



2020 Annual Report



Accomplishments & Opportunities

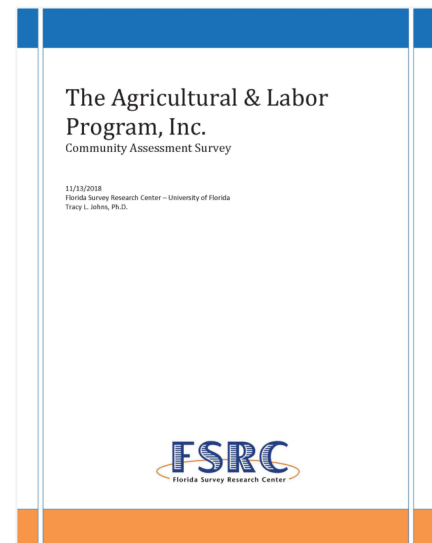
FOCUS AREA: Maximum Feasible Participation

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.

Annual Board of Directors Retreat

The ALPI hosts its annual board management retreat to present board issues for discussion and approval agency-wide, if required. Board of Directors, Policy Council, CEO and Leadership team come together to assess prior year performance and upcoming goals. This retreat is to review strategic goals and address the performance and outcomes for the past program year.

The Board's assessment includes program planning; annual Financial Overview of Financial Position; Management Audit Findings and Recommendations; (draft) audit engagement proposal/timeline; Succession Plan Update; Risk Management; final closeout report, operating budget revisions; Workers Compensation assessment and Renewal; Fixed Assets and Property Improvement policy; Board Fundraising; fundraising activities; Board/Employee annual assessment; Review and/or revise Personnel Policies and Procedures.

Shared Governance Orientation

The purpose of the Shared Governance Orientation Session is to provide newly elected and experienced Board members, Head Start/EHS Policy Council Members and Regional Advisory Council Members with an overview of the agency's governance practices and regulatory requirements. The session ensures ongoing effective management oversight of the agency's governance practices by the Board of Directors and active participation in the decision-making process by the Head Start/EHS Policy Council and Regional Advisory Councils when applicable.



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 individuals, 1/3 elected public officials (or their representative), and 1/3 private-sector. 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 **2019 Board of Directors**

William Holt, Chairperson

Stacy Campbell-Domineck, Board Vice Chairperson

Shelia Dixon, Board Secretary

Patricia Gamble, Board Treasurer

Katie Clarke

Marjorie Gaskin

Barbara Grace

Brenda Gray

Josephine Howard

Kim Johnson

Annette Jones

Glenda Jones

N'Kosi Jones

Chester McNorton

Vernon McQueen

Yolanda Robinson

Tonmiel Rodriguez, Esq.

Kimberly Ross

David Rucker

Timothy Stanley

Ruby Willix

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Governance Requirements: CSBG Organizational Standards and Head Start Performance Standards

Maximum Feasible Participation – Category 1: Consumer Input and Involvement

<i>CSBG Organizational Standard 1.3: The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Community Needs Assessment 2018 Approved Board of Director's meeting minutes

Grantees are required to ensure the sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and grantee operations.

<i>Head Start Act § 642(c)(1)(E)(iv)(IV) The organization's governing body has established procedures and guidelines for accessing and collecting information described in the Head Start Act at 642(d)(2).</i>		
Governance	Compliance	Validation
Board of Directors	Met	Head Start Operational Policies and Procedures
Policy Council	Met	Head Start Operational Policies and Procedures

<i>HSPPS § 1302.102(a) The organization's governing body and policy council have jointly established goals and measurable objectives.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Five-Year Strategic Plan Community Needs Assessment
Policy Council	Met	Five-Year Strategic Plan Community Needs Assessment

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Vision and Direction – Category 3: Community Assessment

CSBG Organizational Standard 3.5: The board formally accepts the completed community assessment. Every Three (3) Years		
Governance	Compliance	Validation
Board of Directors	Met	Community Needs Assessment 2018 Approved Board of Director's meeting minutes

Vision and Direction – Category 4: Organizational Leadership

CSBG Organizational Standard 4.4: The board receives an annual update on the success of specific strategies included in the Community Action plan.		
Governance	Compliance	Validation
Board of Directors	Met	Final CSBG FOCAS Report Board Retreat Approved Board of Director's meeting minutes

CSBG Organizational Standard 4.5: The organization has a written succession plan in place for the CEO/ED, approved by the board, which contains procedures for covering an emergency/unplanned, short-term absence of 3 months or less, as well as outlines the process for filling a permanent vacancy.		
Governance	Compliance	Validation
Board of Directors	Met	Succession Plan 2017 Approved Board of Director's meeting minutes

CSBG Organizational Standard 4.6: An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the board.		
Governance	Compliance	Validation
Board of Directors	Met	Risk Assessment 2019 Board Retreat Approved Board of Director's meeting minutes

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Vision and Direction – Category 5: Board Governance

<i>CSBG Organizational Standard 5.1: The organization's board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives); and 3. The remaining membership from major groups and interests in the community.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Board of Director's By-Laws Board of Directors Roster Seven Low-Income Seven Local Elected Officials or their representatives. Seven Private Sector
<i>HSPPS § 1301.2(a) : The organization's governing body is structured in compliance with the requirements of the Head Start Act, Sec. 642(c)(1)(B):</i> 1. At least one member has background and expertise in fiscal management or accounting; 2. At least one member has a background and expertise in early childhood education and development; 3. At least one member is a licensed attorney familiar with issues that come before the governing body; and 4. Additional members are former or current Head Start parents and those with expertise in education, business administration or community affairs.		
Governance	Compliance	Validation
Board of Directors	Met	Background and Expertise in Fiscal Management or Accounting – Marjorie Gaskin Background and Expertise in Early Childhood Education and Development – Josephine Howard Licensed Attorney – Tonmiel Rodriguez Former or Current Head Start Parent with expertise in education, etc. – Yolanda Robinson
<i>HSPPS § 1302.102(d) The organization's governing body receives Head Start program status reports at least semi-annually.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Bi-Monthly Board of Director's Meeting Approved Board of Directors Meeting Minutes ALPI's Board Portal
Policy Council	Met	Policy Council Monthly Meetings Approved Policy Council Meeting Minutes ALPI's Head Start Council Portal

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Vision and Direction – Category 6: Strategic Planning

<i>CSBG Organizational Standard 6.1: The organization has an agency-wide strategic plan in place that has been approved by the board within the past 5 years.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Five Year Strategic Plan - Extended through 2020 Approved Board of Directors Meeting Minutes

Operations and Accountability – Category 9: Data and Analysis

<i>CSBG Organization Standard 9.3: The organization has presented to the board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Annual Corporate Meeting and Luncheon Annual Board Retreat Approved Board of Director's Meeting Minutes

<i>Head Start Act § 642(c)(1)(E)(iv)(VII)(aa) The governing body annually approves all major financial expenditures of the Head Start program.</i>		
Governance	Compliance	Validation
Board of Directors	Met	Annual Corporate Meeting and Luncheon Annual Board Retreat Approved Board of Director's Meeting Minutes

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.

ALPI Strategic Plan Performance Indicators

The following is a summary of the five (5) major goals.

Highly Skilled Workforce Initiative **Goal 1:** *Create Additional Educational Experiences and Opportunities for Staff.*

Performance Indicator 2: Professional Development Opportunities will be provided annually for a minimum of 50% of the total staff.		
Professional Development Opportunities	# of eligible ALPI Employees/ Governance	# of ALPI Participation/Governance
Certified Community Action Professional's	10	1
Certified ROMA Trainer and/or Implementer	10	1
Family Development Instructor Credential	1	1
Certified Housing Counselor	3	1
Annual Corporate Training	216	216
Shared Governance Training	118	118

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Upward Mobility Initiative **Goal 2:** *Devise a Plan Of Upward Mobility Within The Agency.*

<i>Performance Indicator 1: Intra-department project participation will be available in conjunction with at least one Agency-wide activity per year.</i>		
Professional Plan Development	# of Eligible ALPI Employees	% of Participation
Annual Corporate Meeting and Training	40	37/40 93%
Staff Appreciation (Planning Committee)	25	23/25 92%
Shared Governance Training	10	10/10 100%

Relationship Initiative **Goal 3:** *Partner With Other Entities For More Efficient Service Delivery.*

<i>Performance Indicator 2: – ALPI will identify, whenever possible, organizations with which to partner to advance a project that increases and/or improves ALPI's available services.</i>		
Community Support	# of Partnering Organizations	New Partnerships
Partnering Organizations	329	22

Expansion Initiative **Goal 4:** *Target New Areas of Expansion.*

<i>Performance Indicator 5: – ALPI will revise and update, when appropriate, its technology plan, as needed.</i>		
Technology	# Locations	# of Locations Received
Upgrade of Technology	15	15

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

<i>Performance Indicator 5: – Each client , child or parent seeking assistance will receive an informal evaluation to determine suitability for enrollment into a job-training program for an increase in enrollments of, a minimum of, 10% into job training/placement programs.</i>		
Family Self-Sufficiency Program	# of Eligible Clients	% of Clients
Self Sufficiency New Clients	35	17 or 49%

Accomplishments & Opportunities

FOCUS AREA: Vision and Direction

Head Start Policy Council

ALPI successfully organized and maintained the 2018-2019 Policy Council and Parent Committees at each of our centers providing Head Start and Early Head Start services. The Policy Council participated in several functions with the Board of Directors, including Board Retreat, Board Orientation, Agency Corporate Annual Meeting, Agency Annual Picnic, and Program Annual Self-Assessment.

During the 2018-2019 school year, the Board of Director's and Policy Council approved Refunding Applications, Personnel, Agency Personnel/Fiscal Management Policies and Procedures, Internal Dispute Resolution and Community Complaint Policies and Procedures.

Mable Jones, consultant from the Jones Connections, provided the ALPI Head Start/Early Head Start Policy Council orientation/training held on October 1-3, 2018 in Fort Pierce, FL. The Policy Council received copies of the new Head Start Performance Standards and the Head Start Act. Additionally, they were guided through a thorough review of regulations. Members were trained on their roles and responsibilities, as well as the Roberts Rules of Order and ALPI's decision-making process between the Board of Directors and the Policy Council.



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.

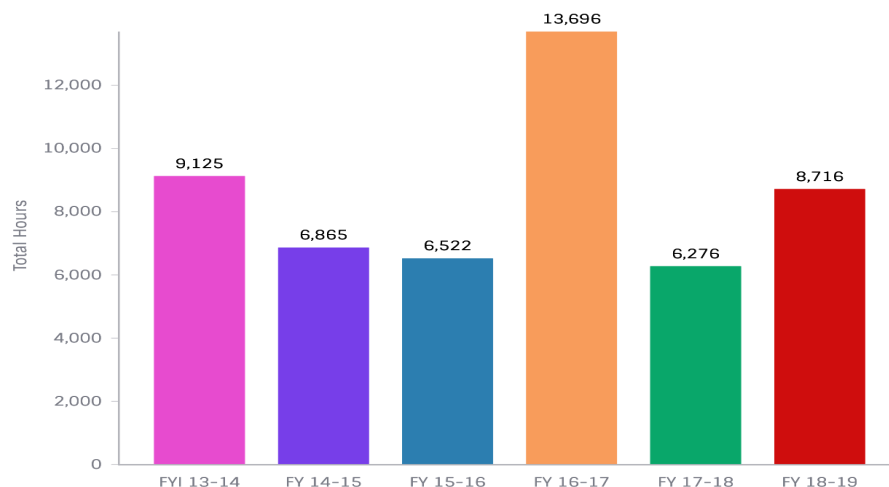
On an ongoing basis, 100% of newly hired employees complete a Professional Development Plan at the time of his/her hiring and then update it annually at the time of his/her evaluation.

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 13-14 through FY 18-19, employees received a total of 52,298 hours of professional development training for an average of 8,716 staff training hours per year. Based on an average staff size of 205 employees, this equates to 43 hours of training per employee, 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.

The Agricultural and Labor Program, Incorporated
Schedule of Findings and Questioned Costs
Year Ended June 30, 2019

Section I. Summary of Auditor's Results

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

Material weakness(es) identified?	<u>Yes</u>	<u>X</u>	No
Significant deficiency(ies) identified?	<u>Yes</u>	<u>X</u>	None Reported
Noncompliance material to financial statements noted?	<u>Yes</u>	<u>X</u>	No

Federal Awards

Internal control over major programs:

Material weakness(es) identified?	<u>Yes</u>	<u>X</u>	No
Significant deficiency(ies) identified?	<u>Yes</u>	<u>X</u>	None Reported

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 2 CFR 200.516(a)? Yes X No

Identification of major programs:

CFDA Number(s)	Name of Federal Program or Cluster
10.558	Child and Adult Care Food Program
93.568	Low Income Home Energy Assistance
93.569	Community Services Block Grant

Dollar threshold used to distinguish between Type A and type B programs: \$750,000

Auditee qualified as low-risk auditee? X Yes No

Section II. Financial Statement Findings

No matters to report.

Section III. Findings and Questioned Costs for Federal Awards

No matters to report.

Section IV. Other Reporting

1. No Corrective Action Plan is presented because there were no findings required to be reported under the Federal Single Audit Act.

2. No Summary Schedule of Prior Audit Findings is presented because there were no prior audit findings.

The Agricultural and Labor Program, Inc. SUMMARY OF FINANCIAL AND COMPLIANCE REPORT FOR YEAR ENDED - JUNE 30,2019

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 & QUESTIONED COSTS FOR FEDERAL AWARDS

- No matters to report.

Accomplishments & Opportunities

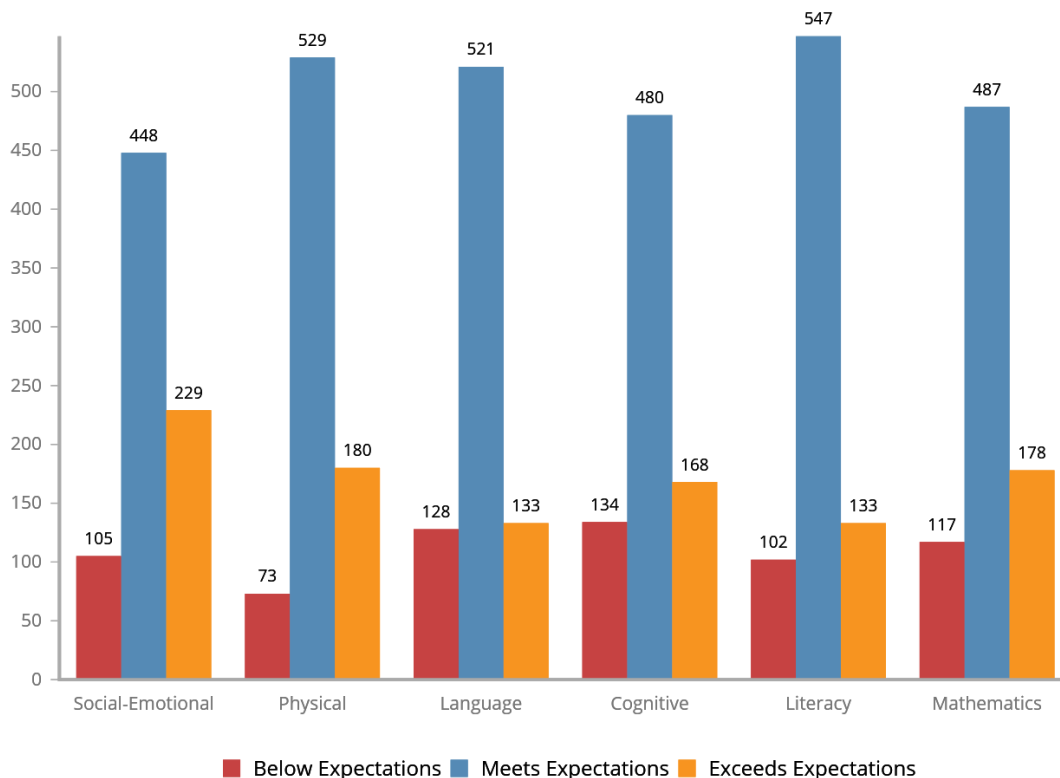
FOCUS AREA: Operations and Accountability

Data and Analysis

The ALPI's Head Start and Early Head Start Program provides 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 2018-2019 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 programs' ongoing assessment is Teaching Strategies GOLD. Based on the data collected for the 2018-2019 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 2018-2019 school year of 782 possible children enrolled in the Head Start and Early Head Start Program.

Final Child Outcomes
2018-2019

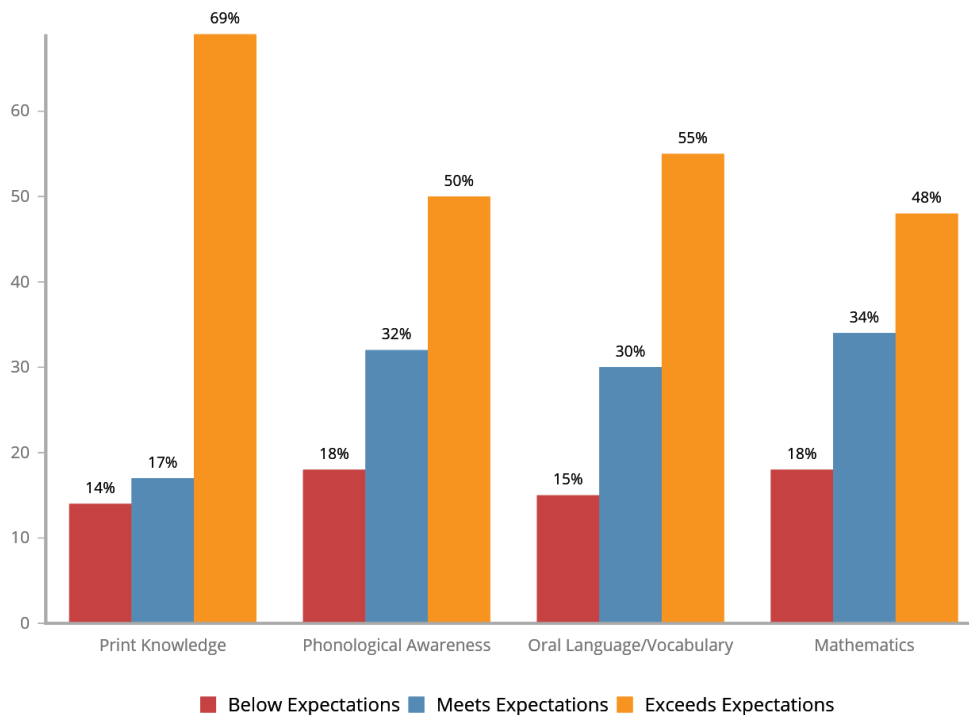


Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

Voluntary Prekindergarten Services: ALPI provided VPK services to approximately 449 children at the directly operated Head Start centers in St. Lucie and Polk Counties. The VPK program provides an extended day for preschoolers age 4. The program offers an additional three hours of instructional directed activities, which are hands on and supports language and literacy domains. The 449 preschool children are expected to successfully transition to kindergarten. The following chart represents the VPK Assessment AP 3 Report for the 2018-2019 school year's percentage of children that had made progress or advancement in each of the measured areas:

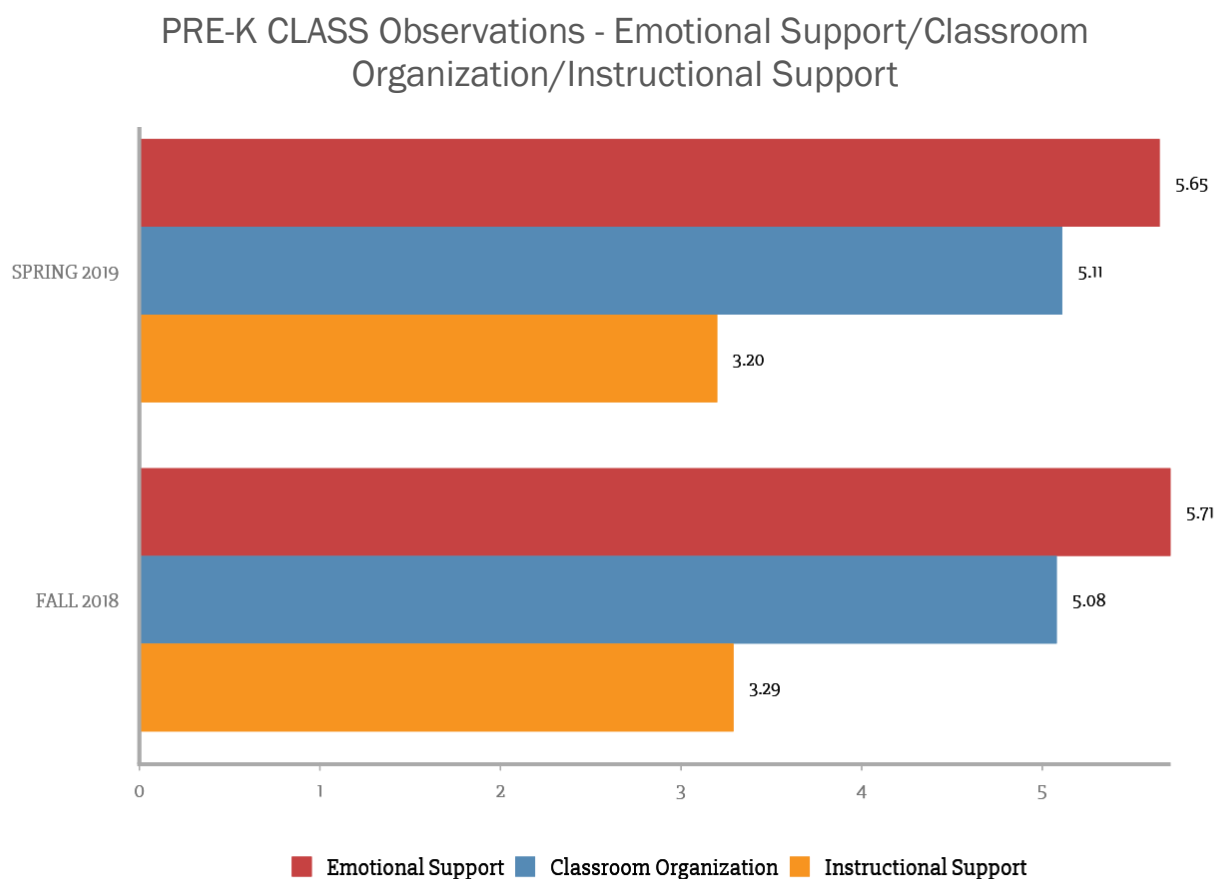
VPK Assessment Final Report
2018-2019



Accomplishments & Opportunities

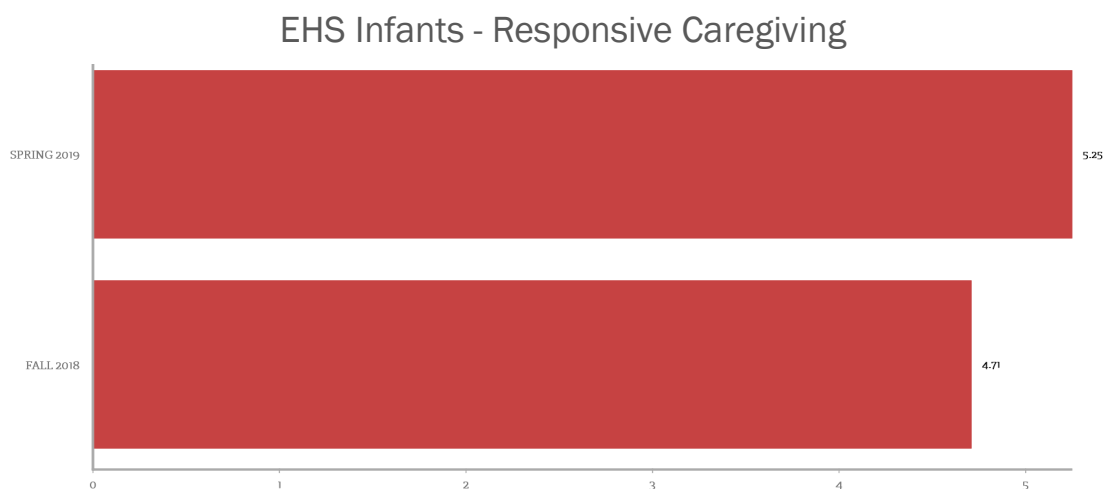
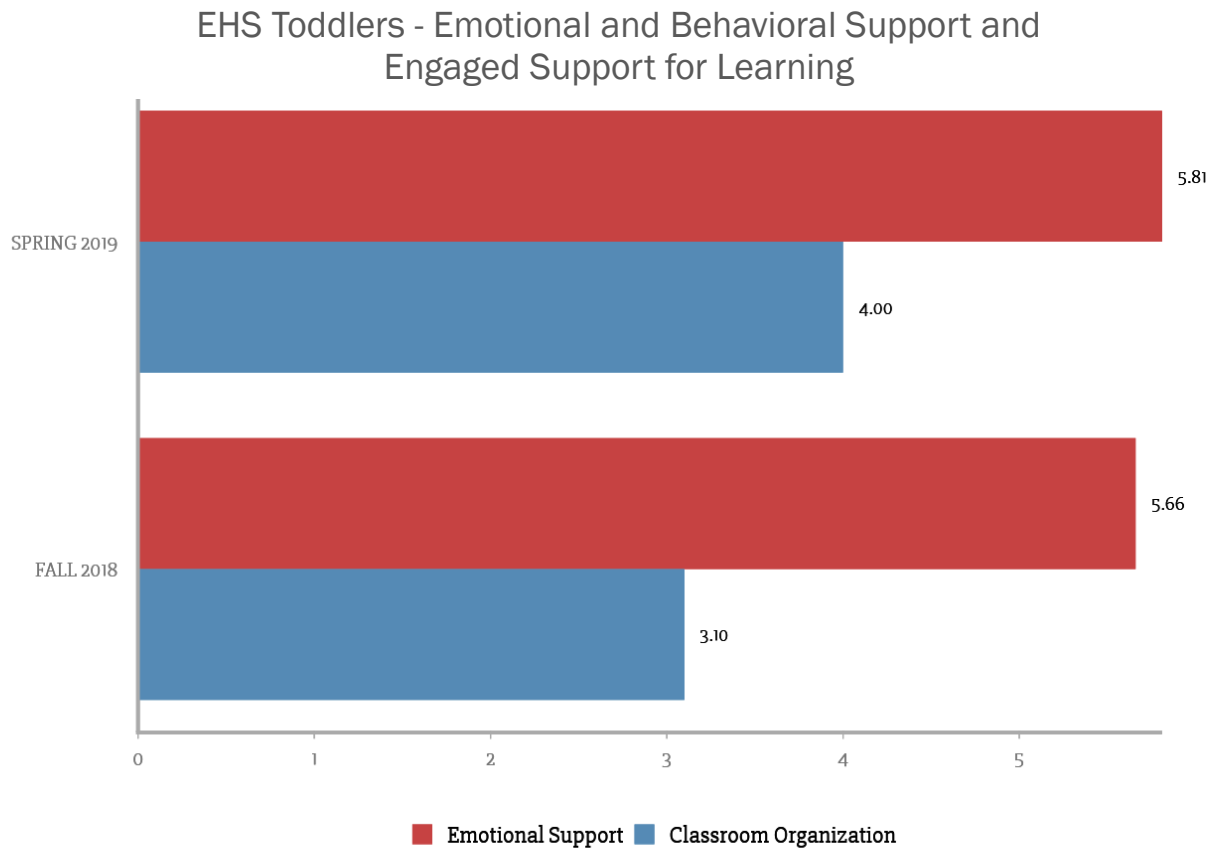
FOCUS AREA: Operations and Accountability

The CLASS Observations were conducted in the preschool, infants and toddlers classrooms using the Classroom Assessment Scoring System (CLASS) for the particular age. The CLASS tool observes teacher-child interactions and measures those interactions on a seven-point scale. The following results show the comparison between the National 2018 Grantee Pre-Schoolers CLASS Scores vs. ALPI 2018-2019 CLASS Scores:



Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

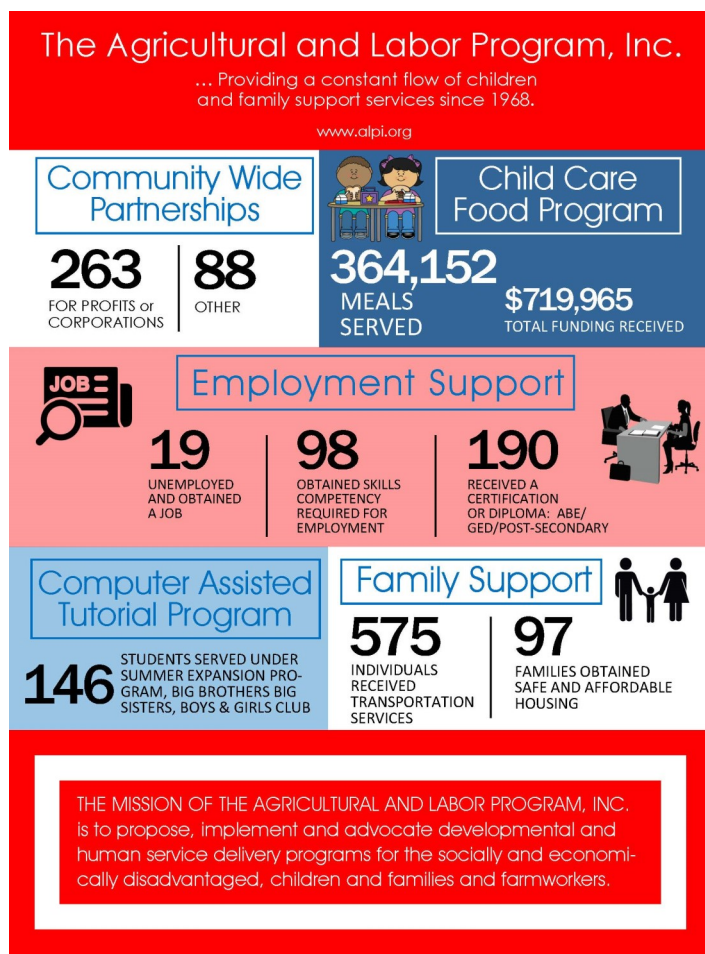
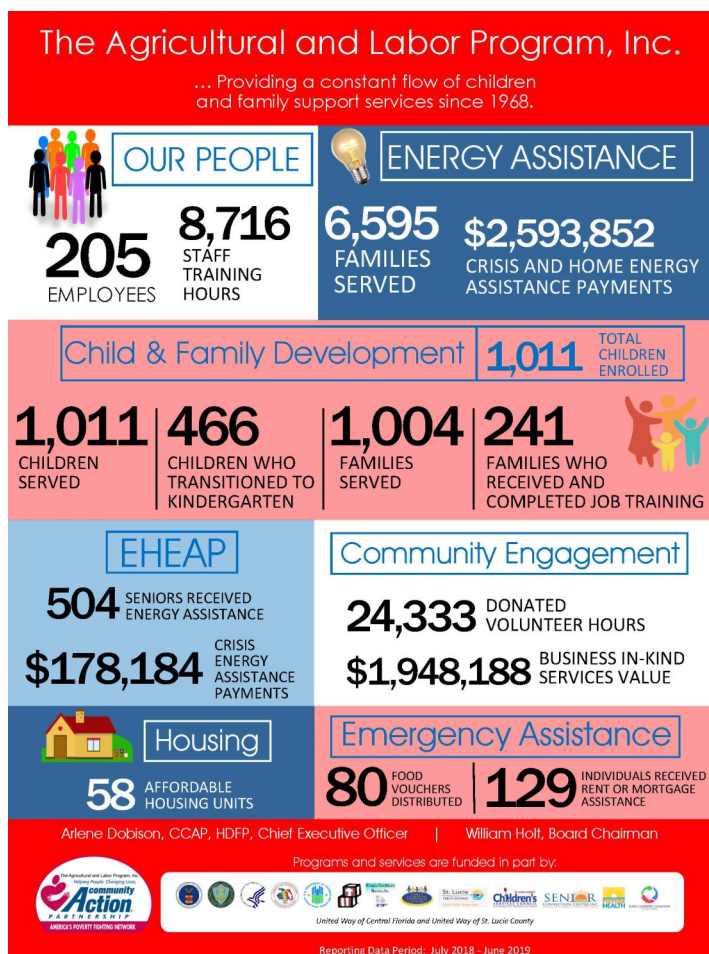


Accomplishments & Opportunities

FOCUS AREA: Operations and Accountability

Data and Analysis

Annually, ALPI is required to track and report on what happens to families, agencies and communities, as a result of services provided. The outcomes of clients and communities, as a result of agency program services and activities, are reported to the Board of Directors on an annual basis. The data is utilized as a planning tool to ensure the relevance of program services provided to children, families and farmworkers.



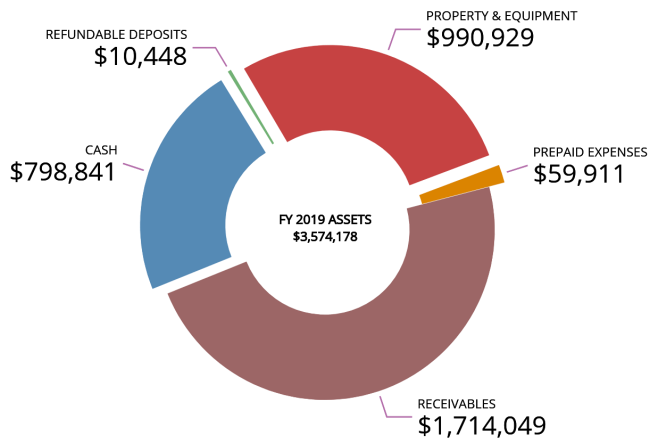
2019 Financials

FY 2019 FINANCIAL HIGHLIGHTS

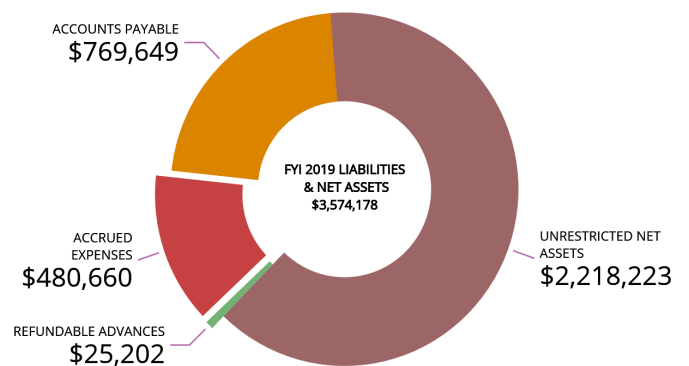
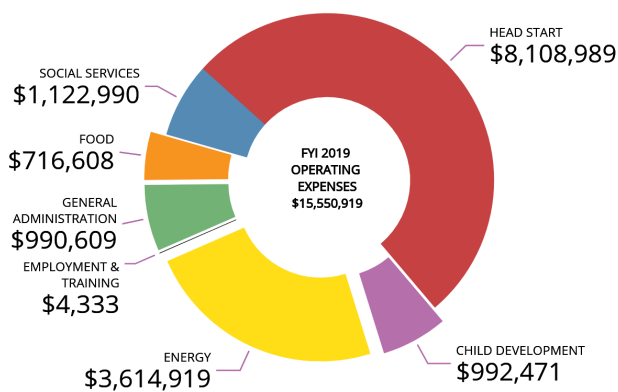
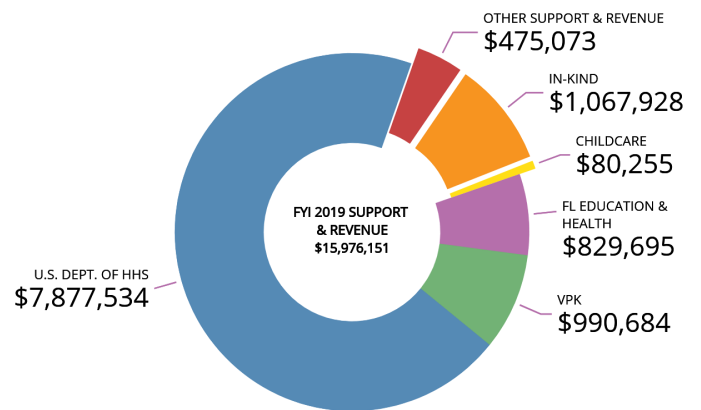
94%

OF ALL FUNDING RECEIVED GOES DIRECTLY TO PROGRAM SERVICES

STATEMENT OF FINANCIAL POSITION



STATEMENT OF ACTIVITIES



Change In Net Assets: \$425,232

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

HENDRY COUNTY

Goodwill Industries of Southwest Florida

HIGHLANDS COUNTY

Big Brothers/Big Sisters of the Sun Coast, Inc.
Avon Park Housing Authority

POLK COUNTY

Agricultural and Labor Program, Inc.
Boys and Girls Club of Lakeland, Inc.
CareerSource Polk
Center for Independent Living
New Horizons Apartment Complex
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

VOLUSIA COUNTY

ALPI Technical Education Center (ATEC)



Contact Us

LAKE ALFRED, FL

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Cheryl Burnham, Director

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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

www.alpi.org





... Providing a Constant Flow of
Community Services Since 1968.

Programs and services are funded in part by:

