



2019 Annual Report

Accomplishments & Opportunities

During the 2018 program year, The Agricultural and Labor Program, Inc. (ALPI) continued to work in partnership with communities in a coordinated and comprehensive manner to develop programs and deliver services to continue making a critical difference in the lives of people in need. ALPI, like many community action agencies, is grounded in helping families and communities build this social capital for movement to self-sufficiency. ACCOMPLISHMENTS & OPPORTUNITIES included in this year's Annual Report continue to validate the organization's positive outcomes as demonstrated in the following CSBG Organizational Standards Center of Excellence (COE) focus areas:

- Maximum Feasible Participation
- Vision and Direction
- Operations and Accountability



Accomplishments & Opportunities

FOCUS AREA: Maximum Feasible Participation

Consumer Input and Involvement

Consumer Input and Involvement Community Action is rooted in the belief that people with low incomes are in the best position to express what they need to make a difference in their lives.

During the 2018 program year, ALPI worked in partnership with people and communities via it's Regional Advisory Councils and Head Start Policy Council. ALPI worked in a coordinated and comprehensive manner to develop programs and services in order to make a critical difference in the lives of economic families and farmworkers. Individuals and families were afforded opportunities to identify and share their needs and thus, enabled the organization to enhance its abilities to continue the implementation of high impact programs and services.



Accomplishments & Opportunities

FOCUS AREA: Maximum Feasible Participation

Community Engagement

ALPI, like many other CSBG eligible entities, cannot meet all of a community's needs independently. However, through many established formal and informal partnerships, ongoing community planning, advocacy, engagement of people with low incomes, faith-based organizations, educational institutions, government and businesses, ALPI works together with other Community Action Agencies and CSBG eligible entities to move families up the self-sufficiency ladder and revitalize communities.

Between 2013 and 2018, ALPI partnered with more than 340 different organizations, including, but not limited to:

ALP Housing Development Corporation	Early Learning Coalitions of Polk and St. Lucie Counties
Area Agency on Aging	Florida Non-Profit Housing (FNPH)
Bank of America	Goodwill Industries of Southwest Florida
Big Brothers/Big Sisters of Highlands County	Heartland Homeless Coalition
Center for Independent Living of Florida	Lakeview Park Homeowners Association
Children's Services Council of St. Lucie County	Macedonia Baptist Church of Naples
Coalition of Florida Farmworkers Organizations (COFFO)	Salvation Army
School Boards of Polk and St. Lucie Counties	Wells Fargo Bank
	Women's Resource Center of Winter Haven



Accomplishments & Opportunities

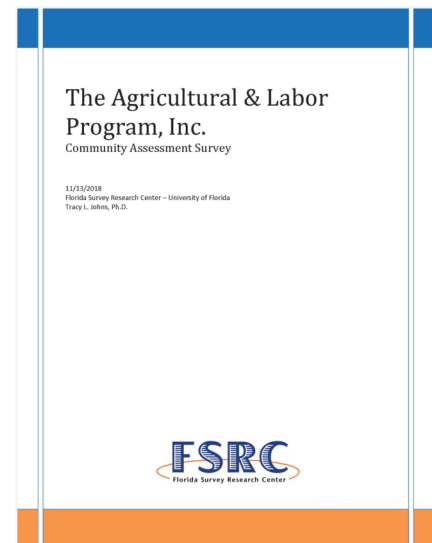
FOCUS AREA: Maximum Feasible Participation

Community Assessment

Local control of Federal CSBG resources is predicated on regular comprehensive community assessments that take into account the breadth of community needs, as well as the partners and resources available in a community to meet those needs. Regular assessment of needs and resources at the community level is the foundation of Community Action and a vital management and leadership tool that is used across the organization and utilized by the community to set the course for both CSBG and all agency resources.

In 2018, the Agricultural and Labor Program, Inc. (ALPI) engaged the services of Florida Survey Research Center – University of Florida to assist the organization in better understanding the changes, service needs and demographic characteristics of low-income children and families in the ALPI service area, which includes Polk, Highlands, St. Lucie, Indian River, Okeechobee, Martin, Volusia, Hillsborough (Plant City, Wimauma), Palm Beach (Belle Glade, South Bay), Hendry, Glades, Collier, Orange, Seminole, and Hardee Counties. To this end, two surveys were completed – one with ALPI service recipients and one with community organizations that serve this population.

The survey of low-income families in the ALPI service area was conducted jointly by the Florida Survey Research Center (FSRC) and ALPI. The universe of the study is low-income families with children in the Florida counties who are served by ALPI, which includes Polk, Highlands, St. Lucie, Indian River, Okeechobee, Martin, Volusia, Hillsborough (Plant City, Wimauma), Palm Beach (Belle Glade, South Bay), Hendry, Glades, Collier, Orange, Seminole, and Hardee Counties.



REPORT: HIGHLIGHTS

Adult Services

More than two in five (45.3%) respondents reported household need for “Emergency Assistance for Rent, Utilities, Housing, Food, etc.” and similar number (43.6%) of respondents said they had used “Emergency Assistance for Rent, Utilities, Housing and Food.” The largest unmet need for adult services is “Home-Ownership Programs.”

Social Services

The highest level of satisfaction is with the “Agricultural and Labor Program (ALPI)” – more than four in five (87.7%) respondents who received services from ALPI were “Very Satisfied” with those services.

Children’s Services

Nearly three in five (56.5%) respondents with children under age five reported needing “Pre-Kindergarten Programs” for their children, with more than four in five (85.3%) saying they had used such services.

About two in five (38.3%) respondents with children under age five reported needing “Child Care” for their children, with about half (50.8%) saying they had used such services.

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Organizational Leadership

Community Action leadership is exemplified at all levels across the organization and starts with a mission that clarifies Community Action's work on poverty. A well-functioning board, and a focused chief executive officer/executive director, well-trained and dedicated staff and volunteers giving of themselves to help others will establish Community Action as the cornerstone and leverage point to address poverty across the community. Ensuring strong leadership, both for today and into the future, is critical.

CEO Leadership Change

Deloris C. Johnson
Chief Executive Officer

Corporate Office
3001 Lynnhurst Road
Lima, Ohio 45804-2578
(419) 464-3449
Toll Free: 1 (800) 330-3491
Fax: (419) 464-3557
E-Mail: admin@alpi.org
www.alpi.org

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

COMMUNITY SERVICES & ECONOMIC DEVELOPMENT DIVISION
CSBG Services
Service Areas: Adams, Hamilton, Highland and Pick Counties

Partnership Emergency Services
Service Areas: Hamilton

LIHEAP Services
Service Areas: Adams, Hamilton, Highland, Pick, and St. Luke Counties

Housing Counseling Services
Service Area: Pick County

Training and Employment Services
Service Area: Adams County

ALPI Technical Education Center
Service Area: Adams County

ENRAP Services
Service Area: Pick County

CHILD DEVELOPMENT & FAMILY SERVICES DIVISION
Head Start Services
Service Areas: St. Luke County

Early Head Start Services
Service Areas: Pick and St. Luke Counties

Child Care
Service Areas: Pick (Prossper) and St. Luke Counties

Child Care Food
Service Areas: Pick (Prossper) and St. Luke Counties

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

Eastern Region Administration Office
2202 Avenue D
P.O. Box 100
(772) 464-2631
Toll Free: 1 (800) 751-3099
Fax: (772) 464-3035

Date: January 1, 2019
To: ALPI Funders, Vendors, Supporter, Agents
Subject: Appointment of New CEO

To Whom It May Concern:

The Agricultural and Labor Program Board of Directors is pleased to announce the appointment of Ms. Arlene Dobison as its new Chief Executive Officer, replacing Deloris Johnson who is retiring after 30 years of service. Ms. Dobison has been serving as CEO interim since July 1, 2018 to provide sufficient time to complete an orderly transition up to Ms. Johnson retirement date. Ms. Dobison has stepped up to the plate to begin her full Chief Executive Officers duties and responsibilities effective immediately.

It is with much gratitude that the Agricultural and Labor Program, Inc., Board of Directors announces Deloris Johnson Retirement as CEO of the Agricultural and Labor Program, Inc., effective, December 31, 2018.

Since 1988, Ms. Johnson has played a critical role in the development and success of the ALPI organization. During her tenure, the organization experienced phenomenal growth, and while we will miss her and her inspiring leadership, we wish her the best of luck in her retirement and new endeavors. We want to thank her for her years of dedicated service which involved many significant accomplishments and her dedication, passion, enthusiasm and motivation she has given over the past 30 years. She will be greatly missed by the staff, Board, members and partners alike.

We are pleased to welcome Ms. Arlene Dobison as our new Chief Executive Officer (CEO) and look forward to continuing the success of the ALPI organization and we are hopeful and excited for the next chapter of our journey as we continue our efforts to help people help themselves and each other.

If you have any questions or concerns during this transition process, please do not hesitate to reach out to me and/or Ms. Arlene Dobison directly at (863) 956-3491, Ext. 206 or by email at ADobison@alpi.org.

Sincerely,
William Holt
Mr. William Holt, Board Chairperson

CC:
Board of Directors
Arlene Dobison, CEO
Deloris Johnson, Retired CEO
Senior Management Staff

PROGRAMS AND SERVICES ARE FUNDED IN PART BY:

THE AGRICULTURAL AND LABOR PROGRAM, INC. — PROVIDING A CONSTANT FLOW OF COMMUNITY SERVICES SINCE 1988
AN EQUAL OPPORTUNITY EMPLOYER



Welcome Arlene Dobison



Thank You Deloris Johnson

The ALPI Mission ... to propose, implement and advocate developmental and human service delivery programs for the socially and economically disadvantaged, children and families and farmworkers ... continues.

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Board Governance

The Agricultural and Labor Program, Inc. (ALPI) Board, like many other community action boards, is uniquely structured to ensure maximum feasible participation by the entire community, including those the organization serves. The ALPI Community Action boards are comprised of at least 1/3 low-income consumers (or their representatives), 1/3 elected officials (or their appointees), and the remainder are private-sector community members. To make this structure work as intended, ALPI recruits board members thoughtfully, working within communities to promote opportunities for board service. We provide orientation and training, and support members in their oversight role. Boards are foundational to good organizational performance and the time invested to keep them healthy and active is significant, but necessary.

Thank You 2018 Board of Directors



Standing: Kim Johnson, Stacy Campbell-Domineck, Barbara Grace, Annette Jones, Chester McNorton, Marjorie Gaskin, LaVita Holmes, Kimberly Ross, William Holt, Vernon McQueen Sitting: Patricia Gamble, Josephine Howard, Katie Clarke, Marva Hawkins, Glenda Jones, Ruby Willix, Sheila Dixon, David Walker, Esq.

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Strategic Planning

Establishing the vision for a Community Action Agency is a big task and setting the course to reach it through strategic planning is serious business. CSBG eligible entities take on this task by looking both at internal functioning and at the community's needs. An efficient organization knows where it is headed, how the board and staff fit into that future and how it will measure its success in achieving what it has set out to do. This agency-wide process is board-led and ongoing. A “living, breathing” strategic plan with measurable outcomes is the goal, rather than a plan that gets written, but sits on a shelf and stagnates. Often set with an ambitious vision, strategic plans set the tone for the staff and board and are a key leadership and management tool for the organization.

In 2013, the ALPI Board of Directors revised its Strategic Plan for the period beginning July 1, 2013 through June 30, 2018. On an ongoing basis, the Board of Directors reviews the Strategic Plan to:

1. Provide a “road map” for the future direction of ALPI.
2. Assist in the development of strategies to accomplish the identified goals.

Each goal as noted below is comprised of a series of objectives and those objectives are measured through comparison of actual performance against predetermined benchmarks.

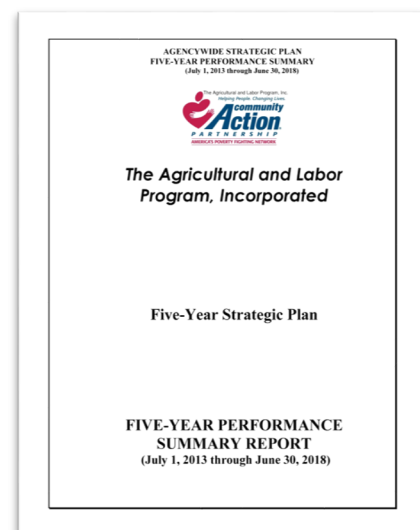
The 2018 report summarizes those reports for the entire five-year period of the Strategic Plan. This report is intended to provide a summation of the attainment of benchmarks by ALPI, thereby allowing the Board of Directors to better measure ALPI's overall success in attainment of the various goals.

Goal 1 - Create Additional Educational Experiences and Opportunities for Staff

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

Goal 3 – Partner With Other Entities For More Efficient Service Delivery

Goal 4 – Target New Areas of Expansion



In FY 2015-2016, ALPI's “Wage and Salary Schedule” was revised and the minimum starting wage for ALPI employees was increased to \$10.10 per hour.

Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

Human Resources Management

The human element of ALPI's work is evident at all levels of the organization and the relationship an organization has with its staff often reflects the organization's values and mission. Oversight of the chief executive officer/executive director and maintaining a strong human resources infrastructure are key responsibilities of board oversight. Attention to organizational elements, such as policies and procedures, performance appraisals and training, lead to strong organizations with the capacity to deliver high quality services in low-income communities.

ALPI STRATEGIC GOAL 1 – Create Additional Educational Experiences and Opportunities for Staff

OBJECTIVE: Develop a better educated and more highly skilled workforce.

BENCHMARK: Every employee will participate in and maintain a professional development plan as provided for in ALPI's Policies and Procedures.

PERFORMANCE: Annually, 100% of all employees update his/her professional development plan as a requirement of their annual evaluations.

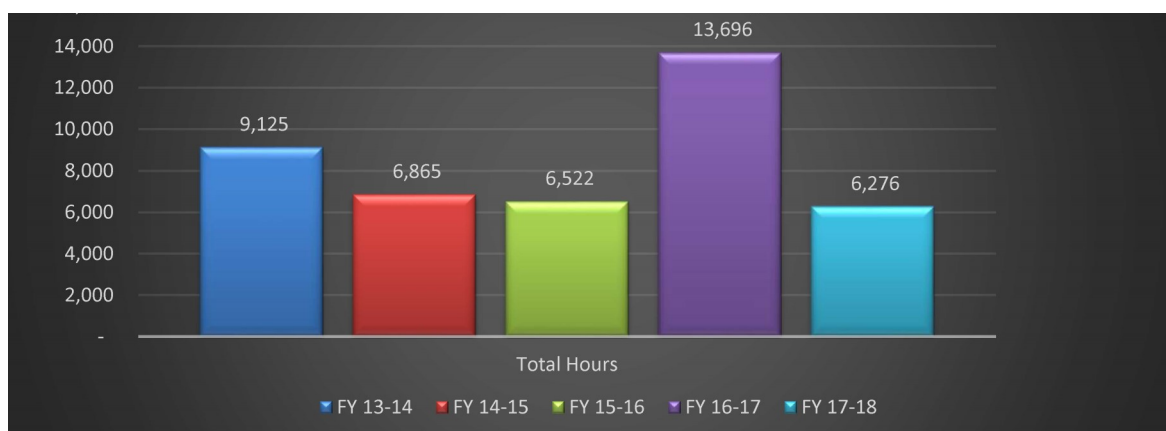
On an ongoing basis, 100% of newly hired employees complete a Professional Development Plan at the time of his/her hiring and then update it annually at the time of his/her evaluation.

OBJECTIVE: Provide more professional development opportunities.

BENCHMARK: Professional development opportunities will be provided annually for a minimum of 50% of the total staff.

PERFORMANCE: As shown below, between FY 12-14 and FY 17-18, employees received a total of 42,484 hours of professional development training for an average of 8,497 staff training hours per year. Based on an average staff training size of 207, this equates to 41.05 hours of training per staff, per year.

Overall Staff Training Hours

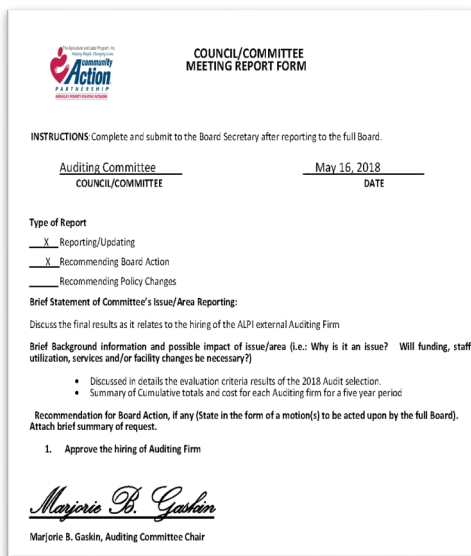


Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

Financial Operations and Oversight

The fiscal bottom line of ALPI is not isolated from its mission, it is a joint consideration. ALPI board and staff maintain a high level of fiscal accountability through audits, monitoring by State and Federal agencies and compliance with Federal Office of Management Budget circulars. The management of federal funds is taken seriously by the ALPI organization and reflect the board's oversight role as well as the day-to-day operational functions.



COUNCIL/COMMITTEE MEETING REPORT FORM

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

Auditing Committee May 16, 2018
COUNCIL/COMMITTEE DATE

Type of Report
☒ Reporting/Updating
☒ Recommending Board Action
☐ Recommending Policy Changes

Brief Statement of Committee's Issue/Area Reporting:
Discuss the final results as it relates to the hiring of the ALPI external Auditing Firm

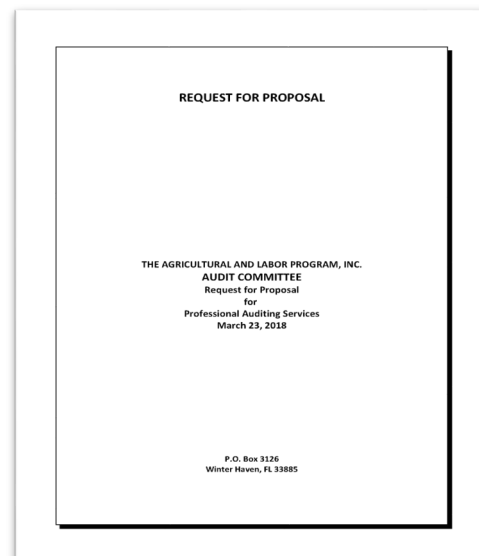
Brief Background information and possible impact of issue/area (i.e.: Why is it an issue? Will funding, staff utilization, services and/or facility changes be necessary?)

- Discussed in details the evaluation criteria results of the 2018 Audit selection.
- Summary of Cumulative totals and cost for each Auditing firm for a five year period

Recommendation for Board Action, If any (State in the form of a motion(s) to be acted upon by the full Board). Attach brief summary of request.

1. Approve the hiring of Auditing Firm

Marjorie B. Gaskin
Marjorie B. Gaskin, Auditing Committee Chair



REQUEST FOR PROPOSAL

THE AGRICULTURAL AND LABOR PROGRAM, INC.
AUDIT COMMITTEE
Request for Proposal
for
Professional Auditing Services
March 23, 2018

P.O. Box 3126
Winter Haven, FL 33885

The Agricultural and Labor Program, Incorporated SUMMARY OF FINANCIAL AND COMPLIANCE REPORT FOR YEAR ENDED - JUNE 30, 2018

FINANCIAL STATEMENTS

- No weaknesses identified.
- No significant deficiencies identified.
- No noncompliance material to Financial Statement noted.

FEDERAL AWARDS

- No weaknesses identified.
- No significant deficiencies identified.
- No audit findings disclosed that are required to be reported in accordance with Section 2 CFR 200.516 (a).
- **Qualified as low-risk auditee.**

FINANCIAL STATEMENT FINDINGS

- No matters to report.

FINDING AND QUESTIONED COSTS FOR FEDERAL AWARDS

- No matters to report.

Accomplishments & Opportunities

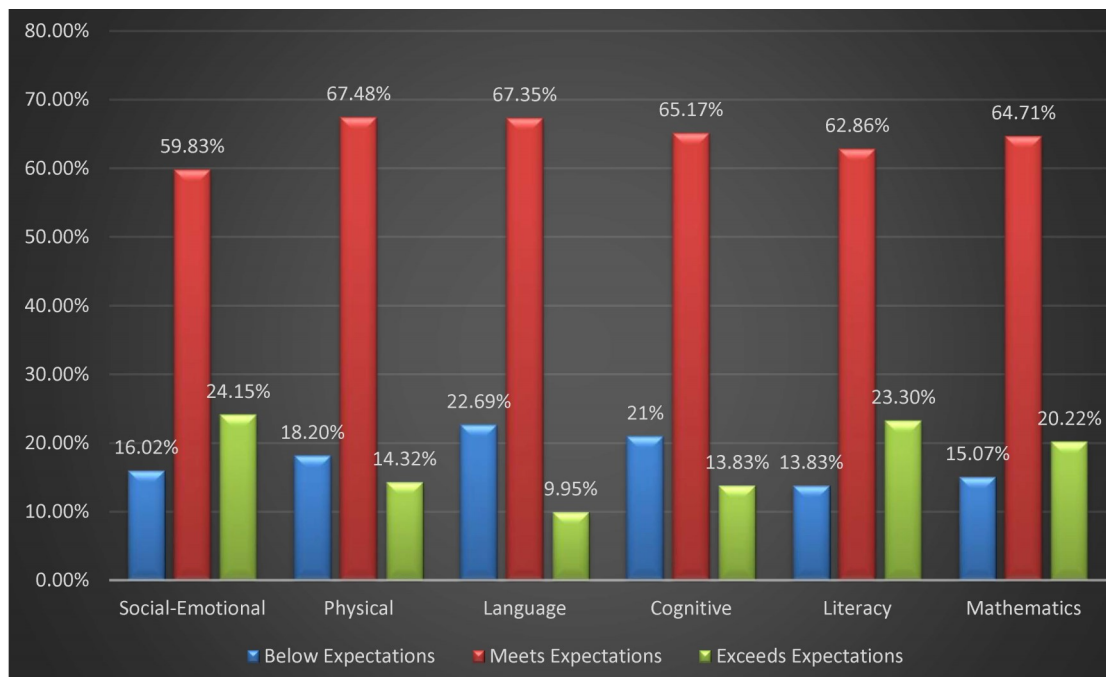
FOCUS AREA: Operations and Accountability

Data and Analysis

The ALPI's Head Start and Early Head Start Program provide high-quality early education and child development services, including children with disabilities, that promote children's cognitive, social and emotional growth for later success in school. The 2017-2018 Children and Families Division Report represents a summary of the program's approach to service delivery and accomplished goals and objectives as mandated by federal and state regulations and requirements. The report includes data obtained from the Program Information Reports, Program Database Systems and other formal and informal reports.

ALPI's Head Start and Early Head Start Program's ongoing assessment is Teaching Strategies GOLD. Based on the data collected for the 2017-2018 school year, it showed that children have made progress on all domains in accordance with the Head Start Early Learning Child Outcomes Framework. Classroom staff continued to monitor and evaluate the progress on all children Birth to Five. The following data represents the final child outcome results for the 2017-2018 school year of 824 possible children enrolled in the Head Start and Early Head Start Program.

Final Child Outcomes 2017-2018



Accomplishments & Opportunities

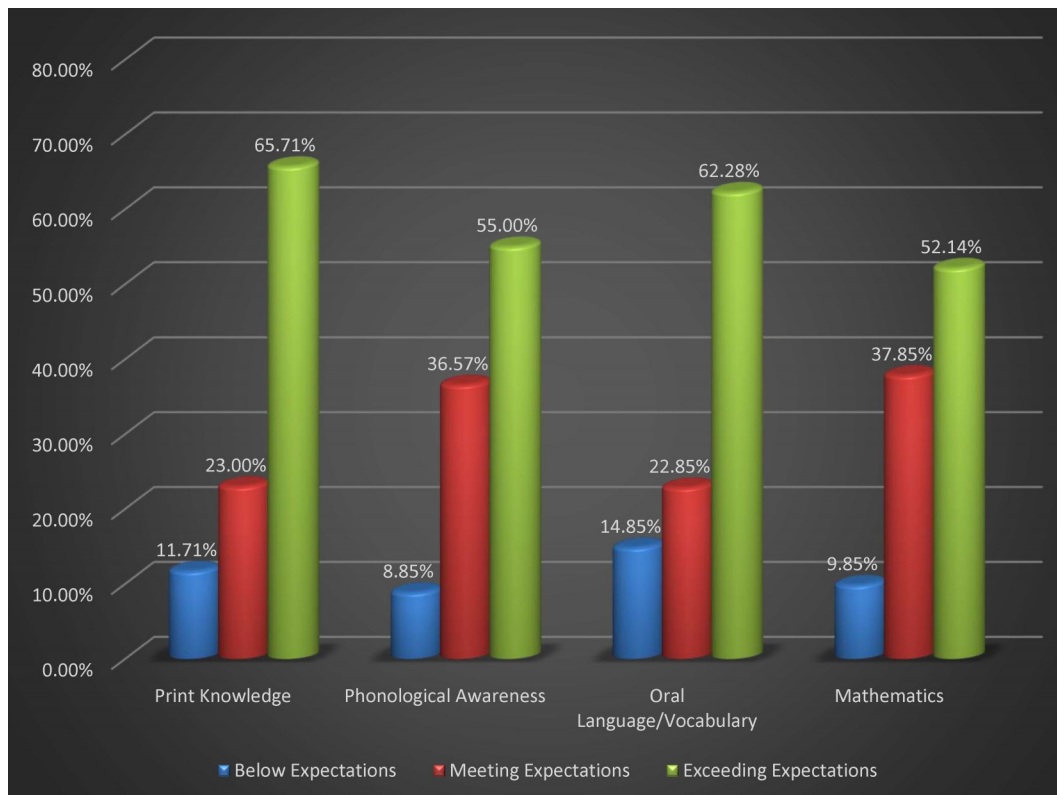
FOCUS AREA: Operations and Accountability

Data and Analysis (cont'd)

The ALPI's Head Start and Early Head Start Program provide high-quality early education and child development services, including children with disabilities, that promote children's cognitive, social and emotional growth for later success in school. The 2017-2018 Children and Families Division Report represents a summary of the program's approach to service delivery and accomplished goals and objectives as mandated by federal and state regulations and requirements. The report includes data obtained from the Program Information Reports, Program Database Systems and other formal and informal reports.

Voluntary Prekindergarten Services: ALPI provided VPK services to approximately 385 children at directly operated Head Start centers in 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 VPK Assessment Final Report for the 2017-2018 school year showed the percentage of children that had progressed/advanced in each of the measured areas.

VPK Assessment Final Report 2017-2018



Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

Data and Analysis (cont'd)

The ALPI's Head Start and Early Head Start Program provide high-quality early education and child development services, including children with disabilities, that promote children's cognitive, social and emotional growth for later success in school. The 2017-2018 Children and Families Division Report represents a summary of the program's approach to service delivery and accomplished goals and objectives as mandated by federal and state regulations and requirements. The report includes data obtained from the Program Information Reports, Program Database Systems and other formal and informal reports.

CLASS Observation Federal Review Results: The Office of Head Start conducted the federal review CLASS observations during the week of **May 9, 2016 thru May 13, 2016** of the Head Start program. The observations were conducted in the majority of the preschool classrooms using the Pre-K Classroom Assessment Scoring System (CLASS). The CLASS tool looks at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven point scale. The following results show the comparison between the National 2017 CLASS.

OHS CLASS® Descriptive Statistics, 2017			
National Distribution of Grantee-Level Domain Scores			
Domain	Lowest 10%	Median (50%)	Highest 10%
Emotional Support	5.7024	6.09	6.48
Classroom Organization	5.3264	5.85	6.33
Instructional Support	2.3095	2.97	3.65

ALPI CLASS 2016 Federal Review Scores			
OHS CLASS 2017 National Grantee Level Scores			
ALPI CLASS 2016 SCORES		OHS CLASS 2017 NATIONAL SCORES Median 50%	
Emotional Support	6.06	Emotional Support	6.04
Classroom Organization	5.77	Classroom Organization	5.76
Instructional Support	3.09	Instructional Support	2.74

ALPI CLASS 2017-2018 Internal Monitoring			
ALPI CLASS 2017 SCORES		OHS CLASS 2017 NATIONAL SCORES Median 50%	
Emotional Support	5.66	Emotional Support	6.04
Classroom Organization	5.04	Classroom Organization	5.76
Instructional Support	3.11	Instructional Support	2.74

Head Start/Early Head Start Centers

Locations

POLK COUNTY

Frostproof Child Development Center
701 Hopson Road
Frostproof, FL 33843

ST. LUCIE COUNTY

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

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

G. W. Truitt Family Services Center
1814 North 13th Street
Fort Pierce, FL 34950

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

Queen Townsend Head Start Center II
2202 Avenue Q
Ft. Pierce, FL 34950

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

CONTRACTED CENTERS

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

Jumpstart Development Center
1068 Pine Avenue
Lake Wales, FL 33853



Community Services Block Grant

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.

GLADES COUNTY

Glades County Community Development Dept.
Goodwill Industries of Southwest Florida

HIGHLANDS COUNTY

Big Brothers/Big Sisters of the Sun Coast, Inc.

POLK COUNTY

Agricultural and Labor Program, Inc.
ALPI - Family Fundamentals
Boys and Girls Club of Lakeland, Inc.
Center for Independent Living
Women's Resource Center



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

Macedonia Baptist Church
Goodwill Industries
of Southwest Florida

HENDRY COUNTY GLADES COUNTY

Goodwill Industries
of Southwest Florida

HIGHLANDS COUNTY

ALPI - Avon Park Office

MARTIN COUNTY

Jesus House of Hope
Port Salerno Church of God

POLK COUNTY

ALPI - Lake Alfred Corporate
Florence Villa CDC

ST. LUCIE COUNTY

In the Image of Christ, Inc.
Mustard Seed Ministries



Farmworker Emergency Assistance

Service Delivery Sites

COLLIER COUNTY

Collier County
Housing Authority
FCDP Immokalee
Technical College

MIAMI-DADE COUNTY

FCDP South Dade Skills Center

HILLSBOROUGH COUNTY

FCDP The Family Learning Center
RCMA Balm

MANATEE COUNTY

FCDP Manatee Adult, Career
and Technical Education

ORANGE COUNTY

Orange County School
District Westside Technical Center

PALM BEACH COUNTY

Farmworker Career Development

POLK COUNTY

Frostproof Care Center
FCDP East Area Adult School
Farmworker Ministry, Inc.
RCMA Mulberry

PUTNAM COUNTY

FCDP

ST. LUCIE COUNTY

FCDP Indian River State College



2018 Financials

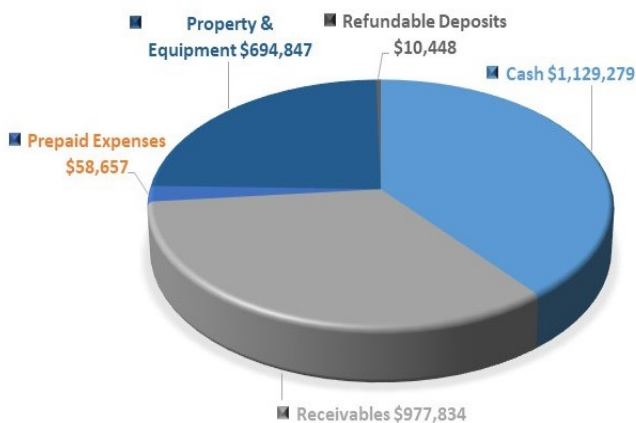
FY 2018 FINANCIAL HIGHLIGHTS

94%

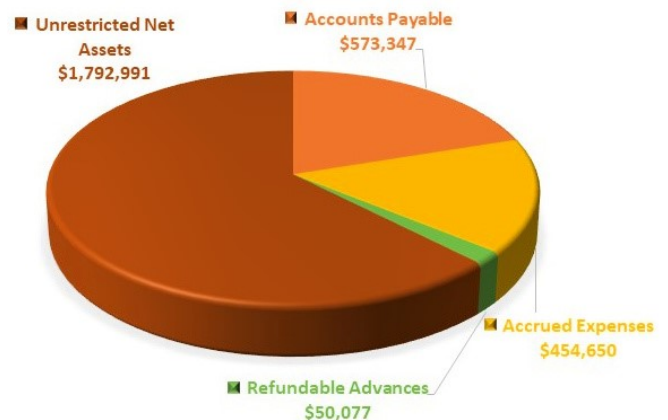
OF ALL FUNDING RECEIVED GOES DIRECTLY TO PROGRAM SERVICES

STATEMENT OF FINANCIAL POSITION

FY 2018 ASSETS
\$2,871,065

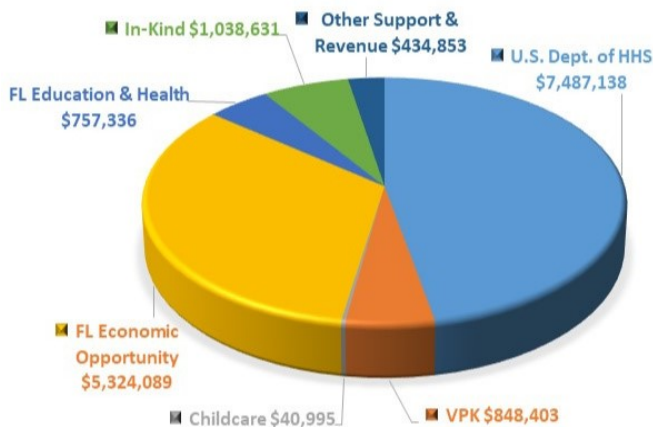


FY 2018 LIABILITIES & NET ASSETS
\$2,871,065

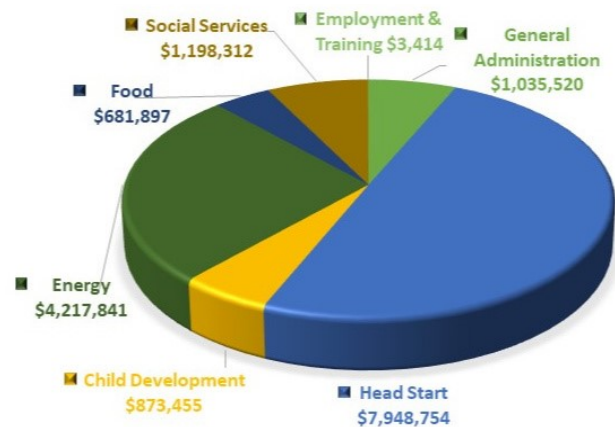


STATEMENT OF ACTIVITIES

FY 2018 SUPPORT & REVENUE
\$15,931,445



FY 2018 OPERATING EXPENSES
\$15,959,193



NET LOSS: (\$27,748)

Contact Us

LAKE ALFRED, FL

EXECUTIVE DEPARTMENT

P.O. Box 3126
Winter Haven, Florida 33885

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Arlene Dobison, CEO

ADMINISTRATION & OPERATIONS QUALITY CONTROL DIVISION

OPERATIONS & QUALITY CONTROL
863-956-3491, x204
Twila Steward, Director

BUDGET & FINANCE
863-956-3491, x210
Dennis Gniewek, Director

HUMAN RESOURCES
863-956-3491, x202
Christine Samuel, Director

COMMUNITY SERVICES & ECONOMIC DEVELOPMENT DIVISION

863-956-3491, x212
Albert Miller, Deputy Director

LIHEAP/COMMUNITY SERVICES
863-956-3491, x224
Cheryl Burnham, Director

CSBG/ECONOMIC DEVELOPMENT
863-956-3491, x218
PaHoua Lee-Yang, Director

FORT PIERCE, FL

CHILD DEVELOPMENT & FAMILY SERVICES DIVISION

Eastern Region Administration Office
2202 Avenue Q
Ft. Pierce, FL 34950

863-956-3491, x215
Caroline Looney, Deputy Director

HEAD START/EARLY HEAD START
PROGRAM OPERATIONS
772-466-2631, x11
Myrna Rodriguez, Director

FROSTPROOF, FL

EARLY HEAD START PROGRAM OPERATIONS (Polk County)

701 Hopson Road
Frostproof, FL 33843

863-635-3396
Aletta Stroder, Director



Programs and services are funded in part by:

