Thanks in advance of your continued support of the ALPI Organization. Should you have any questions, please do not hesitate to give me a call @ 863/956-3491.

Sincerely,

Deloris Johnson Chief  
Executive Officer

DJ/ts

xc: 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

**Subject:** FW: Designation Letter

**From:** [commish@gate.net](mailto:commish@gate.net) [<mailto:commish@gate.net>]

**Sent:** Thursday, October 27, 2016 9:44 PM

**To:** Twila Steward <[TSteward@alpi.org](mailto:TSteward@alpi.org)>; Keitha Daniels <[heather.daniels@hendryfla.net](mailto:heather.daniels@hendryfla.net)>

**Cc:** Commisioner Taylor <[commish@gate.net](mailto:commish@gate.net)>; Charles Chapman <[cchapman@hendryfla.net](mailto:cchapman@hendryfla.net)>

**Subject:** RE: Designation Letter

Twila,  
I resigned as commissioner October 23, 2016.  
However, I had recommended to the board to allow Ms. Ross to continue to serve as she has done such a terrific job and they agreed.  
Thanks,  
Janet B. Taylor



**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  
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www.alpi.org

**ADMINISTRATION & OPERATIONS  
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**Service Areas:** Glades, Hendry,  
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**Service Area:** Volusia County

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

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

October 26, 2016

Commissioner Richard Ahern  
Glades County BoCC  
P.O. Box 1527 –  
Moore Haven, Florida 33471



Dear Commissioner Ahern:

Due to the recent resignation of your Political Designee, Patricia Brown from the ALPI Board, I am writing to request your continued representation from Glades County via in person or by designee.

The Agricultural and Labor Program, Inc., (ALPI) is a private, non-profit community based organization chartered by the State, to provide assistance and services to the low-income, migrant and seasonal farmworker population, the rural poor and disenfranchised throughout the State of Florida.

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To officially offer your volunteer services on the ALPI Board of Directors, please complete the attached application and return it along with a resume' to my attention via email: [djohnson@alpi.org](mailto:djohnson@alpi.org). If you choose to appoint a designee on your behalf, please include a letter of appointment, reflective of your term in office.

Thanks in advance of your continued support of the ALPI Organization. Should you have any questions, please do not hesitate to give me a call @ 863/956-3491.

Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, Board Chairperson

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:



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



**Deloris C. Johnson**  
Chief Executive Officer

**Corporate Office**  
300 Lynchburg Road  
Lake Alfred, Florida 33850-2576  
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DEVELOPMENT DIVISION**

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*Service Area:* Volusia County

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*Service Area:* Polk 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

October 26, 2016

Commissioner H.L. "Roy" Tyler  
City of Haines City  
P.O. Box 1507  
Haines City, FL 33845

Dear Commissioner Tyler:

I am writing to request a written confirmation of the re-appointment of Josephine Howard (Designee) to serve on the ALPI Board of Directors for the period of January 2017 – December 2018.

Should you have any questions, please do not hesitate to give me a call @ 863/956-3491 or email: [djohnson@alpi.org](mailto:djohnson@alpi.org).

Sincerely,

Deloris Johnson  
Chief Executive Officer

DJ/ts

xc: William Holt, ALPI 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

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**2017 HOLIDAY CALENDAR**

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**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

**ADMINISTRATION & OPERATIONS  
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*Service Area:* Volusia County

**ALPI Technical Education Center**  
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FAMILY SERVICES DIVISION**  
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Fax: (772) 464-3035

**MEMORANDUM**

**TO:** All ALPI Employees  
**FROM:** Christine Samuel, Human Resources Director  
**SUBJECT:** 2017 Holiday Calendar



The following holidays will be observed in 2017:

| <u>Holiday</u>                    | <u>Date Observed</u>         |
|-----------------------------------|------------------------------|
| New Year's Day                    | Tuesday, January 2           |
| Dr. Martin Luther King's Birthday | Monday, January 16           |
| Good Friday                       | Friday, April 14             |
| Memorial Day                      | Monday, May 29               |
| Independence Day                  | Tues./Wed. July 4 & 5        |
| Labor Day                         | Monday, September 4          |
| Veteran's Day                     | Friday, November 10          |
| Thanksgiving                      | Thurs./Fri. November 23 & 24 |
| Christmas                         | Fri./Mon. December 22 & 25   |
| Personal Holiday                  | Selected by Employee         |

To be eligible for observed holidays, an employee must be a regular full-time or regular part-time employee and employed 30 days prior to the holiday(s). To be eligible for the Personal Holiday an employee must have been employed on or before the first working day in January 2017.

cc: Deloris Johnson, CEO

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:





**RIVHSA**

**Certificate of Membership**





# RIVHSA

## CERTIFICATE OF MEMBERSHIP

### **THE AGRICULTURE & LABOR PROGRAM, INC.**

is a member organization in good standing of the  
Region IV Head Start Association, Inc. (RIVHSA).

Member # 4183

Expiration Date September 30, 2017

John E. Hales, President

Myra Ingram, Executive Officer

## Welcome to RIVHSA!

Since 1986, we have led the way in being an influential voice and entity on policies and issues affecting our regional Head Start community. With your support, we will continue to advance our commitment to quality through advocacy, partnership, and training. The attached membership certificate gives your organization access to the valuable benefits of membership. Together, we can give our children and their families a brighter tomorrow.

Phone 770.490.9198 • Fax 770.696.2768 • [www.rivhsa.org](http://www.rivhsa.org)

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## UPCOMING MEETING/CONFERENCES

NHSA Annual Parent & Staff Leadership Conference  
December 5 – 8, 2016  
San Juan, PR

Region IV Head Start Conference  
February 6 – 9, 2017  
Atlanta, GA



[Overview](#)

[About Us](#)  
[Schedule](#)

[Pre-Conference](#)

[Hotel](#)

[Zika Virus Precautions](#)

[Volunteer!](#)



### Location

This event will be held at the Puerto Rico Convention Center in San Juan, Puerto Rico.

### Who Should Attend?

Parents, Senior Administrative Staff, Board Members, Policy Council Members, and others interested in training

### Registration is Open!

[Register for the Conference](#)

[View photos from last year](#)



NHSA's Parent, Staff, and Leadership Training Conference is the only national event that focuses on how communities, parents, families, and Head Start program staff can best partner to promote both parent and family engagement and children's learning and development.

This year, given the broad range of hot topics that are trending, we are widening our focus to include sessions, panels, and speakers that address a variety of the issues relevant to staff who work closely with parents and families as well as senior administrative staff. Issues addressed that are currently trending include social justice, poverty, vulnerability and dual language learners. We will also highlight innovation in early childhood education. And there will be new best practice and skill-building sessions on governance, board development, and human resources issues. There will also be a significant number of sessions addressing the new Head Start Program Performance Standards.

### USEFUL LINKS

-  [Exhibit and Vendor Opportunities](#)
-  [Advertise and Brand Promotions](#)
-  [Sponsorship of NHSA and Conference Elements](#)
-  [Conference Hotel: Condado Plaza Hilton](#)  
Use the link above to book a room at the Condado Plaza Hilton!

### SPONSORS





2017 ANNUAL TRAINING CONFERENCE | FEBRUARY 6-9, 2017 | ATLANTA, GEORGIA



Early Registration: October 1-November 15  
Hotel Group Rate: Expires January 10, 2017

**REGISTRATION OFFER | Buy Now & Save Later**  
Purchase 2 general conference registrations by November 15<sup>th</sup> and any additional registrations purchased by January 15<sup>th</sup> will also receive the early rate. After January 15<sup>th</sup>, the on-site rate will apply and individuals must register during the conference at the on-site registration booth. *There are no exceptions.*

## SCHEDULE AT A GLANCE

**This schedule is tentative and subject to change.** A purchased general conference registration includes the general sessions, welcome reception, exhibit hall, and concurrent workshops. Conference participants must obtain an Awards Gala ticket at registration for admittance to the event. This schedule is tentative and subject to change.

### MONDAY | FEB 6

#### PRE-CONFERENCE EVENTS

**7:15 a.m. – 8:00 a.m.**  
Pre-Conference Registration

**8:00 a.m. – 3:30 p.m.**  
Pre-Conference Seminars

**11:30 a.m. – 1:00 p.m.**  
Public Policy Luncheon

Advance registration and additional fees are required for these events.

**10:00 a.m. – 5:00 p.m.**  
General Registration

**1:30 p.m. – 6:00 p.m.**  
Exhibit Hours

**4:00 p.m. – 4:45 p.m.**  
Town Hall Meeting

**5:00 p.m. – 6:00 p.m.**  
Welcome Reception

### TUESDAY | FEB 7

**8:00 a.m. – 12:00 p.m.**  
Conference Registration

**8:00 a.m. – 3:45 p.m.**  
Exhibit Hours

**8:30 a.m. – 10:00 a.m.**  
Opening Session

**10:30 a.m. – 12:00 p.m.**  
Concurrent Workshops

**12:00 p.m. – 1:30 p.m.**  
Lunch | On Your Own

**1:00 p.m. – 4:00 p.m.**  
Conference Registration

**1:45 p.m. – 3:15 p.m.**  
Concurrent Workshops

**3:45 p.m. – 5:00 p.m.**  
Afternoon Plenary

### WEDNESDAY | FEB 8

**8:00 a.m. – 12:00 p.m.**  
Conference Registration

**8:00 a.m. – 12:00 p.m.**  
Exhibit Hours

**8:30 a.m. – 10:00 a.m.**  
Morning Plenary

**10:30 a.m. – 12:00 p.m.**  
Concurrent Workshops

**12:00 p.m. – 1:30 p.m.**  
Lunch | On Your Own

**1:45 p.m. – 3:15 p.m.**  
Concurrent Workshops

**6:00 p.m. – 8:00 p.m.**  
Awards Gala

*Semi-formal to formal attire*

**8:30 p.m. – 10:30 p.m.**  
Evening Reception

### THURSDAY | FEB 9

**9:00 a.m. – 10:15 a.m.**  
Closing Session

“This is always a very helpful and informative conference. The presenters and topics are excellent.”  
- February 2014 Participant

“Truly learned so much to take back to my agency.”  
- February 2014 Participant

“Great conference. I enjoyed it and look forward to next year.”  
- February 2015 Participant

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**BOARD & ADMINISTRATOR NEWSLETTER**

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# Board & Administrator

## FOR BOARD MEMBERS

October 2016 Vol. 33, No. 2

Editor: Jeff Stratton

## Bylaws creation and revision takes serious thought and effort

Nonprofit board consultant Terrie Temkin (CoreStrategies for Nonprofits Inc.; [TerrieTemkin@CoreStrategies4Nonprofits.com](mailto:TerrieTemkin@CoreStrategies4Nonprofits.com)) warns board members that they need to put in the work to give their organization sound bylaws. "Do not use off-the-shelf bylaws," she said.

When the organization simply copies its bylaws from a book or another source, it can create serious problems for itself, Temkin said. The creation and revision of bylaws requires time and effort to make them work best for your organization, she said.

The quorum is one area where problems occur over and over in nonprofits with off-the-shelf bylaws, Temkin said. That's because too many organizations set the quorum at 51 percent, but that's not a legal requirement or a definition, she said.

Temkin explained the issue this way: Let's say the average board size is 15 members. If the 51 percent quorum figure is used, eight board members would be required to meet it. Since most organizations use a majority vote, in this example, only five board members would be making decisions for the organization. So it is possible that the organization has just one-third of the board making important decisions.

"Those are the people at the board meeting, so

they rule the organization," Temkin said. On smaller boards, you might have only three board members making the decisions for the organization.

"In my mind, that can be dangerous," she said.

If the decisions are made only by the majority of those board members in attendance, that's not a true majority decision, Temkin said.

Temkin suggests organizations use a range rather than a specific number when dictating the required number of directors who will serve on the board. "For example, 9 to 12, instead of 11," she said. "If you have a specific number, you either have to put a warm body on the board to satisfy your bylaws if you can't find the 'right' person or you may have to forego a fabulous person the organization has recently become aware of if there are no open slots."

By using a range, the organization achieves flexibility, particularly if it doesn't regularly recruit to fill all the slots, she said.

"What I see with bylaws is that organizations put themselves in a position where they are not acting on behalf of the nonprofit because the bylaws were not well thought out for that particular organization," she said.

For more information, go to <http://www.corestrategies4nonprofits.com>. ■

### Governance must: Comply with the Duty of Loyalty

As a nonprofit board member, you cannot serve to line your own pockets or those of your employers. A director has a responsibility to comply with the Duty of Loyalty, which means that the organization's interests

always come first.

It's easy to meet this standard. Just ensure that you don't use the information you learn or your seat on the board for personal gain. ■

## How to limit endless discussion at meetings

Board members are busy people whose lives make demands on them in many areas other than board service.

There is really no point in tolerating pointless discussion at a meeting when there is business to be done.

The Board Doctor would like to recommend two strategies to help your board gain control over its meetings and keep them at a more manageable length:

**1. Channel your issues through the board's formal decision-making process.** I've seen more board members wander off into the weeds because someone makes random suggestions or wants to brainstorm during the business portion of the meeting. If the board wants to engage in brainstorming, make that part of the formal meeting agenda and establish a time limit for the activity.

When a board member has a topic he wants to discuss, take that to the attention of your execu-

tive director and chair and place it on the agenda. It saves time when board members do this prior to the meeting.

**2. Make a motion before you discuss.** The proper parliamentary procedure is this:

- Gain the chair's attention.
- Make your motion.
- Discuss.
- Vote.

After the motion has been seconded and adequately discussed, the chair should call for a vote. The board either votes the motion up or down at that point.

If the original motion requires minor changes, it can be amended. If the board needs more information, table the motion and send the issue back to a committee or the CEO for further study.

Repeat this process for each action item on the agenda. ■

## Board wants to examine employee personnel files, and that's a really bad idea

I received a call from a worried Massachusetts CEO this month. Her board had decided to examine employees' personnel files. The board wanted to know what staff was accomplishing to be assured that "our employees are doing a good job."

That's the wrong place to find out if employees are effective, but all the CEO could think about was the organization's legal liability for board members' intrusion into a sensitive area of personnel relations.

I understand that board members have questions about the nonprofit's staff: "Are employees happy?" "Do they work hard?" "How do they feel about their jobs?"

As volunteer board members, it is natural to have concerns like these, but the answer isn't to go rifling through an employee's private personnel file.

That's why I always recommend two rules for

the board/staff relationship that I know will work for your board too:

1. All communication between the board and staff should be funneled through the executive director.
2. Board members don't manage staff; the CEO does.

So, how can board members know what's going on with employees if they do not work directly with the staff?

Easy answer: Ask your executive director to report on staff accomplishments, recognition and turnover rates. Ask your executive director to invite a staff member to board meetings to describe her work with clients. Make this a regular part of board meetings and ask questions about the services they provide directly at this time. ■

# Board & Administrator

FOR BOARD MEMBERS

November 2016 Vol. 33, No. 3

Editor: Jeff Stratton

## Fundamental role issue: Board members don't call staff meetings

Board member question: "Can I call a meeting with the organization's department managers? A couple of board members would like to discuss ways to improve their staffs' performance?"

The Board Doctor's answer: This is not a good idea and there is a simple reason for this—every aspect of staff management is your executive director's responsibility.

If a board member or two is unhappy with the staff's performance, for any reason, the board members have an obligation to contact the executive director. It's important for this to occur, because the administrator is your contact person for all questions about staff performance. The CEO may know the reasons for a

decline in performance that the board member is not privy to.

A board member should never address staff members directly on an issue such as this.

When the board faces an internal scenario such as this one, keep the "hourglass model" in mind.

The board is at the top of the hourglass, the CEO resides in the neck of it and the employees are at the bottom.

The board hires the CEO, while the CEO hires and supervises employees without board involvement. Likewise, the board only directs the work of the CEO and no other employee. Discuss your concerns about the staff's performance directly with the executive director. ■

## Make a difference for your nonprofit in 3 hours per week

A key responsibility for board members is to serve as an advocate for the organization with state and local officials. Here's a tip to help you get organized to do so:

In its publication, "Make a Difference for Your Cause in Three Hours per Week," the Center for Lobbying in the Public Interest offers this tip for getting your organization's message to those who matter:

"Create a who's who list. Make a list of the gov-

ernment officials, including elected representatives, judges and agency staff that make policy decisions about the laws, regulations and rules you have already listed. The purpose here is to build a master list of persons who are in positions of influence with regard to your programs and services. Be sure to gather complete contact information for entry into a database to be used for future correspondence."

For more information, go to <http://goo.gl/tLAUJG>. ■

## Board member roles and responsibilities quiz

Is it a board member's place to perform the following actions?

Mark each statement either True (T) or False (F) using the space at the left.

True or False: A board member or board may:

- \_\_\_ 1. Write a grant proposal on his/her own initiative.
- \_\_\_ 2. Oversee production of a brochure for the nonprofit.
- \_\_\_ 3. Approve the date and time of a regular board meeting.
- \_\_\_ 4. Discipline an employee who arrives to work under the influence.
- \_\_\_ 5. Establish a ban on smoking on the nonprofit's premises.
- \_\_\_ 6. Send a staff member to a seminar in Washington, D.C.
- \_\_\_ 7. Give the media information about a pending lawsuit.
- \_\_\_ 8. Promote a receptionist.
- \_\_\_ 9. Approve the nonprofit's annual budget.
- \_\_\_ 10. Request and then approve a new auditor for the nonprofit.

- \_\_\_ 11. Review the organization's IRS Form 990.
- \_\_\_ 12. Use budgeted funds to buy a new printer.
- \_\_\_ 13. Recognize employees for outstanding achievement.
- \_\_\_ 14. Lay off employees.
- \_\_\_ 15. Hire an administrative assistant.
- \_\_\_ 16. Write new guidelines for employee performance appraisals.
- \_\_\_ 17. Approve revisions to the nonprofit's records retention and whistleblower policies.
- \_\_\_ 18. Contact another organization about a merger.
- \_\_\_ 19. Change the method for evaluating the executive director.
- \_\_\_ 20. Call a closed session at a board meeting.
- \_\_\_ 21. Choose a printer for the organization's printing business.
- \_\_\_ 22. Hire an outside consultant to evaluate staff training needs.
- \_\_\_ 23. Implement a new program.
- \_\_\_ 24. Transfer an employee to a new position.
- \_\_\_ 25. Approve a joint purchasing agreement with three other organizations.

Answers: 1. F, 2. F, 3. T, 4. F, 5. T, 6. F, 7. F, 8. F, 9. T, 10. T, 11. T, 12. F, 13. T, 14. F, 15. F, 16. F, 17. T, 18. F, 19. T, 20. T, 21. F, 22. F, 23. F, 24. F, 25. T. ■

## A bylaws "horror" story

Here is an example from nonprofit consultant Terrie Temkin (*TerrieTemkin@CoreStrategies4Nonprofits.com*) that illustrates how a lack of attention to bylaws can wreak havoc on a board:

The bylaws of one organization—a drop-in support center for the mentally ill—stated that board meetings were open to all members. At one meeting, they were looking to add board directors. The bylaws stated that nominations could be taken from the floor. Two members,

both currently exhibiting behaviors that were seriously "off," stood for nomination. Because there was nothing in the bylaws requiring potential directors to be stable to be eligible, and because the group had a fixed number of seats and needed two additional directors, and no other names were submitted, two individuals in crisis were voted onto the board. The board was in chaos until these individuals ended up back in the hospital or jail. ■

## Parliamentary procedure tip sheet

Once you join a board, you are forced to become familiar with using parliamentary procedure. Here's a quick reminder about how to handle a fairly common board meeting issue using parliamentary procedure in the correct way.

### How do I amend a motion?

- To amend a motion, say "I move that this mo-

tion be amended by..."

- May other board members interrupt you? No, the speaker may not be interrupted.
- Must this motion be seconded? Yes.
- Is the motion to amend open to debate? Yes.
- Is this motion amendable? Yes.
- What vote is required to amend a motion? A majority vote. ■

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**COMMITTEE REPORTING FORM**

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**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):**