

2014 Annual Report



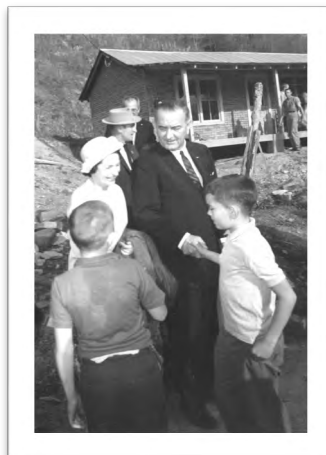
"Embracing Diversity... Empowering People"





Our nation came together to declare a War on Poverty in 1964 when President Lyndon B. Johnson created Head Start and other programs serving low-income families. Later in 1964, he signed the Economic Opportunity Act, which created Community Action Agencies, Job Corps, VISTA, and other programs to fight poverty. The country also saw broadly shared economic growth and the creation of vital programs serving our most vulnerable, including Medicaid, Medicare, and the permanent food stamp program.

The Agricultural and Labor Program, Inc. is proud to join in commemorating 50 years of Community Action in America.



About Us

The Agricultural and Labor Program, Inc. (ALPI), headquartered in Winter Haven, Florida, is an IRS certified 501(c)(3) private, nonprofit organization. The Agricultural and Labor Program is a direct descendent of the Agricultural and Labor Project, established in 1968 by the Coca-Cola Company to improve the quality of life for farm workers in their Florida citrus operations. Today, ALPI serves the total spectrum of socially and economically disadvantaged children and families throughout Florida.

In the early 70's, the organization made available child care services to the children of migrant and seasonal workers when no other service providers were available to meet the child care needs of these families. Since the late 70's, ALPI has continued to operate as the Central Agency for Subsidized Child Care Services that provides child care for as many as 6,000 children per year!

Over the years, a vast network has been established by ALPI. This network is comprised of agencies, churches, organizations and private groups and/or individuals whereby some provide direct financial assistance, others distribute applications for services.

Partnerships and collaborative efforts between ALPI and the communities we serve are crucial to the success of service delivery.

In the years since its inception, The Agricultural and Labor Program, Inc. has continued to grow and to expand efforts to assist those persons that the organization was chartered to serve. This effort is continuous and will exist as long as there are persons needing services.



In addition to normal library services, the Library offers a wide range of activities including recreation, tutorial sessions and cultural enrichment programs.

The library's outreach service, aides take books and materials into the community and provide reading assistance where needed.

Over youth recreation programs in the regions include sports, games, music and art appreciation, career counseling and field trips to Disney World, Kennedy Space Center and other educational and recreational places.

To promote better understanding among people of various ethnic origins, languages and cultures, classes are held in basic English for Spanish-speaking people while the library offers one of the finest collections of Black and Chicano literature in the South. Regions offer cultural enrichment programs dealing with the practices, beliefs of America as well as the workers' various origins. The Southern Region has held Mexican fiestas where persons explain the different foods and customs to visiting visitors. Movies have been shown depicting the lives of Black and Spanish-speaking persons to society as a whole.

Since the mobile outreach unit outfitted in 1971, services of the ALPI have expanded and increased until now the ALPI is the most competent form of outreach services available in Florida. The staff consists of para-professionals selected from the community and given intensive training. Going into the camps and homes of families, these outreach workers provide individualized services in such areas as counseling, basic legal rights education, preventive medicine and more.



The fringe benefits program of the regular workers includes those originally provided when the Agricultural Labor Project began: major medical and life insurance, workers' compensation, vacation, holiday and sick pay, a tuition refund plan, retirement and thrift plans and travel/accident insurance. In addition, there have been other added such as funeral leave, jury duty leave, and two breakdowns time. The total benefit package adds a substantial financial advantage to worker income and is particularly significant compared to the rest of the Florida citrus industry where only a small percentage of the work force is covered by health insurance, life insurance, sick leave, retirement plan and paid vacation.

For employees in the Company's Florida citrus groves, the achievements of the Agricultural Labor Project have proved that the poverty cycle perpetuated through generations after generation can be broken and the migratory agricultural worker can reach an employment income level on a parity with workers in other industries. At last, he realizes that his traditional position at the bottom of the labor market isn't exclusively his, and that he has the capability and the power of improving his own standard of living.



Above addressing the assembly is Company Personnel Manager William M. Kellum. The Coca-Cola Company who directed the Project from its inception. Left, other former Project members are seen in the foreground. Below, people view the new building.



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Message from the Board Chairperson



This year is a special one as it commemorates the 50th Anniversary of community action, which developed under the Economic Opportunity Act of 1964. I thank President Lyndon Johnson for his vision to bring about social change in the lives of the poor, disadvantaged and disenfranchised members of our society.

Looking back over this past year, it turned out to be one of the most challenging yet ... cuts in our budget due to sequestration tested our corporate management and tried our resolve. This could have resulted in a great number of layoffs, but was averted by an effective plan devised by the Chief Executive Officer. Her plan effectively helped to minimize what could have been potentially disastrous for so many in this agency. I say "Thank You" to her for the leadership demonstrated in ensuring that employees and their families always remain a top priority.

While we still face some future uncertainty in our Nation's economy, I feel completely confident that whatever ALPI encounters in the marketplace will be addressed and a business response with solutions will be developed by the Chief Executive Officer. The ALPI Board will continue to offer its full support to the Chief Executive Officer, thereby allowing and encouraging the continued success of the agency.

Lastly, it is imperative to recognize the innovatively visionary ALPI Board of Directors and our insightfully driven Chief Executive Officer, Deloris Johnson. Without your combined efforts none of this would have become a reality. The daily management of a nearly half billion dollars agency is not a simple enterprise, but with Deloris Johnson as our intrepid leader at the helm, I have no doubt that we will continue to reach for the stars and successfully attain all our objectives. Special thanks to ALPI's committed staff for another job well done ... without all of you none of this would be possible.

William Holt

William Holt
ALPI Board Chairperson

Message from the CEO



During the 2012-2013 program year, the Agricultural and Labor Program, Inc. encountered many funding and program challenges, due in part to the federal government's sequestration budget cuts and Head Start school readiness performance expectations. A significant challenge facing the organization during this period was the reduction of operating budgets by more than half a million dollars. In response to this unforeseen challenge, the agency rolled up its sleeves and moved forward with the understanding that change is no longer a matter of choice, but a requirement and we needed to do "whatever it takes" to embrace the effort ... embrace the challenge ... embrace the change.

The 2014 Annual Report is a snap shot of the Agricultural and Labor Program, Inc., 2012-2013 accomplishments, challenges and opportunities. It certifies that through the dedication and performance of the agency's 200 plus employees, a dedicated Board of Directors, Head Start/Early Head Start Policy Council and Regional Advisory Council Members, we continue to do "whatever it takes" to embrace the efforts, challenges and changes in order to "help people in need help themselves and each other".

I would like to thank our political and legislative officials (local, state and national), our community partners and corporate/individual sponsors for their continued support and the work they are doing in their respective sectors to ensure that Florida's most needy citizens are left with a "safety net" of support and resources to address their social and economic needs.

As the Agricultural and Labor Program, Inc. commemorates **50 years of Community Action** and continues to move forward ... **"Embracing Diversity ... Empowering People"**, I wish to express my sincere "thank you" to William Holt (ALPI Board Chairman), the ALPI Board of Directors, and ALPI staff for another "job well done".

Sincerely,

Deloris Johnson
ALPI Chief Executive Officer

Greetings & Proclamations



RICK SCOTT
GOVERNOR

November 22, 2013

Dear Early Learning Provider:

Thank you for serving Florida families and helping to ensure our youngest students have the foundation they need to succeed when they enter kindergarten and beyond. Please allow me to take this opportunity to share good news with you regarding early learning in Florida.

Earlier this year, I signed legislation that restructures the state's early learning system. House Bill 7165 prioritizes early learning education by increasing accountability and transparency for early learning programs.

In addition, I am proud that the Florida Families First budget I signed this year provides more than \$1 billion for early learning, including an additional \$5 million – the first increased investment in Florida's children through early learning programs in 10 years. This is certainly great news for Florida families.

Early learning is important to Florida families because it supports both education and jobs. Thank you for your efforts to provide universal access to quality educational preparation, regardless of family income, to four-year-olds through Florida's free Voluntary Prekindergarten (VPK) Education Program. Thank you also for helping low-income families struggling to be part of the workforce by providing child care through the School Readiness Program.

Your efforts are helping make the Sunshine State the best place for Florida families to live, work, and play and for our children to get the education needed to pursue their dreams.

Sincerely,

Rick Scott
Governor

THE CAPITOL
TALLAHASSEE, FLORIDA 32399 • (850) 488-2272 • FAX (850) 922-4292
@HisWorkingFL



United States Senate
WASHINGTON, DC 20510-0905

BILL NELSON
FLORIDA

January 25, 2014

Ms. Deloris Johnson
Chief Executive Officer
Agriculture and Labor Program, Inc.
300 Lynchburg Road
Lake Alfred, Florida 33850

Dear Ms. Johnson:

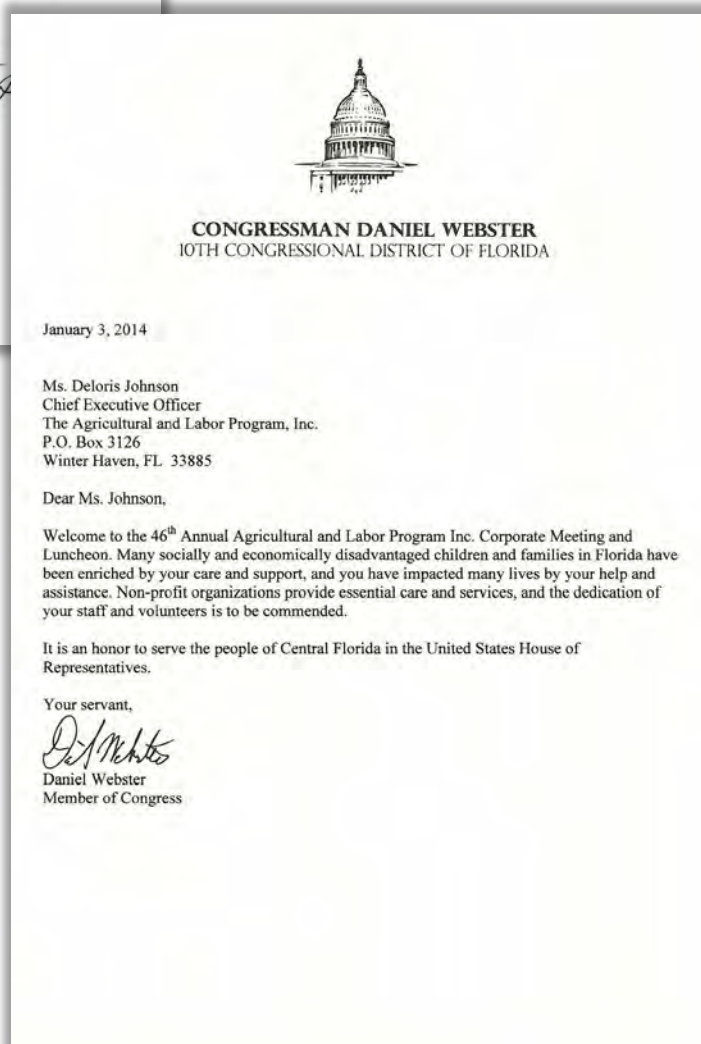
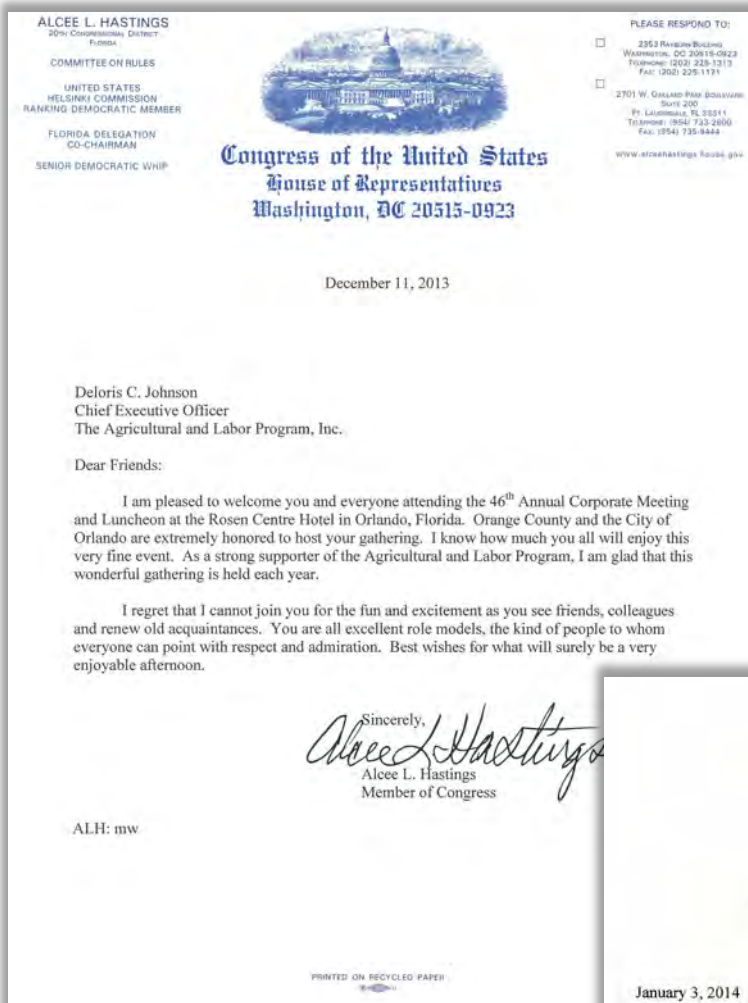
Congratulation! Although I am unable to be with you, I join you in spirit as you gather for your 46th Annual Corporate Meeting and Luncheon to celebrate years of providing invaluable services to the citizens of Florida. I salute your commitment and dedication to assisting those most in need by providing resources related to jobs, social services, health care, education, and so much more.

As the U.S. Senator from Florida I am grateful for the many ways in which you help those in your care to find long term solutions. Thank you for all that you do for our community and the great state of Florida.

Sincerely,

United States Senator Bill Nelson, Landmark Two, 225 East Robinson Street, Suite 410, Orlando, Florida 32801
Telephone: (407) 872-7161 • Toll-Free in Florida Only (888) 871-4091 • Fax: (407) 872-7165
<http://billnelson.senate.gov>

Greetings & Proclamations



Greetings & Proclamations



January 25, 2014

Deloris Johnson, Chief Executive Officer
The Agricultural and Labor Program, Inc.
P.O. Box 3126
Winter Haven, Florida 33885

Dear Ms. Johnson:

As Mayor of the City of Lakeland, and on behalf of my colleagues on the City Commission, I would like to confirm our support of the mission and guiding principles of the Agricultural and Labor Program, Inc.

The City of Lakeland believes ALPI is an integral component to improving the quality of life for the children and families of our community. ALPI's advocacy and program delivery role is to be commended as we encourage you to look for ways to continuously improve, while engaging the broader community to assist you in your efforts.

Congratulations to you on the many achievements of ALPI at your successful 2014 Annual Meeting!

Sincerely,

R. Howard Wiggs
Mayor

228 S. Massachusetts Avenue ♦ Lakeland, Florida
Phone 863/834-6000 ♦ www.lakelandgov.com



Proclamation

Whereas, the Agricultural and Labor Program, Inc. (ALPI) is a private non-profit community based organization that has been helping people and changing lives since 1968; and

Whereas, ALPI's purpose is to help people maintain family strength, provide avenues for financial assistance, and create economic stability; and

Whereas, in the 2012-2013 fiscal year, ALPI enrolled 192 families into the Community Services Block Grant self-sufficiency program; 8 youth were provided with summer jobs and 26 adults were provided with work experience of which 15 were gainfully employed; and

Whereas, Head Start / Early Head Start services were provided to 952 children and their families in Polk and St. Lucie Counties through the Agriculture and Labor Program, Inc.; and

Whereas, additionally ALPI provided a total of 375,566 meals to pre-school and school age children via the Child Care Food and Nutrition Program; and

Whereas, the month of January, 2014 will commemorate 46 years of providing a constant flow of community support services to help socially and economically disadvantaged children and families.

Now, Therefore, I Nancy Z. Daley, Mayor of the City of Lake Alfred, do hereby proclaim January 25, 2014 as

"Agricultural and Labor Program, Inc. Day"

in the City of Lake Alfred, Florida and urge all citizens to recognize services needed by those less fortunate in our community and encourage everyone to support the Agricultural and Labor Program, Inc.

IN WITNESS WHEREOF, I have hereunder set my hand this 2nd day of December, 2013.

Nancy Z. Daley, Mayor
City of Lake Alfred, Florida

Greetings & Proclamations

Proclamation *City of Davenport, Florida*

WHEREAS, The Agricultural and Labor Program, Inc., (ALPI) will host the 46th Annual Corporate Meeting and Luncheon on Saturday, January 25, 2014 in Orlando, Florida with a theme of "Embracing Diversity.....Empowering People"; and

WHEREAS, ALPI's uses its resources to maintain children education and enrichment activities and to meet the needs of families facing social and economic challenges. Programs and services offered realize very positive outcomes; and

WHEREAS, CSBG/ARRA enrolled 192 families into the family self-sufficiency program, 8 youth were provided with summer job opportunities, and 26 adults were provided with work experience of which 15 were gainfully employed; and

WHEREAS, Head Start/Early Head Start services were provided to 952 children and their families in St. Lucie and Polk Counties. Voluntary Pre-Kindergarten services were provided in St. Lucie and Polk Counties to serve more than 435 children and a total of 375,566 meals were provided to pre-school and school age children via the Child Care Food and Nutrition Program; and

WHEREAS, LIHEAP services were expanded in partnership with 20 non-profit organizations to provide assistance to a total of 12,708 clients. Housing Counseling or Foreclosure Mitigation was provided to 91 families in Polk and Osceola Counties; and

WHEREAS, CSBG partnered with 5 non-profit organizations to provide vocational training services to 44 individuals and employment assistance to 69 in 3 counties of which 75 were gainfully employed. Vocational training was provided to 51 farmworkers in Volusia County and Emergency Assistance to 317 farmworkers in 16 counties of which 37 were gainfully employed; and

WHEREAS, Full-time employment opportunities were maintained to 226 employees in Highlands, Polk, St. Lucie, and Volusia Counties.

NOW THEREFORE, The City Commission of the City of Davenport, Florida does hereby proclaim January 25, 2014 as

Agricultural and Labor Program, Inc. Day

in the City of Davenport, and welcomes the attendees of the 46th Annual Corporate Meeting.

PASSED AND DULY ADOPTED in regular session this December 9th, 2013.

CITY OF DAVENPORT, FL

Darlene Bradley
Darlene Bradley, Mayor

ATTEST:

Raquel Castillo
Raquel Castillo, City Clerk

APPROVED AS TO FORM AND CONTENT:

Kirk S. Warren
Kirk S. Warren, City Attorney

PROCLAMATION

IN HONOR OF
THE 46TH ANNIVERSARY
OF
THE AGRICULTURAL AND LABOR PROGRAM, INC.

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

WHEREAS, The ALPI is based on five underlying principles that guide all its activities: (1) Involvement of People; (2) Emphasis on long-term accomplish rather than promises; (3) Assurance of economic viability; (4) Emphasis on self-help; and (5) A sound integrated total systems approach; and

WHEREAS, services have included but not limited to: CSBG, Head Start/Early Head Start; Voluntary Pre-Kindergarten; Child Care Food and Nutrition; LIHEAP; Housing Mitigation; HUD Housing Counseling; and Training & Technical Assistance

WHEREAS, January 26, 2014 marks the 46th Anniversary of ALPI providing AA Constant Flow of Community Services® to help socially and economically disadvantage children and families;

NOW, THEREFORE, I, Sharon Schuler, by virtue of the authority vested in me as Mayor of the City of Avon Park, do hereby proclaim January 26, 2014 as:

THE AGRICULTURAL AND LABOR PROGRAM, INC., DAY

In the City of Avon Park, Florida we urge all citizens to recognize services needed by those less fortunate in our community and encourage everyone to support The Agricultural and Labor Program, Inc.

IN WITNESS WHEREOF, I have hereunto set my hand this 9th day of December 2013.

Sharon Schuler
Sharon Schuler, Mayor
City of Avon Park

Attest:

Cheryl Tietjen
Cheryl Tietjen
City Clerk

Greetings & Proclamations



HAINES CITY

WWW.HAINESCITY.COM

January 13, 2014

To Whom it May Concern:

On behalf of the City of Haines City, I am pleased to extend my warmest greetings to everyone attending the 46th Annual Corporate Meeting and Luncheon for the Agricultural and Labor Program, Inc.

Today's event, "Embracing Diversity...Empowering People" is a celebration of the ongoing evolution of diversity that Polk County and Osceola County have encountered over the last few years. Since 1968, the programs provided by the Agricultural and Labor Program, Inc. (ALPI), have served with the purpose of empowering and acting as a guide to socially and economically disadvantaged people in Central Florida. The value this brings to the community is something that cannot be measured by financial means, and Haines City truly values the assistance provided by ALPI as vital to the Polk County community.

Haines City wishes your organization many more years of continued success, prosperity, and service to as many children and families in the community as possible.

Sincerely,

Jonathan E. Evans, MPA
City Manager

620 E. Main Street ♦ Haines City, Florida 33844 ♦ Phone (863) 939-1234

PROCLAMATION

City of Auburndale
State of Florida

IN HONOR OF THE 46th ANNIVERSARY OF THE AGRICULTURAL AND LABOR PROGRAM, INC.

WHEREAS, The Agricultural and Labor Program, Inc. (ALPI) is a private, non-profit, community based organization that has been helping people and changing lives since 1968; and

WHEREAS, The ALPI utilizes various funding sources to maintain utility costs, etc.; and

WHEREAS, The ALPI provides Head Start/Early Head Start and Child Development Services to over a thousand families annually in partnership with city and county government, public schools, the United Way, and Early Learning Coalitions; and

WHEREAS, The ALPI provides Community and Family Support Services to 13,000 families annually through Low Income Home Energy Assistance, Child Care programs, Farm worker Training and Emergency Services, Child Care, Before and After School Care; and

WHEREAS, 2014 will commemorate 46 (forty-six) years of providing a constant flow of community support services to provide a mechanism toward helping socially and economically disadvantage children and families achieve and maintain family stability and economic self-sufficiency.

NOW, THEREFORE, I, Keith A. Cowie, by virtue of the authority vested in me as Mayor, do hereby proclaim January 25, 2014 as:

THE AGRICULTURAL AND LABOR PROGRAM, INC. 46th ANNIVERSARY DAY

in Auburndale, Florida in recognition and appreciation of the services provided by this agency.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Auburndale to be affixed this 14th day of January, A.D., 2014.

Keith A Cowie, Mayor



Greetings & Proclamations

WINTER HAVEN The Chain of Lakes City

PROCLAMATION
City of
Winter Haven, Florida

In Honor of the 46th Anniversary
of the Agricultural and Labor Program, Inc.



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

WHEREAS, The ALPI is based on five underlying principles that guide all its activities: (1) Involvement of People; (2) Emphasis on long-term accomplish rather than promises; (3) Assurance of economic viability; (4) Emphasis on self-help; and (5) A sound integrated total systems approach, and;

WHEREAS, services have included but not limited to: CSBG, Head Start/Early Head Start; Voluntary Pre-Kindergarten; Child Care Food and Nutrition; LIHEAP; Housing Mitigation; HUD Housing Counseling; and Training & Technical Assistance, and;

WHEREAS, January 25, 2014 marks the 46th Anniversary of ALPI providing a Constant Flow of Community Services to help socially and economically disadvantage children and families, and;

NOW, THEREFORE, I, Nathaniel J. Birdsong, Jr., Mayor of the City of Winter Haven, Florida, do hereby proclaim January 25, 2014 as

"Agricultural and Labor Program, Inc. Day"

in the City of Winter Haven, Florida and urge all citizens to recognize and support the Agricultural and Labor Program, Inc.

IN WITNESS WHEREOF, I have hereunto set my hand and cause this 17th day of January,

Nathaniel J. Birdsong, Jr.
Nathaniel J. Birdsong, Jr.

ATTEST:

Vanessa Castillo
Vanessa Castillo, CMC, City Clerk



HENDRY COUNTY
Board of County Commissioners
P.O. Box 2340
LaBelle, Florida 33975-2340

Charles T. Chapman IV
County Administrator

Mark P. Lapp
County Attorney

Barbara Butler
Clerk of the Courts

December 12, 2013
2013-164

Ms. Deloris Johnson
Chief Executive Officer
Agricultural and Labor Program, Inc.
300 Lynchburg Road
Lake Alfred, Florida 33850-3491

Dear Ms. Johnson:

On behalf of the Hendry County Board of County Commissioners, please accept this letter of support for the invaluable services provided by the Agricultural and Labor Program. ALPI's administration of community service programs to the citizens within our community provides a mechanism toward helping socially and economically disadvantaged children and families achieve and maintain family stability and economic self-sufficiency.

Thank you for the resources you bring to Hendry County for the benefit of our families and we appreciate the opportunity you provide to those in need.

Sincerely,

Charles Chapman
County Administrator

Janet B. Taylor
District 1

Darrell Harris
District 2

Don Davis
District 3

Michael Swindle
District 4

Karson Turner
District 5

Greetings & Proclamations



SCHOOL BOARD OF POLK COUNTY

P.O. BOX 591
BARTOW, FLORIDA 33831

(863) 534-0500

1915 SOUTH FLORAL AVENUE
BARTOW, FLORIDA 33830

Board Members

BOARD CHAIR
DICK MULLENBAX
DISTRICT 4

HUNT BERRYMAN
DISTRICT 1

LORI CUNNINGHAM
DISTRICT 2

HAZEL SELLERS
DISTRICT 3

KAY FIELDS
DISTRICT 5

DEBRA S. WRIGHT
DISTRICT 6

TIM HARRIS
DISTRICT 7

C. WESLEY BRIDGES, II
General Counsel

Administration
KATHRYN M. LEROY
Superintendent

January 25, 2014

Welcome to the 46th Annual Corporate Meeting and Luncheon hosted by the Agricultural and Labor Program, Inc.! This year's theme, "Embracing Diversity... Empowering People" is a timely one. America's rich and multicultural tapestry lends itself to a nation in which differences should be embraced and celebrated.

At Polk County Public Schools we encourage every individual to embrace diversity by recognizing each person is unique. We believe differences are strengths. Embracing these differences is a prerequisite for respect, social change and empowerment.

We applaud the Agricultural and Labor Program, Inc. for serving the needs of a diverse population in Polk County. Without the presence and tireless efforts of the individuals who work for ALPI and in conjunction with the organization, the needs of many families would not be met. The resources provided enable individuals to reach their potential.

On behalf of Polk County Public Schools I would like to thank you for attending the 46th Annual Corporate Meeting and Luncheon and for your continuous support of the ALPI Organization.

Sincerely,

Kathryn M. LeRoy
Superintendent of Schools



R. Todd Dantzler
Commissioner, District 4
Chairman

Board of County Commissioners

December 23, 2013

330 W Church Street
Drawer BC01
P O Box 9005
Bartow, FL 33831-9005
Tel: (863) 534-6422
Fax: (863) 534-7655
ToddDantzler@polk-county.net

Deloris Johnson, *Chief Executive Officer*
The Agricultural and Labor Program, Inc.
Post Office Box 3126
Winter Haven, FL 33885

Dear Ms. Johnson,

On behalf of the Polk County Board of County Commissioners, I thank you for your commitment to serve the children and families in our community. Thank you for embracing the diversity of our county and empowering people to achieve a greater life.

ALPI is tremendous asset to the county's workforce, education, economic development and standard of living. You change lives, and we are forever grateful for your service.

The Polk County Board of County Commissioners fully supports and applauds ALPI's mission and outreach in our community.

Best wishes during your 46th annual meeting and for the coming year.

Sincerely,

R. Todd Dantzler
Chairman



Each Child, Every Day

4204 Okeechobee Road / Fort Pierce
772.429.3600 • www.stlucie.org

Bo
Debbie H
Ch. Dennis M

St
Gen

December 13, 2013

The Agricultural and Labor Program, Inc.
Attn: Deloris Johnson, Chief Executive Officer
300 Lynchburg Road
Lake Alfred, FL 33850-2576

Dear Ms. Johnson:

The School Board of St. Lucie County recognizes and commends the Agricultural and Labor Program, Inc., for its endeavor to support and sustain the needs of children and families facing social economic challenges over the last 46 years. We support your mission to provide resources, information and hope in the area of education, health, jobs, housing and community relations, and wish continued success.

Sincerely,

Debbie Hawley
Chairman

Accredited system-wide by the Southern Association of Colleges and Schools
The School Board of St. Lucie County is an Equal Opportunity Agency



Annual Meeting Highlights



ALPI's 2014 Annual Corporate Meeting and Luncheon was held on Saturday, January 25, 2014, at the Rosen Centre Hotel in Orlando, Florida. This year's meeting marked 46 years of the Agricultural and Labor Program, Inc. providing services to socially and economically disadvantaged children and families throughout the State of Florida. Over 400 Corporate partners, Board members, and guests attended ALPI's largest annual event. The theme for this year's event was: *"Embracing Diversity ... Empowering People."*

Mistress of Ceremonies for this year's luncheon was Josephine Howard, Ed.S., of Haines City, FL (Retired Educator, Community Activist, and ALPI Board Secretary). Presentation of Colors was performed by Greenwood Middle School, Sanford, FL. The Welcome and Occasion message was delivered by Dorothy Curry of Sanford, FL

(ALPI Board Member). Greetings were extended by Reginald McGill of Orlando, FL (Assistant to the Mayor of the City of Orlando, FL). Words of Inspiration were shared by the Reverend Vernon McQueen of Sanford, FL (ALPI Board Member), followed immediately by the message from the ALPI Board Chairperson, William Holt of Vero Beach, FL. A moving performance was given by accomplished violinist, Ms. Jaida Hawkins of Jaida Hawkins & Company, Lakeland, FL. The event's keynote speaker, Susan L. Taylor, was introduced by Alexis Echeverria of Lakeland, FL (ALPI Board Member).

This year's Guest Speaker, Susan L. Taylor (born January 23, 1946), is an American editor, writer, and journalist. She served as editor-in-chief of *Essence* from 1981 through 2000. Ms. Taylor recounted being born in Harlem to a Trinidadian mother and a father from St. Kitts who were both old-school in their child rearing philosophy and instilled not only a strong sense of wrong and right in her from an early age, but also a very strong work ethic. She discussed the disorders and disruptions that impact everyone personally, professionally, and politically as a malignant misalignment of values that pull us further apart and into troubled, uncharted waters. If we want peace, prosperity, and a less stress-filled life for ourselves, our families, and our communities, we must be flexible and adapt to change. Change is inevitable. Change for the better is possible, but only if it takes root in each of us first. We have to be and bring the change we want to see. Ms. Taylor urged the audiences to be willing to vacate entrenched positions and outmoded habits that don't serve us well in order to build a new framework of high expectations and bring forth a new world guided by creative cooperation, compassion, and justice. Central issues - our beliefs, behaviors, relationships, and career challenges - are critically important to maintaining equilibrium in today's fast-paced, hectic world. She demonstrated how choosing to put our personal values, needs, and goals at the center of our lives creates an immediate shift toward greater health, happiness, and productivity. In a sincere and heartfelt manner she offered the audience tools for crafting a vision for one's life and leadership style. She explained how passionate and effective leadership begins from within, with self-awareness. She challenged the audience to rediscover the essential elements of a life well lived - a life that is healthy, happy, productive, and directed by self-love and service to others.



Following the speaker, guests enjoyed a beautiful musical selection brilliantly performed by the Carl Redmond Trio of Sanford, FL, after which guests were recognized by Commissioner Janet Taylor of Clewiston, FL (Hendry County Board of County Commissioners and ALPI Board Member). Awards and Recognitions were bestowed by William Holt (ALPI Board Chairperson) and Deloris Johnson of Lakeland, FL (ALPI Chief Executive Officer). Program participants were acknowledged by Marva Hawkins of Sanford, FL (Chairperson, ALPI Special Events Committee), with Board installation performed by Jonathan Thiele, Esq. of Lakeland, FL (ALPI Board Counsel). Closing remarks were given by William Holt, ALPI Board Chairperson.

2013 Board of Directors

Thank You



William Holt
Chairperson



David Walker
Vice Chairperson



Josephine Howard
Secretary



Marjorie Gaskin
Treasurer



Katie Clarke



Dorothy Curry



Wanda Maultsby-Daley



Alexis Echeverria



Patricia Gamble



Marva Hawkins



Glenda Jones



Chester McNorton



Vernon McQueen



Lester Roberts



Janet B. Taylor



Terry Wellington



Tiffany Wilder



Ruby Willix



Grace Miller
Board Emeritus



Arabell Wiggins
Board Emeritus
Deceased: January 21, 2012

Sector information for all Board members is available at: www.alpi.org

Awards and Recognitions

Each year, the Agricultural and Labor Program, Inc. publicly recognizes individuals, corporations, or groups who have demonstrated exceptional dedication and commitment to furthering the mission of the ALPI. The following were awarded during the 2013 Annual Corporate Meeting and Luncheon.

CEO Recognition Award

DELORIS JOHNSON

Board of Directors Chairperson Award

WILLIAM HOLT

Board Chairperson's Award

CHRISTINE SAMUEL

Robert J. Bryant, Jr. Award

WILLIAM HOLT

Housing Board Chairperson's Award

PHILIP HOWARD

Head Start/Early Head Start Policy Council Chairperson Award

CHELSIA GRIGGS

Head Start Policy Committee Award

LATISHA SPARKS

Community Services Award

SANDY AKRE

PASTOR WILLIAM BOSS OF GREATER FAITH CHRISTIAN CENTER

YVONNE GREY

STACEY LEVERIDGE

LAKENDRICK "KEN" WILLIS

Corporate Support Award

THE PARENT ACADEMY

Certificate of Appreciation

JOSEPHINE HOWARD

SUSAN L. TAYLOR

2013 Accomplishments • Opportunities • Challenges

During the 2012-2013 program year, the Agricultural and Labor Program, Inc. encountered many funding and program challenges, due in part to the federal government sequestration budget cut legislation and program school readiness performance expectations. A great deal of focus has been placed upon those of us who have been charged with the responsibility of securing and managing federal and state resources for the sole purpose of providing programs and services to meet the needs of economically challenged children, families and farmworkers. A significant challenge facing the organization during this period was the reduction of operating budgets by more than half a million dollars by July 1, 2013. The agency rolled up its sleeves and moved forward with the understanding that change is no longer a matter of choice, but a necessary tool for survival in an effort to embrace the effort ... embrace the challenge ... embrace the change. This following report is a snap shot of the agency's 2012-2013 accomplishments, challenges and opportunities.

ANNUAL MEETING - INSTALLATION OF BOARD MEMBERS AND OFFICERS

The 2013 Annual Meeting and Luncheon were held on Saturday, January 26, 2013, at the Rosen Centre Hotel in Orlando, Florida. This year's meeting held special significance as it marked *45 years of the Agricultural and Labor Program, Inc. providing services to socially and economically disadvantaged children and families throughout the state of Florida*. Nearly 400 corporate partners, Board members, and guests attended ALPI's largest annual event. The theme for this year's event was: ***"Charting Our Course ... Answering the Call to Service."*** 2013 Board officers elected: William Holt, Chairperson; David Walker, Vice Chairperson; Josephine Howard, Secretary; and, Marjorie Gaskin, Treasurer.



Installation of 2013 ALPI Board of Directors

2013 Accomplishments • Opportunities • Challenges



Board Members Awards and Recognitions

Each year during the Board's Annual Planning Retreat, a member of the Board is selected by his/her fellow board members to receive the Robert Bryant Jr. Award. The award is presented in memory of a fellow member who during his lifetime exemplified a model role of a committed board member through volunteer time and service. In addition, each Board member is also presented with a Volunteer Service Award.

Board Training and Professional Development

Board training and professional development training opportunities during the 2013 program year included the following:

ALPI Annual Board Management Planning Retreat, Board and Policy Shared Governance Orientation, SEACAA Annual Training Conference, NCAF Annual Energy Training Conference, CAPLAW Annual Training Conference, NCAF Annual Training Conference, One Goal Summer Conference, FACA Annual Poverty Symposium, Region IV Head Start Association Annual Training Conference and Region IV Head Start Annual Parent Training Conference. *Pictured right: ALPI staff at RIVHSA Annual Training Conference.*



Board and Employee Relations



In order to foster and maintain a comprehensive relationship between the Board of Directors, employees and their families, the Regional Advisory Councils, and the Head Start Policy Council and Committee, the Board plan and host an Annual Family picnic (pictured left). Over the years, the event has been well attended.

The Board also help plan the annual ALPI Staff Appreciation Luncheon. The event is a special time set aside annually to thank

the staff and acknowledge their dedication and commitment to the mission and goals of the Agricultural and Labor Program, Inc. The theme for 2013 was "Mardi Gras: Rocking Our Way to Success." *Pictured right: William Holt, ALPI Board Chairperson, Bertha Lalemand, ALPI staff, and Josephine Howard, ALPI Board Secretary.*



Board Governance/Committee Action Items

The Board continued to perform its governance and fiduciary responsibilities through a Board Committee Structure. The 2013 Standing Committees included the following board membership:

Executive		
William Holt, Chairperson - David Walker, Vice Chairperson Josephine Howard, Secretary - Marjorie Gaskin, Treasurer Marva Hawkins - Katie Clarke Deloris Johnson, Chief Executive Officer		
Budget & Finance Marjorie Gaskin, Chairperson Lester Roberts David Walker Josephine Howard Vernon McQueen Dennis Gniewek, Staff Liaison	Bylaws Lester Roberts, Chairperson Katie Clarke Gena Spivey PaHoua Lee-Yang, Staff Liaison	Special Events Marva Hawkins, Chairperson Terry Wellington Chester McNorton Glenda Jones Dorothy Curry Alexis Echeverria Ruby Willix Elizabeth Young, Staff Liaison
Membership Patricia Gamble, Chairperson Terry Wellington Glenda Jones Cheryl Burnham, Staff Liaison	Government Affairs Josephine Howard, Chairperson Tiffany Wilder Janet Taylor Patricia Gamble Glenda Jones Wanda Daley Constance Griffin Christine Samuel, Staff Liaison	Program Planning Vernon McQueen, Chairperson Tiffany Wilder Chester McNorton Katie Clarke Dorothy Curry Al Miller, Staff Liaison

Under the Board leadership and support, the significant agency accomplishments included the following:

- Maintained ongoing IT support to maintain an efficient and effective computer network system.
- Disseminated research data to explore programs and services expansion opportunities in Polk, St. Lucie, Hendry and Highland counties.
- Maintained E-rate grant recipient eligibility.
- Maintained annual Board financial support.
- Increased corporate financial support and maintained ongoing contract/grant renewals to fund a 19 million dollar operating budget.
- Approved plan to reduce grant funding to comply with sequestration mandate and maintained program services to 100% of enrolled head start/early head start children and families.
- Maintained and provided employment opportunities for 230 employees.
- Maintained and distributed employee cost of living, one-time professional incentive payments, health benefits and retirement contributions to all eligible employees.
- Maintained a positive fiscal management system to secure ongoing approval of agency's financial management system to realize another "Unqualified Audit Opinion".
- Facilitated the planning and execution of an alternative plan to maintain Children Development activities in Polk County to continue service delivery activities in the Frostproof community.

2013 Accomplishments • Opportunities • Challenges

- Adoption of Five Year Strategic Plan Goals and Objectives for 2014-2019, as follows:

GOAL 1: Create Additional Educational Experiences and Opportunities for Staff

Objective 1.1: Develop a better educated and more highly skilled workforce

Objective 1.2: Provide more professional development opportunities

Objective 1.3: Provide professional development activities for staff

Objective 1.4: Make available additional educational opportunities

GOAL 2: Devise A Plan Of Upward Mobility Within The Agency

Objective 2.1: Provide individual opportunities for creativity

Objective 2.2: Allow opportunities for advancement

Objective 2.3: Continue an incentive package connected with higher credentials

Objective 2.4: Reward employees based on demonstrated competency to move up in the Agency

GOAL 3: Partner With Other Entities For More Efficient Service Delivery

Objective 3.1: Explore membership in community service organizations and aggressively seek more diverse fundraising opportunities

Objective 3.2: Partner with other agencies on collaborative projects

Objective 3.3: Increase the funding base

Objective 3.4: Work with agencies and organizations more inclined to support human service organizations

Objective 3.5: Secure funding from non-traditional sources

Objective 3.6: Apply for grants in a timely manner when money is available.

Goal 4: Target New Areas of Expansion

Objective 4.1: Expand programmatic thrust

Objective 4.2: Expand the service base, increase funding and seek funding from foundations and non-federal sources

Objective 4.3: Consult with human service agencies in crisis in Florida when the opportunity presents itself and offer Fiscal and/or Management assistance

Objective 4.4: Increase the client base

Objective 4.5: Increase the Head Start and/or childcare census

Objective 4.6: Continue to upgrade new technology

Goal 5: Enhance Program Development For and Service Delivery to Children and Their Families

Objective 5.1: Continue to create opportunities for academic success for children

Objective 5.2: Offer a Voluntary Pre-K program for the summer months and/or in underserved areas

Objective 5.3: Create more assistance for parents

Objective 5.4: Include leadership development as early as the preschool classroom

Objective 5.5: Move from a focus on service to an added focus on training (new skill development for clients)

Objective 5.6: Devise strategies to help clients become upwardly mobile

Objective 5.7: Help clients with upward mobility in the job market

Objective 5.8: Create new training programs based on market trends and the needs of the community

REGIONAL ADVISORY COUNCILS

The Corporation is divided into four regions: Southern, Central, Eastern and Northern, with each region having a Regional Advisory Council. The Councils serve important functions within the organization, and although their purposes may vary according to the mission of the organization, they are vital to the success of the organization. Councils: (1) are good will ambassadors, (2) are knowledgeable about the missions of the organization, (3) support the organization, (4) are vital communication links to the communities that the organization serve, and (5) seek at all times to follow the rules designed by the organization. Unlike the Policy Council and Policy Committee who are decision makers, the Advisory Councils do not make decisions for the organization. They advise decision-makers who may use the advice given them in making decisions for the organization. The Advisory Councils share their views and offer suggestions and advice to the Board members of ALPI. A summary of council activities and accomplishments for 2012 include the following:

Central Region Advisory Council

2012/2013 Attendance at Agency-Sponsored Activities

- Annual Corporate Membership meeting held in Winter Haven, FL
- Annual Planning Retreat held in Orlando, FL on November 16, 2012
- Annual Corporate Meeting and Luncheon held in Orlando, FL on January 26, 2013
- Shared Governance Orientation held in Winter Haven, FL on February 23, 2013
- Hosted Annual Family Picnic held in Lake Alfred, FL on June 24, 2012
- Bi-monthly Board of Directors Meeting (April, June and September 2013)
- Community Action Day in Tallahassee, FL on March 14, 2013
- 4th Annual Florida Symposium on Poverty held in Jacksonville, FL on October 23, 2013

The Central Region Advisory Council held it's Annual Corporate Membership Meeting on Saturday, October 5, 2013, which included a program and business meeting. The Keynote Speaker was Ulysess J. Johnson of Winter Haven, FL (Author and Historian). This year's theme was *"Training Our Youth for Tomorrow's Leaders"*. Mr. Johnson spoke regarding the importance of being role models, teachers and listeners of today's youth. The meeting was attended by corporate and community members. Each 2012/2013 Council Member was presented with a "Volunteer Service" plaque for their untiring support and service during the program year.

Business Meeting and Election of Council Members

The Business Meeting was called to order by Twila Smith, Staff Liaison. The roll (Corporate Membership Roster) was called, validating the corporate membership eligibility to vote during the election process. The 2013 Regional Advisory Council Election Procedures were reviewed. The following seats were declared vacant: six three-year terms (2013-2016) and one (1) two-year continuing term (2011-2014).



2013 Accomplishments • Opportunities • Challenges

The installation of the 2013-2014 CRAC Membership and election validation results were as follows:

2013-2016	2012-2015	2011-2014
Louvenia Crumity	John Doles	Clora Dubose
Earnestine Davis	Hollis Jackson	Glenda Jones
Patricia Gamble	Lillie Jackson	Annie Larkins
Clarence Grier	Margaree Simon	J ohnnie McNair
Josephine Howard	Dorothy Spencer	Helen Rowe
Lydia Thomas	Ruby Willix	Elizabeth Scaife

2013 Election of Officers - Results

1. John Doles, Treasurer
2. Clarence Grier, Parliamentarian
3. Josephine Howard, Secretary
4. Johnnie McNair, Chairperson
5. Dorothy Spencer, Vice Chairperson

2013-2015 Election of Board of Director's Representatives - Results

Ruby Willix

Community Action Day in Tallahassee, Florida



Northern Region Advisory Council

During the 2013 agency operational year, the Northern Region Advisory Council adopted the theme “Focusing on Youth, Education, and Communities.” A goal was set to begin the planning of a scholarship to be awarded annually in support and recognition of youth for outstanding achievement in the Northern Region service area communities.

2013 Accomplishments • Opportunities • Challenges

The Northern Region Advisory Council requested the approval of the ALPI Board of Directors to move forward with the scholarship project. Board approval was granted.

The Council began its mission to alert the communities of this scholarship project. Positive feedback was received from the communities. Community leaders, parents, public officials, as well as educators, embraced the scholarship project. With this positive feedback, the scholarship committee focused on positive outcomes, and the work began. The approach was the kickoff of the 2013 Northern Region Advisory Council's planning activities for their annual meeting with an ad solicitation project to get feature ads from community supporters.

The scholarship committee held a planning meeting to discuss a name for the scholarship. It was agreed unanimously that the scholarship would be in honor of Grace Miller, a long-time ALPI Board of Director's member for more than 40 years, as well as a Northern Region Advisory Council member.

The ground work for the scholarship was completed as planned for the 2013 NRAC Annual Meeting. The ad book was completed and submitted to ALPI administration for review and publishing in time for the Northern Region Advisory Council's Annual Meeting scheduled on October 26, 2013.

Grace Miller was recognized for her outstanding work in the community and with ALPI over many years. She was presented the first copy of the scholarship ad book. This honor was well received by Ms. Miller, as well as her family members in attendance. Grace Miller, the scholarship committee and the Advisory Council were congratulated by ALPI's CEO, Deloris Johnson, for a job well done.

It is planned that a scholarship will be awarded as early as this school year, but no later than the end of the 2015 school year.



Deloris Johnson, ALPI CEO, recognizes Mrs. Grace Miller, ALPI Board Member (Emeritus), for over 40+ years of outstanding work in the community and service to ALPI.

2013 Election of Officers - Results

1. Constance Anderson, Secretary
2. Yvonne Grey, Vice Chairperson
3. Charles Harris, Jr., Parliamentarian
4. Marva Hawkins, Treasurer
5. Donald Tillman, Chairperson

Southern Region Advisory Council

The 2012 year started with the Advisory Council's Annual Corporate Membership meeting held in Frostproof, FL on October 15, 2012. The Advisory Council also participated in the following Agency sponsored activities:

- Annual Board of Directors Planning Retreat held in Orlando, FL on November 16 -18, 2012
- Annual Board of Directors Corporate Meeting and Luncheon held in Orlando, FL on January 26, 2013
- Shared Governance Orientation held in Winter Haven, FL on February 23, 2013
- FACA Community Action Day at the Florida Legislature held in Tallahassee, FL on March 14, 2013

2013 Accomplishments • Opportunities • Challenges

- Annual Family Day Picnic held in Lake Alfred, FL on June 22, 2013
- The Bi-monthly Southern Region Advisory Council meetings held in March, May, August, 2013
- The Bi-monthly Board of Directors Meetings held in April, June and September, 2013

Services provided in the Council's service areas of: Frostproof, Avon Park, Sebring, Lake Placid, Fort Meade, Wauchula, Clewiston, LaBelle, Moore Haven, Naples and Immokalee were as follows:

- Low Income Home Energy Assistance Program (LIHEAP) served (4,065) low-income families, direct assistance payments were \$1,141,145.00. In 2013 two energy fairs were held at the North Central Heights Community Center in Avon Park and Bountiful Blessings Church of God in Sebring with support from the Southern Region Advisory Council.
- Community Service Block Grant (CSBG) served (453) low-income families, direct assistance payments were \$48,158.00.
- Emergency Assistance program provided services to (59) farmworker families in the areas of home energy and/or rental assistance. Direct assistance payments were \$6,166.00.
- Head Start services were provided to (54) clients.
- Early Head Start Services were provided to (40) clients, including Pregnant Moms.
- Jumpstart Development Center (Lake Wales) provided Early Head Start services to (20) clients. Four are part of the Pregnancy Program.
- Summer jobs were provided to two youth to assist with the Summer Discovery and Summer Feeding Programs.

Summer Enrichment Programs

- The Summer Feeding Program housed at Lakeview Park Community Center served (750) meals (breakfast/lunch) from June – July 2013.
- Twenty-two Youth participated in the School Readiness/CAMP Ready Program housed at Lakeview Park Community Center for July and August, 2013.
- The Council is proud to announce the *Seigler, Sims & Wade* Scholarship for eligible high school graduates. The goal of the Council is to present its' first scholarship in 2014.



The Southern Region Advisory Council held its Annual Corporate Membership Meeting on Monday, October 14, 2013 at the Lakeview Park Community Center in Frostproof, FL. The program was attended by corporate, staff and community members.

The election process was introduced by staff liaison, Cheryl Burnham. Corporate Members were validated via the Corporate Membership Roster.

2013 Accomplishments • Opportunities • Challenges

Al Miller, Deputy Director, Community Services/Economic Development Division, facilitated the 2013-2014 election process for the SRAC. Three seats were filled for 2013-2016.

2013 Election of Officers - Results

1. Katie Clarke, Vice Chairperson
2. Noemi Cruz, Treasurer
3. Annie Robinson
4. Terry Wellington

Al Miller did the honors of installing the 2013-2014 Southern Region Advisory Council Members.

The Southern Regional Advisory Council would like to go on record as gratefully thanking all those who have partnered with ALPI, supported our efforts and became a part of our family.

Eastern Region Advisory Council

The Eastern Region Advisory Council hosted its Annual Corporate Membership and Arie Lou Perkins Scholarship luncheon on October 19, 2013 at Chester C. Moore Elementary School. The theme was: “Doing More With Less.” The keynote speaker was Dr. David Washington, School Principal in St. Lucie County. This year’s special additions to the program were two Head Start parents, Tiffany Wilder (pictured right) and Eloisa Calderon. They shared their “Head Start Story.” The children also put on a performance and they were GREAT! The meeting was well attended by corporate, parents, staff and community members. Ten applications were received for corporate membership and four of those inquiring were interested in becoming Eastern Region Advisory Council members.



2013 Election of Officers - Results

Christine Samuel, Staff Liaison, facilitated the election process. The results of the Advisory Council members are: Mr. William Holt and Ms. Frances Cooper – 3 years term and Ms. Fannie Moore – 2 years term. The election of officers and representative to the Board of Directors was conducted by Ms. Samuel.

1. William Holt, Chairperson
2. Constance Griffin, Vice Chairperson
3. Marjorie Gaskin, Secretary
4. Gena Spivey, Treasurer
5. Bobby Byrd, Parliamentarian

Accomplishments included:

- Raised \$1,500.00 for three Arie Lou Perkins scholarships.
- Two scholarships were awarded in St. Lucie and Martin counties.
- Ten new corporate members were recruited during the annual meeting .
- Four corporate members expressed interest in Advisory Council membership.

HEAD START/EARLY HEAD START POLICY COUNCIL

During the 2012-2013 program year, the Parent Committees and Policy Council were established in the month of September and October 2012 at all the directly operated and contracted centers. The Parent Committees consisted of parents of children enrolled in the Head Start and Early Head Start Programs. The Policy Council membership consisted of 78% of parents whose children were enrolled in the programs and 22% were Community Representatives.



The Policy Council was provided with a Shared Governance Orientation/Training on October 1-3, 2012, during which training was conducted on the roles and responsibilities of ALPI's Board of Directors and the Policy Council. Moreover, members of the Policy Council participated in at least four joint events with the Board of Directors. These joint events included the following:

- Annual Board of Director's Retreat in November 2012
- Annual Corporate Board of Directors Meeting in January 2013
- Annual Board of Directors Orientation in February 2013
- Annual Agency Picnic/Meeting in June 2013

The Policy Council conducted several tasks and monthly meetings. The Policy Council, in their decision-making role, was able to approve, to include but not limited to, the following :

- Agency Personnel Policies and Procedures
- Agency Financial Management Policies and Procedures
- Program Management Plan/Operational Policies and Procedures to include, but not limited to:
 - Internal Dispute Resolution
 - Community Compliance
 - Self-Assessment Process
- Funding Grant Applications
- Human Resources Actions
- Financial Reports
- Program Progress Reports

The last meeting for the 2012-2013 Policy Council was conducted on September 18, 2013. Overall, the Policy Council conducted 11 meetings and successfully executed it's purpose as prescribed by the Head Start Performance Standards and Head Start Act.

The incoming Policy Council for the 2013-2014 Program Year was elected in September 2013, during the establishment of the Parent Committees, and was seated in October 2013. The newest elected Policy Council participated in the Annual Governance Orientation/Training that was held on October 1-3, 2013. The Management Staff facilitated the orientation/training in which approximately 20 parents participated throughout the three days of training. The orientation/training objectives were to:

2013 Accomplishments • Opportunities • Challenges

- Introduce participants to the concept of governance and the requirements for shared governance of Head Start/Early Head Start.
- Share with participants information that creates a foundation for understanding shared governance and the relationship between the Board of Directors and the Policy Council.
- Review with participants the roles and responsibilities of the Board of Directors, Policy Council and ALPI's approach to Shared Governance.

The orientation/training was conducted in three different phases to ensure that all elements of the functionality of the Policy Council were included. The following areas were a part of the orientation/training:

- Agency status as a Community Action Non-Profit organization, and the requirements as to the composition of the Board of Directors to comply with the Head Start Act.
- Board of Director's roles and responsibilities, i.e., Appointment of Executive Director; Determination of major personnel, fiscal and program policies; Determination of overall program plans, goals, and priorities; Mobilization of resources; Final approval of all program proposals and budgets; Enforcement of compliance with all grant conditions; Continuous evaluation of how well the organization is serving its purpose and meeting its stated goals, etc.
- Policy Council roles and responsibilities, i.e., composition, structure, approvals/disapprovals, advocacy, link to the parents and community, conflict of interest, Bylaws, etc.
- Parent Committee Roles and Responsibilities.
- Revised Head Start Act, as amended December 2007 .
- 2013-2014 Planning Calendar to include major timelines.
- Parliamentary Procedures.
- 1304.50 Program Governance of the Performance Standards to include Appendix A.
- Election of Officers.
- Policy Council By-laws.



Following the orientation/training, election of Policy Council officers was conducted and facilitated. The following list represents members elected:

- Willermine Pettway, Chairperson
- Antonia Jackson, Vice Chairperson
- Tawana Barnes, Secretary
- Lakeria Dean, Treasurer
- Antonio Mills, Policy Council Representative to the Board

The first business meeting of the Policy Council was held on Wednesday, October 16, 2013 at the George W. Truitt Family Services Center in Ft. Pierce, FL. The first order of business included the following:

- Approval of the Community Representatives. Members included: Tom Peer, Department of Children and Families, Licensing Supervisor, District 19; Helga Snure, St. Lucie County Health Department, Program Education Director; Angela Guerin, Pre-K Program Specialist, Exceptional Student Education, SLC Public Schools; and Sonya Rue, Head Start former parent.
- Approval of Human Resources.
- Overview of monthly package/information.

HEAD START POLICY COMMITTEE

The Agricultural and Labor Program, Inc. Polk County Head Start program functions as a delegate agency to the Polk County School Board. The Agricultural and Labor Program, Inc. Polk County Head Start Policy Committee's major purpose has been to implement the Polk County Head Start program performance standards (Program Governance). The Polk County Head Start Policy Committee successfully performed its duties and responsibilities this year. The Policy Committee created an effective link to our Parent Committee, Board of Directors, public and private organizations, and the community.

We had nine parents from the Head Start program participate in the Annual Program Governance Orientation/Training. Topics covered included:

- Introduction to what is Program Governance and shared governance in Head Start
- Overview of the Agricultural and Labor Program, Inc. – Divisions and Services
- Our connection as a delegate agency partnering with the Polk County School Board
- The Board of Directors composition, roles, and responsibilities to the agency
- The Policy Committee Structure and its membership, committees, roles and responsibilities
- Code of Conduct
- Head Start Act and Performance Standards

The first Polk County Head Start Policy Committee meeting for the year was held on October 8, 2012 at the Frostproof Child Development Center. Elected officers were as follows: Latisha Sparks (Chairperson), Noemi Cruz (Vice Chairperson), Tamarind Hill (Secretary), and Terry Wellington (Treasurer). The following Community Representatives were selected: Annette Jones, Social Services; Terry-Sue Wellington, former Early Education Teacher and Board member; Kerry Richardson, Licensed Practical Nurse from Central Florida Health Care; and Noemi Cruz, former parent, bank teller, and financial advisor.



Two members from the Policy Committee attended and participated in the Agricultural and Labor Program, Inc. Board of Directors and Policy Council Retreat on November 16-18, 2012. In December 2012, the Policy Committee members participated in the 2012-2013 Program Annual Self Assessment. We had participation from three of the members. Two members attended the Agency's Annual Corporate Luncheon/Meeting on January 26, 2013. On February 23, 2013 one Policy Committee member attended and participated in the Board of Directors Shared Governance Orientation and Training for new Board members.

The Policy Committee conducted business reviewing and approving documents for the 2012-2013 year during their regular business meetings, including:

- Management Work Plans
- Operational Policies and Procedures
- Internal Dispute Resolution/Community Complaint Procedures
- Fiscal Management/Personnel Policies and Procedures
- Self-Assessment Report and Corrective Action Plans
- Parent Activity Funds

THE AGRICULTURAL AND LABOR HOUSING DEVELOPMENT CORPORATION



The Agricultural and Labor Housing Development Corporation (ALHDC) was incorporated in 1993 as a Florida Non-Profit Corporation. It was initially established by the Agricultural and Labor Program, Incorporated (ALPI) for the purpose of building and operating a 57-unit farmworker apartment complex in Auburndale. The ALHDC currently has nine active Board members and meets three to four

times per year to review fiscal and/or occupancy reports. Although established by ALPI, the ALHDC is an independent board and maintains complete autonomy with regards to its mission.

The primary mission of the ALHDC is the provision of affordable rental housing to farmworkers in the Auburndale area of Polk County. In carrying out this mission, the ALHDC owns a 57-unit rental complex in Auburndale. The complex, New Horizon, is managed by Southwind Management Services, Inc. and offers on-site complex management and maintenance. Since its opening in the mid to late 90's, New Horizon has consistently maintained an occupancy rate above 85% with most months reporting a rate of 95% or better. Out of the 57 units, forty-six are authorized for some level of rental assistance.

In addition to the provision of affordable rental housing to farmworkers, the ALHDC has partnered with ALPI to provide social services to the tenants and the local community. At the New Horizon Community Center, ALHDC, through the Community Services Block Grant (CSBG) program operated by ALPI, the local community is able to obtain various services. This includes (1) Emergency Assistance; (2) Family Self-Sufficiency Services; (3) Job placement and assistance; (4) Electric assistance; and, (5) computer access to the internet. ALPI maintains a case manager at the complex for the operation of a Family Self-Sufficiency Program (FSSP), which is funded by the CSBG for the purpose of working with low income families in meeting their immediate needs and providing training and educational opportunities to assist in upward mobility.



During this reporting period, the Corporation realized another annual audit with no findings, retaining its "low risk" auditee designation.

COMMUNITY and ECONOMIC DEVELOPMENT SERVICES

SERVICES INCLUDE, LIHEAP, CSBG, HUD HOUSING COUNSELING, TRAINING & EMPLOYMENT, EMERGENCY FARMWORKER SERVICES, AFFORDABLE HOUSING

Following is a summary of outcomes achieved during the period of July 1, 2012 through June 30, 2013. An outcome may be the direct or indirect result of the receipt of a service or services by a client. Where appropriate, the Results Oriented Management and Accountability (ROMA) National Performance Indicator (NPI) is identified in “**bold.**” The below Outcomes are based on Quarterly Reports submitted to the Florida Department of Economic Opportunity and is cumulative of all programs.



- Home and Crisis Energy Assistance through the Low Income Home Energy Assistance Program (LIHEAP) .
- Emergency Assistance under the Community Services Block Grant (CSBG) Program and, for farmworkers, the Farmworker Jobs and Education Program (FJEP) and Florida Nonprofit Housing (FNPH).
- Family Self-Sufficiency (FSSP) under the CSBG Program.
- Job Training/Placement Assistance under the CSBG Program and, for farmworkers, the Farmworker Jobs and Education Program (FJEP).
- Affordable rental housing for seasonal farmworkers under ALHDC.
- Homeowner counseling under the U.S. Department of Housing and Urban Development (HUD) Housing Counseling Program.
- Foreclosure Mitigation Assistance under the Florida Housing Finance Corporation Foreclosure Mitigation Program (FHFC).

Outcomes and/or Demographics of Community and Economic Development Services Division Programs

Following is a summary of direct and/or indirect outcomes as well as major demographic information for the period of July 1, 2012 through June 30, 2013. Where appropriate, the Results Oriented Management and Accountability (ROMA) National Performance Indicators (NPI) are identified in “**bold.**”

Individual Client Outcomes: The following outcomes impacted individual family members directly and all other family members indirectly:

- Unemployed and obtained a job (**NPI 1.1.A**) = 105
- Employed and obtained an increase in income or benefits (**NPI 1.1.C**) = 29
- Obtained pre-employment skills (**NPI 1.2.A**) = 21
- Obtained ABE/GED (**NPI 1.2.B**) = 2
- Completed Post-Secondary education (**NPI 1.2.C**) = 83
- Enrolled children in “Before” and/or “After” school programs (**NPI 1.2.D**) = 86
- Care for child or other dependent (**NPI 1.2.E**) = 1

2013 Accomplishments • Opportunities • Challenges

- Obtained access to reliable transportation (**NPI 1.2.F**) = 12
- Obtained or maintained affordable housing (**NPI 1.2.H**) = 19
- Obtained food assistance (**NPI 1.2.I**) = 21
- Independent living (**NPI 6.1**) = 56
- For Seniors (**NPI 6.1.A**) = 21
- For disabled person (**NPI 6.1.B**) = 35

Client Family Outcomes: The following outcomes specifically impacted all family members. Accordingly, the numbers reported are inclusive of all family members:

- Emergency food (**NPI 6.2.A**) = 103
- Receipt of energy and/or utility assistance (**NPI 6.2.B**) = 39,552
- Rental or mortgage assistance (**NPI 6.2.C**) = 370

In addition to the outcomes identified above, following is a summary of major demographic information from the reporting period:

- 77 families were enrolled into the Family Self Sufficiency Program (FSSP).
- 22 youth were employed during the summer youth work experience program.
- 31 clients were enrolled into the Work Experience Program and were employed by 14 different employers throughout the service area.
- 14 of the Work Experience Program clients were hired by their employer upon completion of the program.
- 5,097 of the families were headed by single parents.
- 7,179 were receiving Food Stamps.
- 2,552 family members were receiving SSI.
- 2,111 family members were receiving Social Security.
- 552 families were identified as seasonal farmworkers.
- 28 families were identified as migrant farmworkers.

Of the clients obtaining occupational/job training, they enrolled in and/or completed the following major training:

- Auto Body repair = 2
- Certified Nursing Assistant (CNA) = 10
- Childcare Certification = 2
- Commercial Driving (CDL) = 7
- Computer Training = 1
- Cosmetology = 1
- Digital Design = 1
- Emergency Medical Technician = 1
- Engineering Technology and Advanced Manufacturing (ETAM) = 10
- Home Health Aide (HHA) = 62
- Licensed Practical Nursing (LPN) = 14
- Massage Therapy = 1
- Medical Billing/Coding = 5
- Occupational or Physical Therapy = 1
- Patient Care Technician = 4
- Pharmacy Technician = 2
- Phlebotomy = 6
- Registered Nursing (RN) = 6

2013 Accomplishments • Opportunities • Challenges

During the reporting period, ALPI entered into and maintained subcontracts with the following organizations for the purpose of providing CSBG and/or LIHEAP services to the eligible population:

CSBG Services

- Big Brothers/Big Sisters, Avon Park, FL - “After School” mentoring program.
- Boys and Girls Clubs, Lakeland, FL - “After School” mentoring program.
- Center for Independent Living, Lakeland, FL - Case management and emergency assistance for handicapped individuals and their families
- Chain of Lakes Achievers, Winter Haven, FL - “After School” mentoring program.
- Women’s Resource Center, Winter Haven, FL and Lakeland, FL - Case management and emergency assistance for female head of households and their families.

LIHEAP Services

- Cancer Alliance of Naples, FL
- Catholic Charities, Lakeland, FL
- Coalition of Florida Farmworker Organizations, Immokalee, FL
- El Bethel CDC
- Frostproof Care Center, Frostproof, FL
- Gertrude Walden Child Care Center, Inc., Ft. Pierce, FL
- Glades County Social Services, Moore Haven, FL
- Goodwill Industries of SW Florida, FL
- Hendry-Glades Behavioral Health
- Indiantown Non-profit Housing, Indiantown, FL
- In the Image of Christ, Ft. Pierce, FL
- Jesus House of Hope
- Lake Wales Care Center, Lake Wales, FL
- Living Hope Ministries, Polk City, FL
- Macedonia Baptist Church, Naples, FL
- Port Salerno Church of God, Port Salerno, FL
- St. Vincent DePaul, Hobe Sound, FL
- The Salvation Army
- Women’s Resource Center, Lakeland, FL and Winter Haven, FL
- Zions’ Daughters of Distinction Ministries, Inc. (ZDOD), Ft. Pierce, FL



CHILDREN and FAMILY SERVICES

This report represents a summary of the program’s approach to service delivery and accomplished goals and objectives as mandated by federal, state regulations and requirements. The report includes data obtained from the Program Information Reports, Program Database Systems, and other formal and informal reports. During the 2012-2013 year, out of the 1020 children enrolled in Head Start/Early Head Start and Delegate Head Start Program children received the following services:

Early Childhood Development and Health Services

Education and Early Childhood Development - Child Outcomes

Based on the Agency's official recordkeeping system (Galileo), it was revealed that children have made progress on all domains based on the Head Start Child Development and Early Learning Framework. Classroom activities were enhanced to track progress based on the new revised domains. Teaching staff continued to monitor and evaluate the progress on all eligible kindergarten children.

The Head Start Program generated three reports: Baseline, Mid-year, and the Final Report in the areas of: Approaches to Learning, Creative Arts, Early Math, English Language Acquisition, Language, Literacy, Logic and Reasoning, Nature and Science, Physical Development and Health, Social and Emotional Development, and Social Studies Knowledge and Skills.

The Head Start Final Child Outcomes Report for the 2012-2013 school year for St. Lucie and Polk County showed the percentage of children that had progressed/advanced in each domain area as follows:

	Beginning	Intermediate	Advanced
Approaches to Learning	2.59%	28.47%	68.95%
Creative Arts	6.18%	35.23%	58.60%
English Language Acquisition	7.91%	23.73%	68.36%
Early Math	14.56%	37.12%	48.32%
Language	6.45%	32.44%	61.11%
Literacy	16.04%	35.35%	48.61%
Logic and Reasoning	9.03%	38.76%	52.21%
Nature and Science	21.48%	47.21%	31.31%
Physical Development and Health	6.07%	26.00%	67.94%
Social Studies	12.59%	44.39%	43.03%
Social and Emotional Development	6.50%	33.21%	60.29%
School Readiness	8.98%	43.11%	47.90%

The Early Head Start Program generated two reports (final report) in the areas of: Approaches to Learning, Cognitive Development and General Knowledge; Language, Communication, Reading and Writing; Physical Development and Health; and Social and Emotional Development.

The Early Head Start Final Child Outcomes Report for the 2012-2013 school year for St. Lucie and Polk County showed the percentage of children that had progressed/advanced in each domain area:

	Beginning	Intermediate	Advanced
Approaches to Learning	0.00%	14.63%	85.37%
Cognitive Development and General Knowledge	4.76%	21.43%	73.81%
Language, Communication, Reading, and Writing	11.90%	40.48%	47.62%
Physical Development and Health	2.44%	9.76%	87.80%
Social and Emotional Development	2.33%	27.91%	69.77%

Voluntary Prekindergarten Service

ALPI provided VPK services to approximately 465 children at the nine directly operated Head Start centers, which include St. Lucie and Polk Counties. The VPK program provides an extended day for preschoolers that are 4 years old to promote emergent literacy. The program offers an additional three hours of literacy directed activities, which are hands on and supports language and literacy domains. Children were assessed utilizing the VPK assessment tool. The 2012-2013 Preliminary Voluntary Prekindergarten (VPK) Provider Kindergarten Readiness Rate Report noted significant gains in all ALPI Head Start Center Scores over the 2011-2012 program year. The state's High Performing threshold is 70% and above. We are proud to report that all but two of ALPI Head Start Centers scored above the threshold.

2012 - 13 Preliminary Voluntary Prekindergarten (VPK) Kindergarten Readiness Rate Report			
CENTER	VPK Readiness Rate	CENTER	VPK Readiness Rate
ALPI GEORGE W. TRUITT	81	ALPI LINCOLN PARK HEAD START	63
ALPI CHILD DEVELOPMENT FAMILY SERVICE CENTER	75	ALPI GARDEN TERRACE HEAD START	77
ALPI FRANCINA DUVAL HEAD START	84	ALPI QUEEN TOWNSEND HEAD START	65
ALPI HILL HAVEN HEAD START	78	ALPI MORNINGSIDE HEAD START	82
ALPI FROSTPROOF CHILD DEVELOPMENT CENTER	79		

CLASS Observation Results

The final CLASS observations for the 2012-2013 school year were conducted in May 2013 to assess the classroom quality focusing on three domains to include: Emotional Support, Classroom Organization, and Instructional Support. The three domains include multiple dimensions of classroom quality such as: Positive Climate, Negative Climate, Teacher Sensitivity, Regard for Student Perspective, Behavior Management, Productivity, Instructional Learning Format, Concept Development, Quality of Feedback, and Language Modeling.

All thirty-nine preschool classrooms were observed. Data collected for the 2012-2013 school year revealed that ALPI continues to make progress.

Class Results - May 2013		
Emotional Support	Classroom Organization	Instructional Support
5.73	4.56	3.04

Early Childhood Health Services

"Building Healthy Head Start Communities" continues to be the focus for Health Services in the 2011/2012 school year. This theme emphasized the importance of community and building long lasting partnerships as we

2013 Accomplishments • Opportunities • Challenges

promoted family and program advocacy for good health.

During the 2012/2013 school year, out of the 1,020 (100%) actual children enrolled in Head Start/Early Head Start and the Delegate Head Start Program, children received the following services:

Medical

- 1,020 of enrolled children received a physical exam and had up-to-date immunizations.
- 155 children were diagnosed with asthma. Health alerts, parents/teachers information packets were provided on preventative and intervention for children with asthma.
- 208 children were overweight/obese and received services/counseling through WIC or program nutritionist.
- 3 children were identified with vision problems. These children received the appropriate care.

Dental

- 939 of the children received dental exams.
- 210 of the 939 children were diagnosed with needing dental treatment.
- 197 of the 210 received dental treatment.

Nutrition Services

Families continued to take advantage of the WIC Program. The program continues to promote the Health Services Advisory Committee, in which the WIC Program personnel participate. The WIC Program provided families with hemoglobin screenings, nutritional supplements, and nutritional counseling. The Nutrition Consultant provided individual counseling to families for overweight and underweight children, children with low hemoglobin readings that do not qualify for WIC services, and children with special diets or food allergies.

Mental Health/Disability

The mental health services continued to promote positive mental health, well-being and social development for all children and families within our community. We continue to enhance mental health awareness among parents, staff, and children by providing training and informational workshops. In addition, mental health activities were implemented in the classrooms for all students.

Mental Health classroom observations were conducted to insure that the school environment is conducive to learning. In collaboration with community partners and a Mental Health Consultant, we provided referrals for assessments and or evaluations. The program served **98** children that were diagnosed and eligible to receive special education and/or early intervention services through the LEA or Early Steps-Part C Agency. The LEA provided special education to children diagnosed with developmental delays and speech/language, emotional/behavioral, etc.



Family and Community Partnerships

During the 2012/2013 school year **1,026** families participated in Head Start/Early Head Start Program. The 1,026 families received a variety of services to include, but not limited to the following:

2013 Accomplishments • Opportunities • Challenges

• Emergency/crisis intervention	53
• Housing assistance	78
• Mental Health	755
• English as a Second Language	194
• Adult education (GED/College)	374
• Job Training	263
• Substance abuse prevention or treatment	6
• Child Abuse and Neglect Services	755
• Domestic violence services	698
• Child Support assistance	24
• Health education	803
• Assistance to families of incarcerated individuals	7
• Parent education	809

Parent Involvement

ALPI Head Start/Early Head Start has a community identity as a family-focused program with operating principles of parent involvement and empowerment. Parent Involvement continues to be the mainstay of the program. The involvement of parents continues to be vital for the center-based operation and the education of their children.

Parents have made themselves available to serve on committees, attend meetings, volunteer in the classrooms, and assist with community events. The program supports families by ensuring that parents have the knowledge, skills, and the resources they need to become self-sufficiency and by sustaining partnerships with parents and supporting them as primary educators, nurturers, and advocates for their children.

The Nurturing Fatherhood Program continued to focus its energy toward empowering, educating, and uplifting fathers and other male figures in the lives of children. The targeted demographic groups of our program were fathers from the ages of 18 to 35. Approximately 165 fathers/father figures participated during the 2012-2013 school year.



Transportation

During the 2012-2013 program year, the transportation unit provided services to over 280 children. All buses were on a preventive maintenance schedule. The transportation staff participates in training activities throughout the program year. School buses were maintained with regular/required maintenance/services.

ERSEA

Total funded enrollment of 885 (100%) children were enrolled and maintained throughout the program year in both counties (St. Lucie and Polk). Monthly attendance reports were completed and submitted to the funders. A total of 1,020 children and their families were served in the 2012/2013 program year. This statistical data

was obtained from the Program Information Reports (PIR) submitted to the Office of Head Start for the following programs: Head Start/Early Head Start and Delegate Early Head Start. The following breakdown represents children served by the program:

- Head Start 753
- Early Head Start 199
- Delegate Head 68

Program Design and Management

Program Governance

Successfully organized and maintained the 2011/2012 Policy Council, Policy Committee and Parent Committees having heavily invested in both. The Policy Council and Policy Committee participated in several functions with the Board of Directors, including: Board Retreat, Board Orientation, Agency Corporation Annual Meeting, Agency Picnic, and Program Annual Self-Assessment.

During the 2012/2013 school year the Board of Director's and Policy Council approved: Refunding Applications, New Hires/Terminations, Management Work Plans, Agency Personnel and Fiscal Policies and Procedures, Internal Dispute Resolution and Community Policies and Procedures, ALPI Strategic Plan for 2007-2012 Progress Reports, Self-Assessment Report, etc.

The 2012/2013 Annual Self-Assessment was conducted in two phases. Both Phases I and II of this year's assessment focused on results rather than process. The task of evaluating processes will fall with management based on the findings during the assessment. Phase I of the Self-Assessment began in December and Phase II was conducted March 4-8, 2013.

Management Systems

Program Design and Management continues to have an effective Management Systems Framework that enables the organization to improve the performance through a process of continuous improvement. The Management Systems Framework of processes and procedures are used to ensure that the organization fulfills all tasks required to achieve its goals and objectives.

Department of Health and Human Services

ALPI received funding from the Department of Health and Human Services to provide comprehensive child development services to 691 preschool children in St. Lucie County. The total funding for the 2012-2013 school year was \$5,618,699.00.

ALPI received funding from the Department of Health and Human Services to provide comprehensive child development services to 140 Infants, Toddlers and Pregnant Women in St. Lucie County and Polk County. The total funding for the 2012-2013 school year was \$2,024,112.00.



Polk County School Board

ALPI Head Start Delegate received funding from the Polk County School Board to serve 54 pre-school children. The total funding for the January 1, 2013 to June 30, 2013 school year was \$260,274.72.

Early Learning Coalition

ALPI received funding from the St. Lucie County Early Learning Coalition to provide Voluntary Pre-Kindergarten Services to kindergarten eligible children. The total funding for the 2012-2013 school year was \$975,128.12. ALPI received funding from the Polk County Early Learning Coalition to provide Voluntary Pre-Kindergarten Services to kindergarten eligible children. The total funding for the 2012-2013 school year was \$32,316.42.



Child Care Food Program

ALPI received funding from the Child Care Food Program to provide free meals, i.e., breakfast, lunch and snacks to children enrolled in the program in St. Lucie and Polk Counties for the 2012-2013 fiscal year in the amount of \$682,048.23. The total number of meals served was 125,056.

Child Care

ALPI received funding from the Early Learning Coalitions to serve children and their families in the Before/After program thru subsidized funding in St. Lucie and Polk Counties. The total funding received from the Coalitions and client's private pay was \$30,491.67.

Professional Development and Skills Enhancement

Human Resources

The program continues to promote individual professional development. At the end of each year, validation of trainings and/or formal education is conducted by obtaining In-Service Training hours, certificates, and certifications. We tracked trainings, certificates, and certifications in PROMIS. The system validated that staff members participated in the following training opportunities:

- Child Abuse and Neglect
- Understanding the Florida assessment for Instruction in Reading (FAIR)
- Child Health and Safety
- MyPlate
- Early Childhood Development
- Children's Early Language
- Links to Literacy Pre-K Conference
- Serving Safe Food
- PROMIS Recordkeeping
- VPK Standards
- CCFP Standards Overview
- Edmark and Destination Online Curriculum
- Encourage Literacy to Play
- CLASS Observation Certification

2013 Accomplishments • Opportunities • Challenges

- CPR and First Aid Certification
- Guidance and Discipline ... Positive Strategies for Supporting Children with Challenging Behaviors
- Infants and Toddlers Lesson Planning
- Reducing the Risk of Sudden Infant Death Syndrome (SIDS)
- ERSEA Training
- Parent, Family and Community Engagement Framework
- Internal Control and Cost Principles
- Fiscal Management



Human Resources Director continued to work closely with the Division Deputy Director and the Program Operations Directors to comply with the Head Start Act Teaching/Classroom Staff Requirements and September 30, 2013 timeline.

Facilities, Materials, Equipment

Successfully complied with federal and state reviews and inspections for buildings and buses. Continued to work closely with the center staff to maintain a clean and quality environment, purchased materials, supplies, and equipment for all the nine directly operated centers and contracted centers.

Effectively reconciled the program inventory and worked closely with the Finance Department to ensure reconciliation with the agency fixed asset inventory.

ALPI successfully maintained the nine directly operated centers' license renewals in accordance with state and local requirements.

ADMINISTRATION and QUALITY ASSURANCE

Human Resources

Major tasks/accomplishments for 2013 included the following:

- Recruited, screened and interviewed over 125 applicants to fill 24 vacant full-time positions.
- Advertised positions through Employ Florida, Workforce Solutions, area State Colleges and local partners to fill positions, saving the Agency thousands of dollars in advertising.
- Saved three positions from Sequestration by promoting and lateral moves to vacant positions.
- Human Resources Manager position was placed on hold for 6 months to give the new Human Resources Director an opportunity to assess the needs of the department. The duties of the HR Manager were shared by both the HR Assistant and HR Director.
- Utilized Workforce Solutions "On The Job Training" (OJT) Program to fill two of the above positions. The Agency is reimbursed 75% of the salary up to 975 hours. This saved the Agency \$7,493.25

2013 Accomplishments • Opportunities • Challenges

- Provided employees with the most successful open enrollment period yet for health benefits. Employees saw the first minimal increase in their health premium in 2 years.
- Streamlined employee evaluation process for a more thorough and accurate accountability.
- Rewrote and updated all employee, new hire and orientation forms.
- Created a Human Resources spreadsheet tracking system for FMLA, EEOC, Credentials, Background Screenings and Leave Balances.
- Staff Appreciation luncheon was a great success. Many staff received plaques for years of service and educational achievement awards. Our vendors also provided many prizes for the staff, which made this event fun and rewarding.

Governance

- Coordinated and completed training opportunities for Board Member attendance at the FACA, FHSA, RIVHSA, SEACAA, CAPLAW, CAP, NCAF and Statewide Symposium of Poverty conferences.

Strategic Goal(s) Addressed:

Goal 3: Partner with other entities for more efficient service delivery.

- Coordinated and completed activities/communication/information for bi-monthly board meetings.
- Coordinated and completed the Shared Governance Orientation for Board, Policy Council, Policy Committee and Advisory Council Members.
- Coordinated and completed activities for the Board's Annual Planning Retreat.
- Coordinated and completed the distribution of 2014 Annual Meeting Notices.

Operations Technical Support

- Coordinated services of Independent Auditor to complete the Retirement Account via Agency Contract Agreement.
- Coordinated the completion of the independent auditing services.
- Coordinated the submission of 403b Retirement Plan documents for audit.
- Completed Agency's Consumer Services Application (Fundraising).
- Completed and coordinated the submission of data for the Form 990.

Program Technical Support

- Coordinated the submission of the CSBG, LIHEAP, Head Start/EHS, United Way, DOE, and CSC funding applications.
- Coordinated the completion and distribution of 2013 audit report to funders.

Strategic Goals Addressed:

Goal 4 – Target new areas of expansion.

Goal 5 – Enhance program development for and service delivery to children and their families.

- Coordinated the completion of the revised Agency Cost Allocation Plan.
- Coordinated the completion of Reimbursement Reports (LIHEAP, CSBG, CSC, Child Care Food, Non-Profit Housing, DOE, Polk County Delegate Head Start, Florida Housing Quarterly Report, etc.).

Communication

- Coordinated ongoing management and support staff meetings, training and technical assistance opportunities.

Strategic Goals Addressed:

Goal 1 - Create Additional Educational Experiences and Opportunities for Staff.

Goal 2 – Devise A Plan Of Upward Mobility Within The Agency.

Staff Development and Training

- Coordinated the planning and implementation of the agency-wide Annual Staff Training Conference.
- Coordinated ongoing Professional Management Training and Development via monthly Management Staff meetings.

Strategic Goals Addressed:

Goal 1: Create Additional Educational Experiences and Opportunities for Staff.

Goal 2: Devise A Plan Of Upward Mobility Within The Agency.

Goal 5: Enhance Program Development for and Service Delivery to Children and their Families.

Professional Development Opportunities

- Continued participation in available training opportunities via ALPI training opportunities and applicable webinars.
- Continued efforts to establish and maintain meaningful working relationships between the CEO's office and other organizations during the 2012-2013 program year, including the following:
 - ALPI Housing Board
 - Central, Eastern, Northern and Southern Region Advisory Councils
 - Head Start Policy Council
 - Florida Association for Community Action
 - SEACAA
 - Community Action Partnership
 - Florida Head Start Association
 - RIVHSA Board
 - CAPLAW
 - One Goal Summer Conference
 - War on Poverty Symposium
 - Community Assistance Advisory Committee
 - Center for Business Excellence

Strategic Goal Addressed:

Goal 3 - Partner with other entities for more efficient service delivery.

Budget and Finance

Processed and paid approximately 46,000 vouchers. This included verifying each line on every voucher was charged to the correct elements and transaction codes.

- Processed bi-weekly payroll checks for 253 employees. This included the maintenance of all personal data and deductions.
- Payroll related quarterly reports for the IRS and the State of Florida were completed timely.
- Prepared and submitted monthly billings for DOE, CSC, PCHS, and Food. In addition, billing reports completed by Program Departments were reviewed by Finance for accuracy.
- Prepared and submitted quarterly and semi-annual Head Start/Early Head Start Reports.
- The 2012/2013 audit was completed in the fall of 2013 with no findings. ALPI is rated as a low risk agency
- Monthly financial statements were completed and distributed to the Board, CEO and Program Directors.
- The Finance Department takes advantage of training opportunities to enhance knowledge and skills to better perform each member's assigned tasks and cross-train where applicable. This Department is making arrangements to attend the annual GMS training conference in May.

Information Technology Management Services

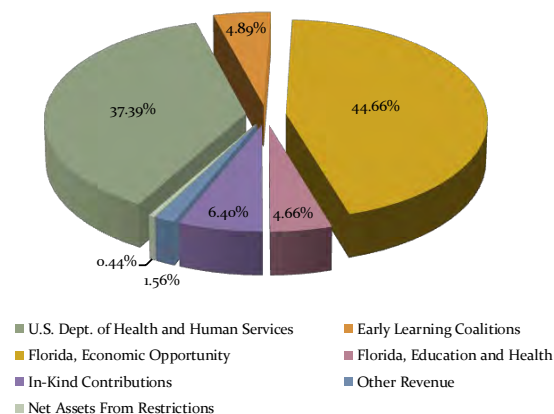
- Performed upgrade to Sophos Web Filter and *Redundant* Sophos Web Filter, increasing memory by 100%.
- Provided support and technical assistance to staff (on an as needed basis) on all network based and web based software programs currently in use.
- Monitored and maintained ALPI WAN on a daily basis, insuring stability, reliability and functionality.
- Replaced 2 outdated PIX Security Devices across the WAN with new Sophos Remote Ethernet Devices.
- Updated all servers with current Service Packs and pushed semi-monthly updates on all desktops and servers.
- Maintained, repaired, and conducted monthly billing audits on 155 voice lines, 24 data cards, 5 cell phone lines, and 16 internet connections.
- Refurbished, repaired and/or replaced over 15 desktops and 9 laptops.
- Installed new commercial-grade surge protection system to protect against transient voltage surges carried by power lines.
- Installed state-of-the-art, redundant environmental sensors in main network room to remotely monitor temperature, moisture, and Co2 at both the rack and room levels.
- Installed Teamviewer software for instant remote access to computers inside and outside of the network, without having to install cumbersome software on the client end.
- Installed Technical Support access link to ALPI website home page.
- Refurbished 9 Hatch children's computers which were returned to the classrooms for use by the children.
- Phased out and/or replaced outdated, obsolete, and/or inefficient computers, printers and monitors on an as needed basis.
- Negotiated deal with Sprint Telecommunications to replace all wireless hot spots across the agency, at no cost, with new 4G equipment.

Statement of Activities

Support and Revenue

Source of Support	Amount
U.S. Dept. of Health and Human Services	\$ 7,526,293
Early Learning Coalitions	\$ 983,534
Florida, Economic Opportunity	\$8,990,794
Florida, Education and Health	\$ 938,126
In-Kind Contributions	\$ 1,288,711
Other Revenue	\$ 314,513
Net Assets From Restrictions	\$ 88,872

INCOMING SUPPORT



Expenses:

Program Services

	<u>2013</u>	<u>2012</u>
Child Development	948,874	1,001,324
Food	625,194	684,665
Headstart	8,302,619	8,343,005
Social Services	1,198,327	1,014,549
Employment and Training	253,862	277,504
Energy	<u>4,962,231</u>	<u>8,070,693</u>
Total Program Services	16,291,107	19,391,740

Support Services:

General Administration	<u>1,133,949</u>	<u>1,206,592</u>
Total Expenses	<u>17,425,056</u>	<u>20,598,332</u>
Decrease in Unrestricted Net Assets	(172,765)	(467,489)

Unrestricted net assets, beginning of year	<u>2,641,222</u>	<u>3,108,711</u>
Unrestricted net assets, end of year	<u>2,468,457</u>	<u>2,641,222</u>

Statement of Financial Position

Current Assets	2013	2012
Cash and cash equivalents	1,265,407	1,416,649
Accounts Receivable, net	553,828	680,470
Prepaid Expenses	<u>38,832</u>	<u>40,211</u>
Total Current Assets	1,858,067	2,137,330
Property and equipment, net	1,603,357	1,905,284
Refundable Deposits	<u>10,448</u>	<u>10,448</u>
Total Assets	<u>3,471,872</u>	<u>4,053,062</u>
 <u>Liabilities and Unrestricted Net Assets</u>		
Current Liabilities		
Accounts Payable	232,075	947,339
Refundable Advances	231,594	53,350
Accrued Expenses	<u>539,746</u>	<u>411,151</u>
Total Current Liabilities	1,003,415	1,411,840
Unrestricted Net Assets	<u>2,468,457</u>	<u>2,641,222</u>
Temporarily Restricted	0.00	0.00
Total Net Assets	<u>2,468,457</u>	<u>2,641,222</u>
Total Liabilities and Net Assets	<u>3,471,872</u>	<u>4,053,062</u>

Service Delivery Sites



ALPI Head Start/Early Head Start Center Locations

POLK COUNTY

Frostproof CDC
701 Hopson Road
Frostproof, FL 33843

ST. LUCIE COUNTY

Lincoln Park Head Start
1400 Avenue M
Fort Pierce, FL 34950

Garden Terrace Head Start
1110 North 32nd Street
Fort Pierce, FL 34950

Queen Townsend Head Start
3950 Juanita Avenue
Ft. Pierce, FL 34947

Francina Duval Head Start
1035 South 27th Circle
Fort Pierce, FL 34950

Hill Haven Head Start
505 North 7th Street
Fort Pierce, FL 34950

ALPI Child Development and
Family Services Center
198 NW Marion Avenue
Port St. Lucie, FL 34983

George W. Truitt Head Start
1814 North 13th Street
Fort Pierce, FL 34950

Morningside Head Start
1420 SE Westmoreland Blvd.
Port St. Lucie, FL 34952

CONTRACTED CENTERS

Learning Tree Academy, Inc.
2808 Avenue D
Fort Pierce, FL 34947

Sunrise Country Preschool
2706 Sunrise Blvd.
Fort Pierce, FL 34982

Loving Care Child Development Ctr. Inc.
1207 South 28th St.
Fort Pierce, FL 34947

Jumpstart Development Center
1068 Pine Avenue
Lake Wales, FL 33853

Note: All ALPI Head Start/Early Head Start Centers are USDA Adult Child Care Food Program Certified Sites and Early Learning Coalition VPK Service Centers.



Service Delivery Sites

CSBG Service Delivery Sites

The Community Services Block Grant (CSBG) Program is comprised of two components: the Family Self-Sufficiency Program (FSSP) and Emergency Services. Applicants may apply, through appointment only, for services at the following locations:

POLK COUNTY

Agricultural and Labor Program, Inc.
300 Lynchburg Rd.
Lake Alfred, FL

New Horizon Apartments
500 New Horizon Loop
Auburndale, FL

ALPI / Bartow Carver Center
520 So. Idlewood Ave.
Bartow, FL

Lakeview Park Community Center
38 King Blvd.
Frostproof, FL

ALPI / Bethune Neighborhood Center
915 Avenue E
Haines City, FL

Women's Resource Center
1021 Lakeland Hills Blvd. (LVIM Bldg.)
Lakeland, FL

Boys and Girls Club of Lakeland, Inc.
1525 Martin Luther King Ave.
Lakeland, FL

Ridge Career Center
7700 State Road 544
Winter Haven, FL 33881

Center for Independent Living
115 Traders Alley
Lakeland, FL

ALPI / Ft. Meade Community Center
10 SW 3rd St.
Ft. Meade, FL

Women's Resource Center
165 Avenue A, NW
Winter Haven, FL

Chain of Lakes Achievers
561 Avenue C, SE
Winter Haven, FL

Family Fundamental-CSBG Services
1021 Lakeland Hills Blvd.
Lakeland, FL

HENDRY COUNTY

Goodwill Industries of Southwest FL
4940 Batline Drive
North Ft. Myers, FL

The Salvation Army
PO Box 218
LaBelle, FL

HIGHLANDS COUNTY

Highlands County Coalition for the Homeless
1306 So. Tulane Ave.
Avon Park, FL

Big Brothers/Big Sisters of the Sun Coast, Inc.
279 U.S. Hwy. 27 North
Sebring, FL

South Florida Community College
600 West College Drive
Avon Park, FL 33825

Service Delivery Sites

Low-Income Home Energy Assistance Service Delivery Sites

The Low-Income Home Energy Assistance Program (LIHEAP) provides assistance through payment of electric bills on behalf of eligible households. A client can receive one home energy payment and crisis payment per year. Services are provided in six counties at the following locations:

COLLIER COUNTY

COFFO

214 S. 1st Street
Suite A
Immokalee, FL 34142
(239) 657-7272

Macedonia Baptist Church

1003 3rd Avenue
Naples, FL 34102
(239) 262-4877

GLADES COUNTY and

HENDRY COUNTY

Goodwill Industries of Southwest Florida

969 W. Sugarland Hwy.
Clewiston, FL 33440
(863) 983-2774

HENDRY COUNTY

Hendry/Glades Mental Health Clinic, Inc.

601 W. Alverdez Avenue
Clewiston, FL 33440
(863) 983-1426

HIGHLANDS COUNTY

Avon Park Office

1013 Dalaney Avenue, Suite #2
Avon Park, FL 33825
(863) 657-2076

Wednesdays

Manna Ministries

416 Kent Avenue
Lake Placid, FL 33852
(863) 699-0093

Thursdays

Big Brothers/Big Sisters

279 US Hwy. 27
Sebring, FL 33870
(863) 402-9001

MARTIN COUNTY

House of Hope

2484 SE Bonita Street
Stuart, FL 34997
(772) 286-4673

Port Salerno Church of God

4605 SE Cove Road
Stuart, FL 34997
(772) 287-9140

St. Vincent De Paul

12001 SE Federal Highway
Hobe Sound, FL
(772) 546-2492

Gertrude Walden Childcare Ctr.

601 SE Lake Street
Stuart, FL 34994
(772) 283-6321

POLK COUNTY

ALPI

300 Lynchburg Road
Lake Alfred, FL 33850
(800) 330-3491
(863) 956-3491

Service Delivery Sites

Low-Income Home Energy Assistance Service Delivery Sites

The Low-Income Home Energy Assistance Program (LIHEAP) provides assistance through payment of electric bills on behalf of eligible households. A client can receive one home energy payment and crisis payment per year. Services are provided in six counties at the following locations:

**Women's Resource Center
of Florida, Inc.**

165 Avenue A, NW
Winter Haven, FL 33881
(863) 294-5318

3rd & 4th Wednesday
Bartow Carver Center
520 S. Idlewood Avenue
Bartow, FL 33830
(863) 956-3491, ext. 232

Catholic Charities

1801 E. Memorial Blvd.
Lakeland, FL 33801
(863) 686-7153, ext. 3019

4th Monday
Wednesday
Bethune Neighborhood Center
915 Avenue E
Haines City, FL 33884

Lake Wales Care Center

140 E Park Avenue
Lake Wales, FL 33853
(863) 676-6678

1st & 3rd Tuesday
Mt. Pleasant Church
of God by Faith
539 1st Avenue
Waverly, FL 33859

**Family Fundamentals
Women's Resource**

1021 Lakeland Hills Blvd.
Lakeland, FL 33805
(863) 686-1221, ext. 231 or 232

2nd & 4th Tuesday
Mt. Calvary 1st Baptist Church
104 W. Fuller Street
Davenport, FL 33836
(863) 956-3491, ext. 219

Catholic Charities

1801 E. Memorial Blvd.
Lakeland, FL 33801
(863) 686-7153

Florence Villa CDC
111 Avenue R North
Winter Haven, FL 33881
(863) 299-2900

Frostproof Care Center

17 S. Scenic Highway
Frostproof, FL 33843
(863) 635-5555

ST. LUCIE COUNTY

In the Image of Christ, Inc.

707 No. 7th Street
Fort Pierce, FL 34950
(772) 461-7788

2nd Wednesday
Fort Meade City Hall

8 W Broadway
Fort Meade, FL 33841
(863) 956-3491, ext. 232

**Zion Daughters of Distinction
Ministries, Inc.**

707 No. 7th Street
Fort Pierce, FL 34950
(772) 882-9194

Service Delivery Sites

Farmworker Emergency Assistance Service Delivery Sites

COLLIER COUNTY

Collier County Housing Authority
1800 Farmworkers Way
Immokalee, FL 34142

COFFO
210 1st
Immokalee, FL 34142

Immokalee Technical Center
508 North Ninth St.
Immokalee, FL 34142

DADE COUNTY

Centro Campesino
35801 SW 186th Ave.
Florida City, FL 33034

South Dade Skills Center
28300 SW 152 Avenue
Leisure City, FL 33033

GADSDEN COUNTY

PAEC
315 N. Key St.
Quincy, FL 32351

HARDEE COUNTY

Heartland Work Force One Stop
205 Carlton St
Wauchula, FL 33873

East Coast Migrant HS
Mason Dixon Ave.
Bowling Green, FL 33834

HIGHLANDS COUNTY

South Florida State College
600 West College Dr.
Avon Park, FL 33825

HILLSBOROUGH COUNTY

Adult Migrant Program
3218 San Jose Mission
Dover, FL 33527

Hispanic Services
606 So. Collins St.
Plant City, FL 33563

Ruskin NSC
201 14th Ave.
Ruskin, FL 33570

Beth-el Mission
Hwy 301 South
Wimauma, FL

Good Samaritan Mission
14970 Balm Wimauma Rd.
Wimauma, FL 33598

LAKE COUNTY

Jobs & Benefits
714 W. Main St.
Leesburg, FL 34748

LEON COUNTY

Adult Migrant Program
500 N. Appleyard Dr.
Tallahassee, FL 32304

MANATEE COUNTY

Vocational Tech Center
5603 W. 34th St.
Bradenton, FL 34210

Manatee Technical Institute
6305 State Road 70 East
Brandon, FL 34203

MARTIN COUNTY

Holy Cross Center
P. O. Box 613
15305 S. W. Adams
Indiantown, FL 34946

ORANGE COUNTY

John Bridgers Community Center
13th St.
Apopka, FL 32703

Farm Workers Association
1264 Apopka Blvd.
Apopka, FL 32703

Orange County School District Westside Technical Center
955 East Story Road
Winter Garden, FL 34787

RCMA-Zellwood
3109 Union Street
Zellwood, FL 32798

PASCO COUNTY

Moore Mickens Adult Education
38301 MLK Blvd.
Dade City, FL 33525

PALM BEACH COUNTY

Farmworker Jobs and Education
607 S. Main St.
Belle Glade, FL 33430

POLK COUNTY

ALPI Central Office
300 Lynchburg Road
P. O. Box 3126
Lake Alfred, FL 33885

Frostproof Care Center
205 N. Scenic Hwy.
Frostproof, FL 33543

Adult Migrant Program
300 E. Bridges Ave.
Auburndale, FL

Lake Wales Care Center
200 E. Orange Ave.
Lake Wales, FL 33853

East Coast Migrant
351 Fredrick Ave.
Dundee, FL 33838

PUTNAM COUNTY

Adult Migrant Program
1020 Huntington Rd.
Crescent City, FL 32112

ST. LUCIE COUNTY

IRSC
5900 Tedder Road
Ft. Pierce, FL 34945

SEMINOLE COUNTY

Seminole State College Adult Migrant Program
100 W. Weldon Blvd.
Sanford, FL 32711

VOLUSIA COUNTY

ALPI Project Achieve
1326 E. International
Speedway Blvd., Unit D9.
Deland, FL 32724

Contact Information

CORPORATE OFFICE

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Chief Executive Officer
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PaHoua Lee-Yang, Dir.
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CHILD DEVELOPMENT and FAMILY SERVICES DIVISION

Eastern Region Administration Office

720 Delaware Avenue
Ft. Pierce, Florida 34950

Elizabeth Young, Deputy Director
(863) 956-3491 - Extension 215
EYoung@ALPI.org

Head Start/Early Head Start Program Operations (St. Lucie County)

Myrna Rodriguez, Director
(772) 466-2631 - Extension 11
MRodriguez@ALPI.org

Head Start/Early Head Start Program Operations (Polk County)

Bertram Smith, Director
(863) 635-3396 - Extension 40
BSmith@ALPI.org



"Embracing Diversity... Empowering People"



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