

Meet Gayane



**Gayane Stepanian chosen
as next RCMA leader**

A fresh face; a familiar passion

AT THE BEGINNING, GAYANE STEPANIAN WAS ONE OF 60 APPLICANTS FOR EXECUTIVE DIRECTOR OF RCMA. IN THE END, SHE WAS THE CHOICE. IN BETWEEN, STEPANIAN DISTINGUISHED HERSELF FROM RIVAL APPLICANTS THROUGH INTERVIEWS.

"We kept coming back to the fact that the executive director is the face of RCMA," said Medora Krome, who chairs the RCMA Board of Directors. "They're going to have to be able to relate to politicians and parents and everyone in between. Gayane had so much poise and self-confidence. She believes in our mission, and will fight for us."

Another character trait also helped.

Through the years, hundreds of RCMA staff members escaped lifetimes of field work when RCMA hired and trained them in child care. They responded with extraordinary loyalty to RCMA and its mission.

Inside RCMA, a single expression binds everyone. It's called "passion."

"The first thing I noticed about Gayane," Krome said, "was her passion."

LIKE THE STAFF SHE IS GOING TO LEAD, STEPANIAN IS MULTICULTURAL.

Her Armenian father escaped the Ukraine and arrived at Ellis Island, N.Y. in the 1940s. Stepanian's mother was a nurse in Mexico City. The couple met and settled in California. Stepanian learned her mother's Spanish before she learned English.

Stepanian earned a bachelor's degree in psychology from California State University, Los Angeles and a master's in education from Pepperdine University in Culver City. Her work centered on developing programs for inner city youth and families in Los Angeles.

Stepanian moved to Miami in the late 1990's. She began a family with her then-husband; a son and two daughters between 1999 and 2003.

Stepanian spent nine years as a top manager at Jackson Health System with



Stepanian plays with Yadira Gomez Cruz, 2, an RCMA child in Florida City.

Injury Free Miami, one of the most recognized safety centers in the nation. She undertook ventures as diverse as a mobile safety center, child safety standards for hospitals and training of doctors, social workers and educators.

She trained her staff as safety experts. Effective management, she said, is about "taking the reins when you need to, and building leadership among your staff."

Stepanian served as Director of Grants Development at the Boys & Girls Clubs of Miami-Dade before joining RCMA.

Stepanian's introduction to RCMA was through Injury Free Miami. "We approached RCMA staff about bringing car seats to parents. It was an easy sell," Stepanian said.

RCMA staff was strikingly enthusiastic. Families were no different. They received new car seats and when asked for a \$5 donation: "They insisted on donating even when all they had were coins," Stepanian said. "They were so appreciative."

Stepanian discovered RCMA was seeking an executive director through Miami's The Children's Trust. "I thought, 'Wow!' What a wonderful opportunity to work with people who are so grateful and responsive," she said.

Stepanian's resume landed at an organization that has squirmed for 18 months at the prospect of losing its executive director, Barbara Mainster. The charismatic Mainster modeled RCMA's passion for 44 years, and led RCMA to open some 100 child-care centers, of which 68 continue operating today.

After Mainster announced last year that she intended to retire, the board promptly asked her to remain involved during a transition year with her successor. Mainster, 75, agreed.

Mainster had lunch with Stepanian in Miami. "I decided, okay, she could do it," Mainster said. "I can work with her."

Meanwhile, the search committee asked Stepanian, 45, to complete a Caliper Profile, a computer test that matches personalities to specific jobs. The resulting profile rated Stepanian high on energy, leadership and empathy. Board chair Krome said, "She graded quite high as having all-around capability".

The full RCMA Board voted in September to offer Stepanian the job.

Since then, Mainster has surveyed RCMA's top managers, asking "What does Gayane need to learn in the first year?" Based on the results, Mainster is compiling an intense schedule of briefings that will stretch from January to April.

"I PLAN TO LEARN A LOT IN THE FIRST YEAR," STEPANIAN SAID. "I'M READY."

A CADRE OF YOUNG LEADERS AWAITS GAYANE STEPANIAN

ISABEL GARCIA

IMMOKALEE – Garcia knows life on the road. She migrated with her parents among



the peach harvests in Maryland, the tobacco harvests in North Carolina and the citrus harvests in Florida.

Garcia also knows life in RCMA. She began working at

an RCMA child-care center as a high school senior – and has remained for 30 years, even as she raised three children and earned a bachelor's degree.

Garcia has worked with Barbara Mainster, RCMA's executive director, for two-thirds of her life. She has proven to be an astute listener and team builder. Four years ago, Mainster named Garcia as her second-in-command.

"She is a perfect example of what we believe in, growing leadership from within the communities we serve," Mainster said.

When Gayane Stepanian takes charge of RCMA next month, new to child-care and to farm-worker issues, Garcia will be at her side with a lifetime's insights into both topics.

Garcia is a believer that Latino children should grow up fluent in both English and Spanish, the language of their parents. **"I want parents to engage in meaningful conversations with their children,"** she said. **"You need that if the children are going to be successful in school."**

In 2014, Garcia was chosen by the National Council of La Raza as a Latino leader in Early Childhood Education.

Antonia Lopez, NCLR's Director of Early Childhood Education, later wrote

of Garcia, "Isabel has an unrivaled grasp of the issues faced by young dual language learners, immigrant and migrant children and their families."

SONJA JUDGE-WILSON

LaBELLE – Judge-Wilson may have been destined from her early years to work for RCMA.

When Wilson was 8 years old, her mother Diane became an RCMA cook in Lake



Placid. Sonja became a substitute teacher at RCMA at age 16. She was promoted to full-time teacher after graduating from Lake Placid High School.

High school had been a turning

point. Judge-Wilson became pregnant at age 17 with her son Chevonly. The Highlands County school system encouraged all pregnant teens to transfer to an alternative school for girls, yet few seemed to graduate from there.

"My mom was having none of that," Judge-Wilson said. "If it wasn't for my mom being supportive of me, I would have gone to the alternative school and I wouldn't have a high-school diploma to this day."

Over the years, Judge-Wilson has risen to become an area coordinator for RCMA. But the area isn't in Highlands – that's where her mother is area coordinator. Judge-Wilson's area is in LaBelle and Arcadia, where she supervises the operations of seven child-care centers.

"I love working with people," she says. **"I love working with children**

and families. You want to see the best in kids. You want to make a difference, even by reading to just one kid."

GILBERT FLORES

IMMOKALEE – For Flores, math classes brought the future into focus. "I loved numbers," he said.

He excelled with them. He took accounting courses at Immokalee High School and learned how to set up the books of a business. **"I fell in love with it,"** he said.

So after graduating, Flores earned an associate's degree at Florida SouthWestern State College, then his bachelor's in accounting at International College.

While attending college, Flores kept the books for a senior-services nonprofit and a packing house, and worked briefly for a CPA firm.

In 1998, Flores was hired at RCMA as director of accounting, the number two position in the Finance Department. He became director of the department in 2007, and now presides over a \$65 million annual budget and more than 40 funding streams.

Flores explains finances, "connecting the dots" for other managers. He pushes RCMA to reward its teachers and other front-line staff, often applying financial insights.

Flores finds his job to be more personally rewarding than typical accounting because of the collaboration with RCMA's other department heads. He sees the dollars in action.



See **NEW GENERATION** continued on page 4

New Generation

continued from page 3

“These numbers are meaningful to me,” Flores said. “I get to connect with people who are directly impacting people’s lives – instead of me just looking at numbers and balancing books. I work with people who are improving the lives of children and families.”

KATHY VEGA

PLANT CITY – Vega’s journey into leadership is a classic RCMA story.

With her school efforts crippled by migrations, Vega dropped out of Plant City



High School to work in the local fields full time. When her first child was born, she found RCMA. Then she got a job there.

Last year, after 31 years at RCMA, Vega was named a regional

manager over eight RCMA counties, including RCMA’s busiest area, Tampa Bay. In between, she has raised five children and earned an associate degree in early childhood education.

“I was a 17-year-old high school dropout; I had no education,” she marvels. “RCMA does so much to develop employees.”

In Vega’s case, a little extra persuasion was required. After five years in RCMA classrooms, she became a family support worker, dedicated full time every winter to helping RCMA parents solve any and all family problems. In the extended summers, as always, she planted strawberries, or picked cherry tomatoes.

Vega found that helping families was the most rewarding work she ever had done. “I see myself in their shoes when I started, and all I saw was the fields in front of me.”

Vega was so devoted to the work that she refused a promotion to run a child-care center – until the boss insisted.

Five years later, she resisted taking charge of the five-center Plant City area because it would detach her from the families. She was promoted anyway.

“At the end of the day,” she says, “it’s still about children and families.”

MIKE FACUNDO

IMMOKALEE – One day in the 1980s, a seventh grader named Mike Facundo passed the construction site of a future Winn Dixie. He noticed men in hard hats gathered around the hood of a truck. One, in a crisp, white long-sleeved shirt, pointed to floor plans and explained something to the other men.

That’s what I want to do, Facundo decided. I want to be an architect.

Eventually, he mentioned his dream to a teacher. The teacher laughed.

Facundo had grown up in a migrant family, picking produce every summer in Michigan and every winter in Immokalee. Money was scarce. Some nights, dinner consisted of popcorn.

During the watermelon harvest, Facundo would work past midnight at a packing shed, then return to Immokalee High School in the morning. The work paid for school clothes.

In a movie rental shop one day, Facundo met Ted Hoffman, RCMA’s in-house architect. He was looking for an assistant. Facundo joined RCMA, working for Hoffman and studying architecture at Florida Atlantic University.

It took nine years, but Facundo earned his bachelor of architecture from Florida Atlantic in 2001. That coincided nicely with one of Hoffman’s largest projects for RCMA: the curving, three-story charter school that is squeezed onto the same block as RCMA’s headquarters in downtown Immokalee. When the school was completed, Hoffman resigned, and Facundo became director of facilities.

He has been active in the community, attending Leadership Collier, and serving a term as chairman of the



Advisory Committee for Immokalee’s Community Redevelopment Agency.

Facundo is in his dream job.

“I love to create something from nothing,” he said. “I love coming up with solutions, with ideas. I love creating art from structural elements.”

MARK HAGGETT



WIMAUMA – When Haggett visited an RCMA classroom for the first time, his life’s purpose crystallized.

“It dawned on me at that moment that this was what I was meant to do,” Haggett

says today, 15 years later.

Restless after a series of business jobs, Haggett had joined a friend and had applied to teach at RCMA’s new charter school for low-income children in a farm community south of Tampa. Haggett was

a magna-cum-laude math graduate from the State University of New York at Potsdam. The final step in his interview process was to teach a class. Haggett landed the job, along with his destiny. Within a year, his students' math scores had improved 25 percent.

Haggett has been principal of RCMA Wimauma Academy since 2007. He has proven to be a natural team-builder, and lately, a school builder. To Haggett's immense satisfaction, RCMA added a \$3 million middle school in 2012. RCMA leaders are considering building another school elsewhere in the Tampa Bay area.

RCMA's Wimauma schools have been widely praised by the Hillsborough County School System, and even the *Tampa Bay Times*.

Haggett, a devoted runner, started a school running club several years ago. His runners wore out the only shoes they owned, so donors chipped in. The club is thriving.

On a Saturday last May, Haggett's runners completed a 5k charity run north of Tampa. Then they went to Clearwater Beach, a pizza buffet, a movie in St. Petersburg and a Tampa Bay Rays baseball game. Haggett saw faces light up.

"For some of these kids, they hadn't done ANY of those things," he said.

"I like seeing that light bulb go on and sharing these firsts with scholars."

IVETTE GALARZA

IMMOKALEE – Galarza is distinctive

both within RCMA and outside of it.

In Washington, D.C., she may be known less as RCMA's director of operations than as board chair of the National Head Start Association, the nonprofit



organization that advocates for the Head Start program and the 1 million low-income children served by it.

In Immokalee, the 40-year-old Galarza may be the only top manager of RCMA to grow up in a big city – with a Brooklyn accent to show for it. She works today with a staff mostly of rural Hispanic women, many of whom picked produce in their youth.

Galarza's family visited Florida then moved here in 1992. The 16-year-old Ivette promptly skipped her junior year in high school, based on her New York schooling. She went on to earn a bachelor's degree in Human Services, and later a master's in Clinical Social Work, from Florida Gulf Coast University.

By then, Galarza was well into a social-work career. She had worked for a group home for children then moved to Florida's Department of Children and Families. She joined RCMA in 2001 as a mentor of family support workers, staff members devoted full-time to helping the parents of RCMA children solve problems.

She soon embraced a motto for her career: **Parents are their child's first and most important teachers, and their homes are their first classroom.**

Galarza is a skilled explainer, known for simplifying arcane policies into understandable practices, and rallying people to work toward a common goal.

She likes the variety of interactions involved in her work.

"There's never an opportunity for me to be bored," she said. "One day is never the same as the next."

ZULAIKA QUINTERO

IMMOKALEE – When students and families came to Immokalee Community School this fall, they were greeted by a local achiever who has both picked tomatoes and earned a college degree with honors. She is the charter school's new principal, Zulaika Quintero.

She looked familiar to nearly everyone. Quintero has lived in Immokalee since

childhood, after her family waded across the Rio Grande into Texas, with little Zulaika

riding a small inflatable raft.

In 2004 she graduated fifth in the senior class at Immokalee High School, a record that earned her a full-ride scholarship to the University of Florida.

Four years later, she graduated cum laude with a telecommunications degree.

She worked in North Carolina, then Naples, but yearned to help her low-income, low-education hometown of Immokalee. So in 2010, Quintero joined RCMA, working with parents of RCMA children. She progressed through teaching positions at the K-6 charter school then became the school's social worker, assigned to help families of the 245 students.

Last summer, Quintero was chosen as the school's new principal. Juana Brown, RCMA's director of charter schools, called Quintero "the convergence of everything we want to see" in a school leader.

"She's a hometown girl who grew up in a farm-worker family," Brown said. "She has a very different appreciation and understanding of the families and the work they do."

Indeed, Quintero has proven adept at explaining the school's goals and techniques to the students' parents, many of whom are low-literacy Spanish speakers.

Quintero postponed her December wedding to tackle the new job. She is investing long hours, and appears to enjoy every minute.

"I like working in the community I grew up in, and being able to work with all the families," she said.



Highlights

JULY 1, 2015 – JUNE 30, 2016

RCMA served **6,816 children** in child-care centers, charter schools, family child-care homes and after-school programs during the fiscal year ending June 30, 2016.



RCMA celebrated the **50th anniversary of its founding** with a festive conference in Orlando. Janet Murguia (center), president of the National Conference of La Raza, was the keynote speaker.



Executive Director Barbara Mainster received the Distinguished Service Award from the Florida Fruit & Vegetable Association, saluting her for her life's work.

RCMA screened **3,640 children for vision, hearing or dental problems**, and obtained professional care for those needing it.

One of Tampa's leading private schools launched an effort to help **ambitious low-income students enter college through a 6-year program** anchored in summer studies. Of the 40 sixth graders admitted into the first class, **17 were from Leadership Academy**, an RCMA charter school.

RCMA received **more than \$1.7 million** from donations, fund-raising events and non-governmental grants.

RCMA completed construction of a **\$3.6 million child-care center, with a capacity of 176 children, in Dover, in Florida's strawberry region.** Costs were covered by federal grants and loans.



Ivette Galarza, a top RCMA manager, was elected board chairman of the Washington-based National Head Start Association.



The Strawberry Picking Challenge, a February fund-raiser organized by **Wish Farms, raised \$77,000** for RCMA.



Immokalee Community School, **an RCMA charter school, persuaded the Collier County School Board to lengthen the school's charter agreement to five years** from the prior three.

ICS Space Dragons, built at the same school, was named Best All-Around Float in the Immokalee Christmas Parade, then placed in the top three among 157 floats in February's Edison Festival of Light parade in Fort Myers.



RCMA's 17th annual **Lipman Golf Classic on April 30 raised \$72,000** for RCMA.



RCMA served **368 children with disabilities**, connecting them with therapies and special-education services.

For the third consecutive

year, **a former RCMA toddler won a coveted summer internship to work in Washington, D.C.** in collaboration with the National Migrant & Seasonal Head Start Association. Luis Aguilar, who attended an RCMA child-care center in Palmetto (south of Tampa), worked during the summer at Farmworker Justice, which seeks to end discrimination against farm workers.



RCMA placed **860 children on waiting lists** because it lacked the capacity and resources to serve them.



RCMA statewide services

Redlands Christian Migrant Association is a nonprofit, nonsectarian organization that provides high-quality child care and education for children of migrant farm workers and other rural, low-income families. Programs include Head Start, Migrant & Seasonal Head Start, charter schools and after-school activities in 21 Florida counties.



Collier
975 children
275 employees
7 centers
1 charter school

DeSoto
295 children
62 employees
3 centers

Flagler
44 children
10 employees
1 center

Gadsden
18 children
1 employee
1 center

Glades
167 children
41 employees
3 centers

Hardee
191 children
59 employees
2 centers

Hendry
443 children
88 employees
3 centers

Highlands
619 children
123 employees
7 centers

Hillsborough
1,609 children
406 employees
16 centers
2 charter schools

Indian River
237 children
53 employees
3 centers

Lake
34 children
5 employees
1 center

Lee
33 children
14 employees
1 center

Manatee
77 children
30 employees
1 center

Marion
151 children
46 employees
3 centers

Miami-Dade
861 children
177 employees
8 centers

Orange
61 children
24 employees
1 center

Palm Beach
220 children
47 employees
3 centers

Pasco
121 children
15 employees
2 centers

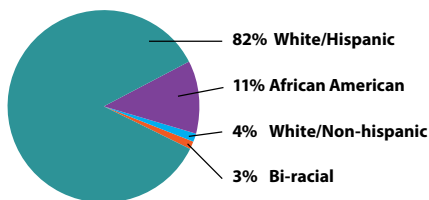
Polk
201 children
72 employees
3 centers

Putnam
324 children
69 employees
4 centers

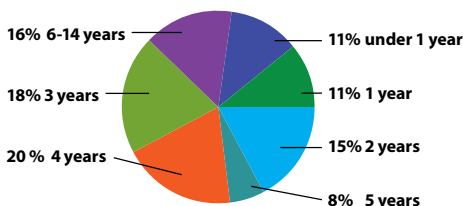
Volusia
135 children
35 employees
2 centers

Most RCMA child-care centers operate 10.5 hours daily, maintaining high staff-to-child ratios for the youngest children. Some 17 percent of RCMA's employees work part-time.

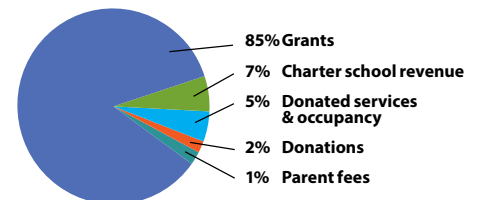
OUR CHILDREN



OUR CHILDREN'S AGES



OUR FUNDING



Our donors

PEOPLE AND GROUPS WHO MOST HELPED RCMA OPEN DOORS FOR OPPORTUNITIES,
JULY 1, 2015 – JUNE 30, 2016

Redlands Christian Migrant Association receives most of its funding from the U.S. Department of Health and Human Services, the Florida Office of Early Learning, the U.S. Department of Agriculture and the school districts of Hillsborough and Collier counties.

RCMA also relies heavily on other local government entities, United Ways, corporations, religious institutions, foundations and individuals, including:



\$100,000 - \$1 million

Naples Children & Education Foundation
United Way of Miami-Dade
United Way Suncoast

\$50,000 - \$99,000

Lipman Produce
Children's Services Council
The Children's Trust
United Way Of Collier County

\$20,000 - \$49,000

Catholic Legal Immigration Network, Inc.
David Retik Christopher Mello Foundation
Florida Specialty Crop Foundation
Indian River County Children's Service Advisory
John's Island Community Service League
Kirsten H. Cook Trust
Southwest Florida Community Foundation
Spring Valley Farms, LLC
The Bernard A. Egan Foundation, Inc.
The Spurlino Foundation
Wish Farms
United Way of Indian River County

\$10,000 - \$19,000

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Dr. Michael J. Katin
Quail Valley Charities, Inc.
Sanwa Growers, Inc.
The League Club
United Way of Lake and Sumter Counties

\$5,000 - \$9,999

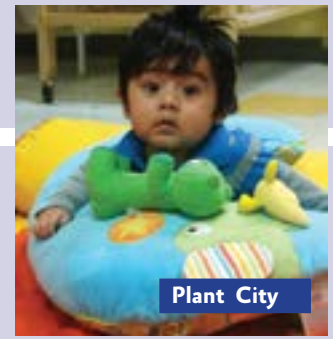
Big Bend Charity Golf Fund
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Florida Fruit & Vegetable Association
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Florida Tomato Exchange
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United Way of Lee, Hendry and Glades

\$1,000 - \$4,999

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RCMA sincerely thanks the hundreds of supporters whose donations totaled less than \$250. They enhanced the crucial help RCMA provided to nearly 7,000 of Florida's most vulnerable children.

FINANCIALS: 2015-2016

Statements of Financial Position / June 30, 2016 / with comparative totals for 2015

	Unrestricted	Temporarily Restricted	Combined Totals	
			2016	2015
Assets				
Current assets				
Cash and cash equivalents	\$2,972,003	\$18,242	\$2,990,245	\$4,505,805
Accounts receivable - grants	4,269,528		4,269,528	3,083,721
- other	14,133		14,133	8,913
- school boards	496,418		496,418	221,302
Prepaid expenses and other current assets	488,612		488,612	339,626
Total current assets	8,240,694	18,242	8,258,936	8,159,367
Property and equipment	13,086,970	8,123,712	21,210,682	18,933,034
Deposits and other assets				
Cash - sinking fund	889,730		889,730	830,641
Cash set aside for -				
Future health insurance claims	983,239		983,239	931,235
Purchases of future improvements	400,000		400,000	
Building and utility deposits	53,051		53,051	47,306
Donated rental property	125,000		125,000	125,000
	<u>\$23,778,684</u>	<u>\$8,141,954</u>	<u>\$31,920,638</u>	<u>\$29,026,583</u>
Liabilities				
Current liabilities				
Line of credit (Note D)	30,807		\$30,807	
Accounts payable and accrued expenses	\$1,525,143		\$1,525,143	\$1,477,180
Accrued payroll, vacation, sick leave and other expenses	4,102,873		4,102,873	3,618,823
Advances from funding agencies	91,956		91,956	56,490
Current portion of long-term debt	185,000		185,000	175,000
Total current liabilities	5,935,779		5,935,779	5,327,493
Long-term debt, less current portion	4,303,393		4,303,393	2,605,000
Total liabilities	10,239,172		10,239,172	7,932,493
Net Assets				
Designated reserve for health insurance claims	\$983,239		983,239	931,235
Designated for purchases of future improvements	400,000		400,000	-
Other net assets	12,156,273	\$8,141,954	20,298,227	20,162,855
Total Net Assets	13,539,512	8,141,954	21,681,466	21,094,090
	<u>\$23,778,684</u>	<u>\$8,141,954</u>	<u>\$31,920,638</u>	<u>\$29,026,583</u>

Certain amounts have been reclassified for comparative purposes.



Immokalee



Wabasso



Lake Placid



Homestead

Statements of Functional Expenses / for the year ended June 30, 2016 / with comparative totals for 2015

PROGRAM SERVICES

	Child Care Subsidized	Head Start	Food Service	Other	Charter Schools	Total
Personnel costs						
Salaries	\$8,674,891	\$20,047,211	\$1,122,882	\$272,614	\$3,798,769	\$33,916,367
Payroll taxes and fringe benefits	1,967,049	4,915,530	265,944	59,481	783,920	7,991,924
Total personnel costs	10,641,940	24,962,741	1,388,826	332,095	4,582,689	\$41,908,291
Contracted services						
Child care services	786,408	969,262	72,272			1,827,942
Other	22,194	43,514	3,042	340	67,528	136,618
Food			1,471,959		338,731	1,810,690
Supplies	328,281	1,342,756	228,924	12,256	114,369	2,026,586
Consumable equipment	110,411	743,801	18,456	5,085	82,475	960,228
Transportation	96,502	405,120	7,377	2,948	108,113	620,060
Out of state travel	4,112	71,621		2,330	898	78,961
Occupancy costs	989,482	2,847,927		2,449	361,235	4,201,093
Donated space		3,366,480			159,037	3,525,517
In state travel	75,804	255,799	13,926	7,593	18,484	371,606
Health services	3,452	69,355			66,616	139,423
Interest						
Conferences and workshops	119,131	770,329	7,721	8,428	94,093	999,702
Direct costs of fund raising events	-	7,890				7,890
Scholarships				18,000		18,000
Other expenses	59,602	218,756	253	3,364	276,784	558,759
Professional fees	6,820	138,248		61		145,129
Repairs and maintenance	56,509	117,260	485		36,608	210,862
Depreciation	120,009	1,238,257			66,687	1,424,953
Data processing	112,240	245,186	11,107	608		369,141
Uncollected child care fees						
	<u>\$13,532,897</u>	<u>\$37,814,302</u>	<u>\$3,224,348</u>	<u>\$395,557</u>	<u>\$6,374,347</u>	<u>\$61,341,451</u>

	General and Support Administrative	Fund Raising	Combined Totals* 2016	2015
Personnel costs				
Salaries	\$3,220,653	\$85,389	\$37,222,409	\$36,380,487
Payroll taxes and fringe benefits	640,489	18,762	8,651,175	8,405,649
Total personnel costs	3,861,142	104,151	45,873,584	44,786,136
Contracted services				
Child care services			1,827,942	1,717,062
Other	141,466	13,876	291,960	305,875
Food			1,810,690	2,055,322
Supplies	69,103	658	2,096,347	1,994,995
Consumable equipment	50,251	278	1,010,757	718,394
Transportation	56,454		676,514	775,136
Out of state travel	28,100		107,061	55,040
Occupancy costs	279,237		4,481,007	3,847,915
Donated space		677	3,525,517	3,389,354
In state travel	91,850		468,163	358,307
Health services		4,707	139,423	149,922
Interest	27,051		27,051	5,484
Conferences and workshops	163,377	1,202	1,164,281	746,505
Direct costs of fund raising events		105,485	113,375	109,952
Scholarships			18,000	8,000
Other expenses	314,046	2,600	875,405	908,747
Professional fees	247,278		392,407	161,791
Repairs and maintenance	67,909	616	279,387	232,249
Depreciation	1,159,100		2,584,053	2,410,665
Data processing	27,604		396,745	355,626
Uncollected child care fees	5,857		5,857	14,158
	<u>\$6,589,825</u>	<u>\$234,250</u>	<u>\$68,165,526</u>	<u>\$65,106,635</u>

*Certain amounts have been reclassified for comparative purposes.
* Combined Totals: Total of Program Services (above) plus General and Support.*



Dover



Fellsmere



Lake Placid



Florida City



Wimauma

Head Start Program Statistics 2015 - 2016

SOME 58 PERCENT OF RCMA'S OVERALL REVENUES COME FROM THE FEDERAL HEAD START PROGRAM, OPERATED WITHIN THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES. SIXTY OF RCMA'S 68 CHILD-CARE CENTERS RELY ON HEAD START FUNDING.

RCMA operates three types of Head Start programs, each customized to the needs of the low-income families served:

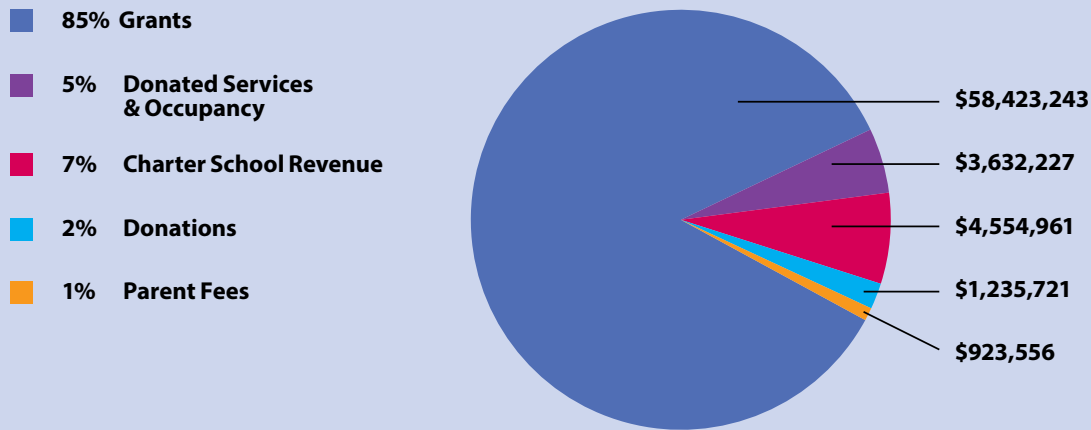
Head Start (HS) helps at-risk preschoolers overcome their disadvantages and enter kindergarten ready to succeed.

Migrant & Seasonal Head Start (MSHS) provides excellent early-childhood education to children ages 6 weeks to 5 years of families that migrate for work. Schedules are customized to migrations, and centers typically operate November through May. Center hours are long, from early morning until dusk. Early Head Start (EHS) targets at-risk infants, toddlers and pregnant teens.

Child-Care Partnerships (CCP) – Allows Early Head Start programs to partner with local child-care centers to raise their levels of care for infants and toddlers up to Head Start standards.

Head Start requires RCMA and other Head Start providers to publish a statistical report each year. That's the purpose of the numbers you see on this page and the three pages that follow.

RCMA PUBLIC & PRIVATE FUNDS



Number of Children and Families Served By Funding Source

Early Head Start	Head Start	Migrant & Seasonal Head Start	Early Head Start- CCP
<ul style="list-style-type: none"> 777 Children Served 664 Families Served 	<ul style="list-style-type: none"> 1138 Children Served 1063 Families Served 	<ul style="list-style-type: none"> 1656 Children Served 1195 Families Served 	<ul style="list-style-type: none"> 142 Children Served 129 Families Served



Average Monthly Enrollment

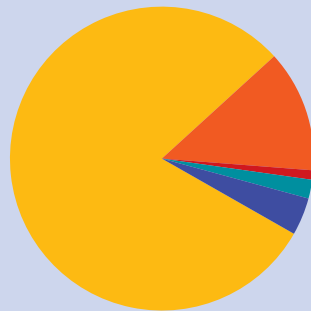
Funding	Funded Enrollment	Average Monthly Enrollment	Average Monthly Enrollment as a % of Enrollment
Early Head Start	536	536	100%
Head Start	968	968	100%
Migrant Seasonal Head Start includes Early Migrant	1931	RCMA served a total of 1656 children cumulatively.	
Early Head Start/Child Care Partnership*	204	RCMA served a total of 142 children cumulatively.	

*Not listed in visual above

Percentage of Eligible Children Served

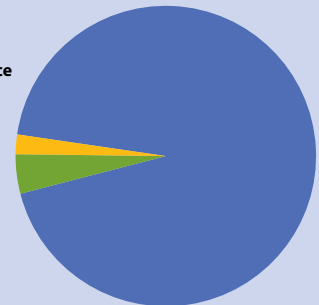
HEAD START

- 80% Income below 100% of Federal Poverty Line
- 13% Receipt of Public Assistance such as TANF, SSI
- 1% Status as a Foster Child
- 2% Status as Homeless
- 4% Over Income



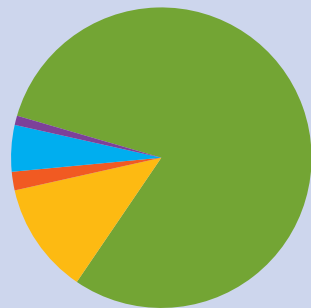
EARLY MIGRANT CHILD CARE PARTNERSHIP

- 93.66% Income below 100% of Federal Poverty Line
- 4.23% Receipt of Public Assistance such as TANF, SSI
- 2.11% Over Income



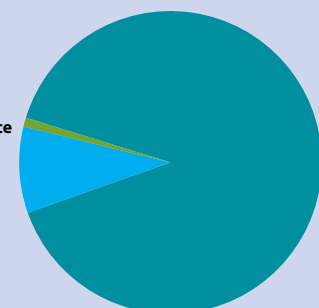
EARLY HEAD START

- 80% Income below 100% of Federal Poverty Line
- 12% Receipt of Public Assistance such as TANF, SSI
- 2% Status as a Foster Child
- 5% Status as Homeless
- 1% Over Income



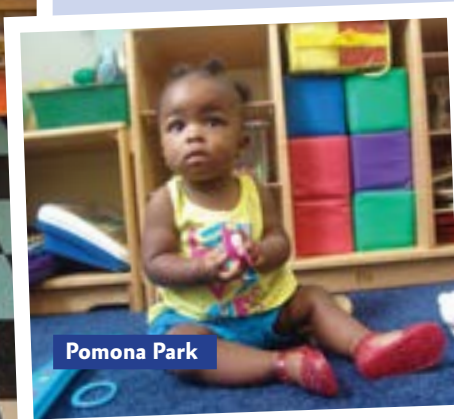
MIGRANT & SEASONAL HEAD START INCLUDING EARLY MIGRANT

- 90% Income below 100% of Federal Poverty Line
- 9% Over Income
- 1% Receipt of Public Assistance such as TANF, SSI
- 0% Status as a Foster Child
- 0% Status as Homeless

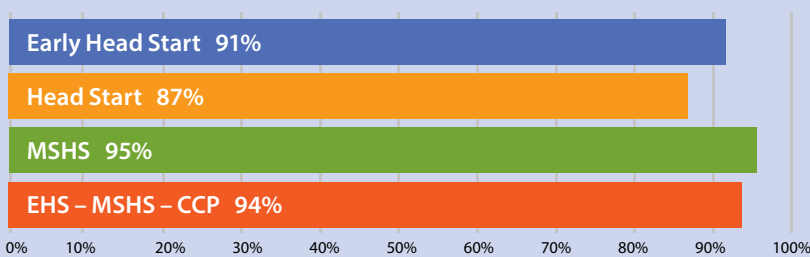


See **CHILDREN SERVED** continued on page 14

Percentage of Eligible Children Served continued from page 13

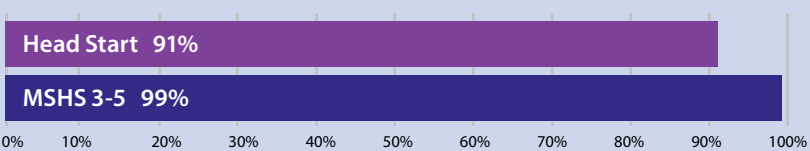


MEDICAL SERVICES



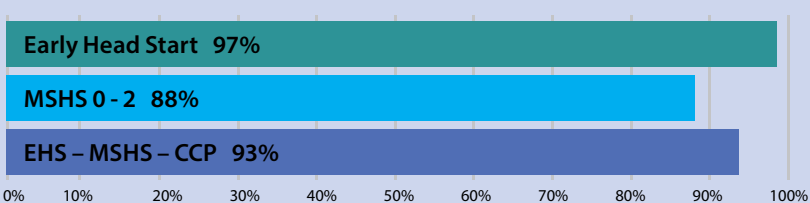
The percentage of children up-to-date on a schedule of preventive and primary health care per the state's EPSCCT schedule, at end of enrollment year 2015-2016.

PRESCHOOL DENTAL SERVICES



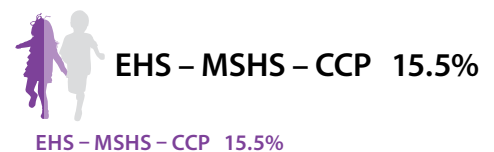
The percentage of children who completed a Professional Dental Examination, at end of enrollment year 2015-2016.

INFANT & TODDLER PREVENTIVE DENTAL SERVICES



The percentage of children who are up-to-date on a Schedule of Age-Appropriate Preventative, and Primary Oral Health Care at end of enrollment year 2015-2016.

CHILDREN WITH DISABILITIES



Each "child" represents approximately 10 children.

Family Engagement Activities

Early Head Start

- ▼ **Volunteers: 811**
- ▼ **Current or Former Parents: 52**

HS

- ▼ **Volunteers: 918**
- ▼ **Current or Former Parents: 634**

Migrant & Seasonal Head Start

- ▼ **Volunteers: 1910**
- ▼ **Current or Former Parents: 1483**

Early Head Start – Migrant & Seasonal Head Start – Child Care Partnership

- ▼ **Volunteers: 200**
- ▼ **Current or Former Parents: 163**

Agency Total

- ▼ **Volunteers: 3830**
- ▼ **Current or Former Parents: 2802**



Migrant Seasonal Head Start End of the Year Celebration / May 10, 2016

MSSH Policy Council Parents were recognized for their participation this year as Policy Council Rep and their volunteer hours in their centers.



Redlands Christian Migrant Association
 402 West Main Street
 Immokalee, Florida 34142
 www.rcma.org
 (239) 658-3560

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