ANNUAL REPORT 2014-2015

50 Years of Nurture

Reflections on RCMA’s Golden Anniversary

REDLANDS CHRISTIAN MIGRANT ASSOCIATION
RCMA has opened more than 100 child-care centers in the last 50 years. Each one met a need in a low-income Florida farming community. In nearly every case, local leaders sought out RCMA. Here are some highlights.

1965:
On Oct. 1, a Mennonite community in south Dade County files forms to create a nonprofit corporation – Redlands Christian Migrant Association.
RCMA begins operating child-care centers in the Redlands, South Dade and Krome Avenue labor camps.

1968:
RCMA’s proposed budget for 1968-1969 is $22,022.
Wendell N. Rollason becomes executive director and forges partnerships with growers.

1971
Sesame Street selects the South Dade Center for a pilot training program in child development.

1972:
RCMA hires Barbara Mainster as RCMA’s first educational coordinator.
Following a fund-raising drive for building materials, an RCMA infant center in Homestead is built by Naval reservists.

1974:
In Tampa, Sister Maureen Smith of the local Catholic diocese persuades Hillsborough County to create a child-care center by renovating the former dressing room of an outdoor theater in Ruskin. Smith then invites RCMA to open its first Tampa-area center there. RCMA accepts.

1975:
Father Jeremiah Singleton, a Catholic priest, joins with the Collier County Housing Authority to urge RCMA to take over the Farmworker Village A Child Development Center.
RCMA moves its headquarters to Immokalee, roughly equidistant between Homestead and Ruskin. It acquires a small wood-frame building by paying $17,000 in taxes owed by a community group.

1976:
Staff members from the state Department of Children and Families ask RCMA to expand into Arcadia to provide care to abused and neglected children.
RCMA moves into a one-room building owned by the local housing authority.

1980:
A 3-year-old boy suffers severe burns when a fire starts in the car where his parents left him as they picked strawberries. The tragedy in Dover, east of Tampa, galvanizes farmers and Sister Maureen to create an RCMA center there – and it opens a year later.

1981:
RCMA takes over five centers – in Apopka, Haines City, East Palatka, Winter Garden and Hastings – as a delegate agency of East Coast Migrant Head Start.
The Rev. Leroy McGahee invites RCMA to move into Highway Park, a low-income community surrounded by citrus groves in Lake Placid. McGahee offers a former African-American school building, abandoned as a result of desegregation. RCMA accepts.

1982:
Head Start funds 12 new RCMA child-care centers for children of migrant farm workers. RCMA promptly doubles to 32 centers from 16.

1983:
Partnering with the Manatee County School Board, RCMA opens a center in Palmetto.

1984:
Penn State University seeks out RCMA to help implement a grant to start family child-care homes. Velma Adame, an RCMA mom in Immokalee, is hired to sign up child-care homes by knocking on the doors of houses with playground equipment outside. RCMA continues to operate 26 such homes today.

1988:
Mainster becomes RCMA executive director; Rollason becomes the executive vice president.
Owners of B&W Quality Growers invite RCMA to the farming areas inland of Vero Beach. The B&W group pays for RCMA’s first building in Fellsmere.

1991:
With new Head Start funding, RCMA branches into child care for rural families who don’t migrate, filling unmet needs in Hendry, Glades, Hardee, DeSoto and Highlands counties.
ABC News recognizes Rollason as the network’s “Person of the Week.” Mainster testifies before the National Commission on Migrant Education.

1992:
RCMA operates its Homestead child-care centers in large tents after Hurricane Andrew damages the buildings.
RCMA opens Children’s House Child Development Center west of Vero Beach, in a building donated by citrus grower Richard Graves.
RCMA accepts an invitation by the Belle Glade Housing Authority to open a child-care center in Palm Beach County.

1994:
Pasco County builds the Dade City Learning Center, so RCMA can operate a Migrant Head Start center there.
RCMA preschoolers in Homestead teach U.S. Sen. Graham how to fingerpaint.

1995:
RCMA celebrates its 30th anniversary and completion of a new state headquarters complex on the site of a former Baptist Church. Gov. Lawton Chiles attends.

1998
Lourdes Villanueva and Mainster testify before a U.S. Senate subcommittee regarding children in the fields.

1999:
DUDA, the agricultural giant, proposes an annual Christmas Card fundraiser featuring the art of RCMA children. DUDA, RCMA and the Florida Fruit & Vegetable Association launch a joint effort that continues today.

2000:
RCMA launches its annual golf tournament fundraiser, now named the Lipman Golf Classic for Lipman Produce, the lead sponsor.
RCMA opens its first charter schools, in downtown Immokalee and Wimauma, south of Tampa.

2002
RCMA opens a child-care center on a tomato farm owned by Six L’s – now Lipman Produce.

2003:
RCMA receives the coveted “Program of Excellence” Award from the National Head Start Association.

2004:
RCMA and the Mexican Consulate in Miami agree to open five “Plazas Comunitarias,” adult-education centers for Mexican immigrants. Southeast of Tampa, RCMA builds a center on a JayMar Farms strawberry field.

2005:
The RCMA staff in Immokalee raises more than $105,000 to help more than 300 families affected by Hurricane Wilma.

2008
RCMA dedicates a block-long 1,800-square-foot “Community Mural” of ceramic tile on the walls of the headquarters building.

RCMA’s Board creates the RCMA Immigration Assistance Program to provide trustworthy assistance to immigrants if the federal government changes immigration rules.

2009
RMCA buys the former Hopewell Elementary School, reviving a community gathering spot for Avon Park’s African-Americans. It becomes home to a child-care center and RCMA’s Highlands County Regional Office.

2010
Thanks to more than $1 million raised by Vero Beach supporters, RCMA opens a new Children’s House in nearby Wabasso.

2012
Leadership Academy, an RCMA middle school, opens next door to Wimauma Academy south of Tampa.
The White House honors Lourdes Villanueva, RCMA’s Director of Farmworker Advocacy, as a “Head Start Champion of Change.”

2013
RCMA receives $500,000 from the estate of Bill and Phoebe Krome, and establishes a college scholarship fund for RCMA children and staff with a farm-working background. Bill Krome was a pioneering avocado grower in Homestead and an early leader on RCMA’s board.

The Public Broadcasting affiliate in Fort Myers names Barbara Mainster to the inaugural class of WGCU MAKERS – Women Who Make Southwest Florida.
RCMA is honored at the North American Agricultural Safety Summit in Minneapolis for creating model child care centers in partnership with agriculture.

2014
Leadership Florida, a statewide network of young leaders, awards RCMA the annual Leadership Florida Impact Award for “transforming the future of its region.”
Opening doors for 43 years

I’m feeling nostalgic. This will be my last column as RCMA’s executive director. In the annual report next year, you should hear from my successor – someone who will be chosen next spring by the RCMA Board of Directors.

I’ll be 75 years old by then. The time is right for this change. RCMA is being run by a strong staff and strong systems. Our course is set to continue for the next 50 years.

I am so lucky to have found RCMA 43 years ago – it was classic “being in the right place at the right time” with the right people!

Who would have thought those three old wooden child care centers in Homestead would lead to our current organization? Wendell Rollason, the farm worker leadership and I seized opportunities with both hands! RCMA grew by invitation mostly, meeting needs that were identified by parents, by agricultural entities, by other advocates, such as clergymen and social workers. Farm worker parents needed us and later, other low-income rural families reached out to us.

In the beginning, as the first Education Coordinator, I remember loading as many kids as would fit in my Datsun station wagon to go to the beach (before seat belts existed, of course)! Gloria Kendrick put her kids in the back of a van, seated on buckets. That was a step up. We still go on field trips, but in approved vehicles with certified drivers, sign in sheets, and many staff!

And I remember getting ready for Board meetings in the old buildings, with one small room air conditioner, making sure no bugs were scurrying about to embarrass us! The Board was smaller than it is now, but it had same interest in how to do more for the communities we served.

And I recall the first vehicle the Board bought Mr. Rollason, my predecessor as executive director. It was a used pickup truck at his request. As you rounded a curve, you had to hold onto the door handle to keep the door from flying open! Today, we have a fleet of more than 180 vehicles, with a maintenance company to ensure doors stay properly closed!

And when our charter school dream became a reality, it was again in primitive facilities, with committed staff and that optimistic attitude that we could open doors to more opportunities for the children and their families, by providing bilingual, bicultural environments to the best of our ability. Now there are beautiful school buildings filled with more than 500 children, all doing very well, indeed.

I am proud of whatever part I have played to build RCMA to last; grateful I found a partner/soulmate in Wendell Rollason to share my life with; appreciative of my family for allowing me to work the hours I did all these years without heaping too much guilt on me; amazed at the generous friends and donors who show their belief in our mission by sharing their resources; and happy that our funding sources’ staff members recognize that RCMA provides the best bang for the buck, over and over again!

There is no doubt that the next 50 years will see changes as dramatic as those in the past 50, but if the spirit and soul of RCMA remains intact, children in our care will continue to grow into caring, responsible and loving adults prepared to lead in an increasingly complex global society. What a worthy mission to keep opening the doors to opportunities!

Barbara Mainster
EXECUTIVE DIRECTOR
WE GET ALONG BY RESPECTING CULTURES

In its early days, RCMA was largely rejected, even though it offered free child care to farm workers. They were from a different culture than RCMA’s young Mennonite staff members. Then RCMA hired farm workers to be teachers. Culture became a uniter instead of a divider – for 50 years! Cultural competence makes us unique. It is the secret to our success.

**Isabel Garcia**  
RCMA since 1988

PEOPLE AND SYSTEMS ARE ALL-IMPORTANT

We may not have had offices, computers, or cell phones in our early or mid years, but we had dedicated people passionate about the mission who were willing to work hard together to make it happen. I remember standing under a big shade tree at the Redlands Migrant Camp, where one of the centers and a small office were located, pretty much at the end of every day for a brief come together – which we now call scheduled dialog, part of a system of communication! We were able to share good and not-so-good happenings of the day and things to know for the next day. We went home knowing the team was working together.

**Barbara Mainster**  
RCMA since 1972

YOU CAN’T FIGHT RACISM, BUT YOU CAN OVERCOME IT

People frequently judge others by their differences – different appearance, different behavior. When we judge each other as equal individuals, we start to get along.

**Gloria Kendrick**  
RCMA since 1975

PARENTS ARE THEIR CHILDREN’S FIRST TEACHERS ...

... and homes are their first classrooms. Poverty forced many RCMA parents to abandon school for work. They feel unqualified to participate in their children’s educations. We tell them, “Even if you can’t read, open the book, look at the pictures and talk about them with your child. Show him things when you cook food, when you walk down the street, when you visit a store.” Parents can inspire their children to succeed. Long after the children have grown up and the parents have passed away, they will remain a strong influence.

**Lourdes Villanueva**  
RCMA since 1984

GOVERNMENT REGULATORS ARE PEOPLE TOO

Politics gives them a terrible image, but they are just regular people with jobs to do. We try to treat them like we would want to be treated. Sometimes, they overreach, and we object, politely. Government funding is the fiscal foundation of RCMA. We could not operate, nor grow, without it. So we have longstanding, open relationships with regulators. We show them that taxpayers’ dollars are helping children, families and the larger society through RCMA.

**Gilbert Flores**  
RCMA since 1998

CHILDREN MUST LEARN TO CONVERSE

I remember formulating the first goals of our education program which were 1. the importance of language development and 2. developing self confidence in our kids. I remember saying, “For schools to know how smart our kids are, they need the words to be able to express themselves and the confidence to do it!” Now the education experts at FSU tell us oral language is the best indicator of later reading success.

**Barbara Mainster**

NOBODY SHOULD GRIEVE ALONE

Tragedy is a regular visitor to RCMA. We are too close to too many families to avoid it. In a time of grief, low-income people are especially moved. Most survivors need real help. But even if they don’t, they need to know we care. We all bleed the same. When tragedy comes, we always reach out.

**Evan Portee**  
RCMA since 1982

WE MUST ENGAGE FAMILIES

Living in poverty is stressful. That’s why we at RCMA engage parents frequently. It’s why RCMA staffers visit the homes of our kids. We partner with parents to tackle nearly every challenge they may face, and we link them to community resources. This approach is the only way to make sure that all kids have a shot at unleashing their full potential.

**Ivette Galarza**  
RCMA since 2001

CONTROVERSY CAN LEAD TO PROGRESS

Controversy is the vehicle on which every social change rides, be the change for better or worse. Controversy, objectively ridden, is democracy’s means of moving progressively from one point to another. However, placing controversy into an annual report is almost universally shunned as being poor “image” practice. That’s one reason annual reports are almost universally dull.

**Wendell Rollason**  
RCMA 1968-1997

WHAT WE HAVE LEARNED
Highlights

RCMA served 6,733 children, ages six weeks to 14 years, during the year.

Head Start chose RCMA as one of 10 Florida recipients of new grant funding to upgrade services. RCMA received $3.7 million to provide health care, family services and other benefits for 156 children, and to expand its Tampa-area operations to accommodate 48 more children.

The business magazine, Florida Trend, featured Executive Director Barbara Mainster in its “Icon” series.

RCMA screened 2,362 children for vision problems, 2,302 for hearing difficulties and 1,694 for dental issues.

Donations, fundraising events and non-governmental grants to RCMA exceeded $1.7 million.

RCMA served 534 children with disabilities, connecting them with the therapies and special-education services they need.

In its first season, the soccer team fielded by RCMA Leadership Academy compiled a 12-0 record and won the championship of the Central Florida Charter Athletic League. Leadership is a charter middle school south of Tampa.

RCMA’s associate executive director, Isabel Garcia, was named an “exceptional emerging leader” by Exchange, a national magazine for child-care administrators.

Buoyed by RCMA’s 50th birthday, the Lipman Golf Classic netted $100,000 for RCMA child-care centers, making it one of the most successful since the tournament began in 2000.

Head Start awarded a $1.1 million construction grant, enabling RCMA to fully build a $3 million child-care center that had been planned for phased construction in Dover, east of Tampa. The remaining $1.9 million was financed with low-interest government loans.

For the second straight year, an “RCMA baby” won a summer internship in Washington, courtesy of the National Migrant and Seasonal Head Start Association. The new recipient, Ilda Martinez, worked at the U.S. Department of Education during the internship. Her predecessor, Yesenia Calderon, worked at the Mexican American Legal Defense Fund. They were the first Floridians to win the internships, reserved for former migrant children.

RCMA netted $76,000 from the Bright House Networks Strawberry Picking Challenge, the second annual celebration of strawberry farming staged by board member Gary Wishnatzki and his company, Wish Farms.

Four RCMA teachers became the first recipients of Krome Scholarships, awarded through an endowment created by Bill and Phoebe Krome, early RCMA supporters in Homestead. The four scholars received $2,000 apiece.

RCMA placed 1,143 children on waiting lists because it lacked the capacity and resources to serve them.
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.

RCMA statewide services

<table>
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<th>Centers</th>
<th>Charter Schools</th>
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<td>DeSoto</td>
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<td>Flagler</td>
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<td>Gadsden</td>
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<td>Highlands</td>
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<td>Hillsborough</td>
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<td>Indian River</td>
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<td>Orange</td>
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<td>Volusia</td>
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OUR CHILDREN
- 83% White/Hispanic
- 11% African American
- 3% Bi-racial
- 3% White/Non-Hispanic

OUR CHILDREN’S AGES
- 16% 6-14 years
- 19% 3 years
- 19% 4 years
- 12% 1 year
- 14% 2 years
- 7% 5 years
- 10% under 1 year

OUR FUNDING
- 85% Grants
- 6% Charter school revenue
- 5% Donated services & occupancy
- 2% Donations
- 2% Parent fees
Our donors

PEOPLE AND GROUPS WHO MOST HELPED RCMA OPEN DOORS FOR OPPORTUNITIES, JULY 1, 2014 – JUNE 30, 2015

The 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 - $99,999
Lipman Produce
United Way Of Collier County

$20,000 - $49,999
Southwest Florida Community Foundation
John's Island Foundation, Inc.
David E. Retik Christopher D.
Mello Foundation
United Way of Indian River County
Florida Specialty Crop Foundation
Ocean Reef Community Foundation
The Spurillo Foundation

$10,000 - $19,999
Spring Valley Farms, LLC
Mabel and Ellsworth Simmons Charitable Foundation, Inc.
Wells Fargo Foundation
Community Foundation of Tampa Bay, Inc.
The Bernard A. Egan Foundation, Inc.
Dr. Michael J. Katin
United Way of Lake & Sumter Counties, Inc.
FoodSource Plus National
Wish Farms
Bright House Networks LLC
The League Club, Inc.
David and Leighan Rinker Foundation, Inc.

$5,000 - $9,999
The Bridge Fund Inc.
Consulado General de Mexico, Miami
Mr. and Mrs. William Ferrari

Dr. and Mrs. Morgan Roberts
United Way of Pasco County
Mr. Stephen H. Mahle
Ms. Janet Chappel and Mr. Larry Chappel
Mr. and Mrs. Tom R. Jackson
Florida Tomato Exchange
Naples United Church Of Christ
West Coast Tomato, Inc.
United Way of Lee, Hendry, Glades & Okeechobee Counties
Mr. and Ms. Vaughn Bryson
Mr. and Mrs. John C. Norris
Mr. and Ms. Paul Covill
Mr. and Ms. Dick Brickman
Ag-Mart Produce, Inc.
Mr. Andrew Marsh and Ms. Kathleen Mattes
Mr. and Ms. Gerald Million
Monte Package Company
Sam Patterson Truck Brokers, Inc.
Big Bend Charity Golf Fund
Mr. and Mrs. William P. Bissett Jr.
Mr. and Ms. Dick Shoemate
Mr. and Ms. Joe James
PepsiCo Financial Shared Services, Inc.
Mr. and Ms. Alan Ayers
Ray's Baseball Foundation, Inc.
The Sain Orr Royal DeForest Steadman Foundation
Interfaith Social Action Council, Inc.

$1,000 - $4,999
Florida Farm Bureau
A. Duda & Sons, Inc. and Subsidiaries
Florida Fruit & Vegetable Association
Construction Technology Group
Kaplan Companies, Inc.
Mr. and Mrs. Bill Laimbeer
DiMare-Homestead
International Paper
Mrs. Norma J. Hathaway
Moorings Presbyterian Church, Inc.

Mr. and Mrs. Bill Coats
Mr. and Mrs. Thomas F. Gaffney
Ms. Jennifer E. Frances
Dr. Dale S. Kammerlohr
Mr. and Ms. Timothy Adams
Dr. H. Randolph Valdez
Florida's Natural Growers Foundation, Inc.
Plant City Lions Foundation, Inc.
Ms. Jennifer Frances
U.S. Toy Co.
Gargiulo, Inc.
Publix Super Markets Charities, Inc.
Barron Collier Jr. Foundation, Inc.
Clark Family Fund
Wahsager Foundation
Tropicana
Financial Guidance Group
RCS Company of Tampa, Inc.
Paradise, Inc.
Foley & Lardner LLP
US Managed Care Services LLC
Amarie Oil Company
Garcia & Ortiz, P.A.
Florida Strawberry Research & Education Foundation
Kaleidoscope Services
Farm Credit of Central Florida, FLCA
Brent L. Probinsky, P.A.
Everglades Farm Equipment Co., Inc.
Ms. Blasdell Jensen
Mr. and Mrs. Jack B. Dunn IV
Mr. and Mrs. Todd A. Raker
The Andersons Inc.
National Educational Systems, Inc.
Mr. William Bibbey
Coral Gables Community Foundation
Ms. Rosemary E. Armstrong and
Mr. Morris J. Weinberg
St. Augustine of Canterbury Episcopal Church
FreshPoint South Florida

Chemical Dynamics, Inc.
Vizcaino Zomerfeld, LLP
Unitarian Universalist Fellowship of Marion County
Staples
Ms. Barbara Rollason
Charles Talcott Foundation, Inc.
United Way of Palm Beach County
Mr. Thomas Ryan
United Way Suncoast, Desoto County Chapter
M.E. Wilson Company, Inc.
Florida Work Comp Specialist Inc.
Baldwin Krystyn Sherman
Telamon Corporation
Peace River Packing Company
CoBank- Sharing Success Program
National Council of Jewish Women
Ms. Ellen Macfarlane
DiMare Fresh
Florida Blue
Pavese Law Firm
Ms. Mary P. Graves Fund
St. Agnes Catholic Church
Mr. Bernie Lester
Seminole Casino - Immokalee
Consolidated Citrus Ltd Partnership
Konica Minolta Business Solutions U.S.A.
Ms. Karen S. Theobald
Mr. and Mrs. Brad Young
Chuck and Sandy Abookire
Florida Combined Life
Bat Yam Temple of The Islands
Twenty Little Working Girls
The Royal Foundation, Inc.
Mr. and Mrs. Art Craig
Falkner Farms
Naples Heritage Golf & Country Club
Dr. and Mrs. Larry Salustro
Dr. and Mrs. Jay J. Garcia
Complete Restaurant Equipment
Southern Corporate Packers
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.

<table>
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<th>Assets</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Combined Totals</th>
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<td>56,490</td>
<td>19,863</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>175,000</td>
<td>175,000</td>
<td>165,000</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>5,379,283</td>
<td>5,379,283</td>
<td>4,973,328</td>
</tr>
<tr>
<td>Long-term debt, less current portion</td>
<td>2,605,000</td>
<td>2,605,000</td>
<td>2,780,000</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>7,984,283</td>
<td>7,984,283</td>
<td>7,753,328</td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designated reserve for future use</td>
<td>931,235</td>
<td>931,235</td>
<td>511,735</td>
</tr>
<tr>
<td>Other net assets</td>
<td>$12,735,017</td>
<td>$7,427,838</td>
<td>$20,162,855</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$13,666,252</td>
<td>$7,427,838</td>
<td>$21,094,090</td>
</tr>
<tr>
<td></td>
<td>$21,650,535</td>
<td>$7,427,838</td>
<td>$29,078,373</td>
</tr>
</tbody>
</table>

Attention is directed to independent auditors' report and notes to financial statements.
### Statements of Functional Expenses

* for the year ended June 30, 2015 / with comparative totals for 2014

**Program Services**

<table>
<thead>
<tr>
<th>Personnel costs</th>
<th>Child Care</th>
<th>Head Start</th>
<th>Food Service</th>
<th>Other</th>
<th>Charter Schools</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$9,491,446</td>
<td>$18,892,730</td>
<td>$1,096,669</td>
<td>$239,030</td>
<td>$3,545,364</td>
<td>$33,265,239</td>
</tr>
<tr>
<td>Payroll taxes and fringe benefits</td>
<td>2,085,276</td>
<td>4,549,040</td>
<td>269,907</td>
<td>54,184</td>
<td>739,669</td>
<td>7,698,076</td>
</tr>
<tr>
<td><strong>Total personnel costs</strong></td>
<td>11,576,722</td>
<td>23,441,770</td>
<td>1,366,576</td>
<td>293,214</td>
<td>4,285,033</td>
<td>40,963,315</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contracted services</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Child care services</td>
<td>838,655</td>
<td>878,407</td>
<td>1,717,062</td>
<td></td>
<td></td>
<td>1,717,062</td>
</tr>
<tr>
<td>Other</td>
<td>12,810</td>
<td>71,605</td>
<td>525</td>
<td>4,345</td>
<td></td>
<td>130,563</td>
</tr>
<tr>
<td>Food</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>974,621</td>
<td>2,245,837</td>
<td>2,055,322</td>
<td>1,120</td>
<td></td>
<td>3,567,719</td>
</tr>
</tbody>
</table>

**General and Support**

<table>
<thead>
<tr>
<th>Personnel costs</th>
<th>Administrative</th>
<th>Fund Raising</th>
<th>Combined Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$3,016,971</td>
<td>$98,277</td>
<td>$36,380,487</td>
</tr>
<tr>
<td>Payroll taxes and fringe benefits</td>
<td>687,806</td>
<td>19,767</td>
<td>8,405,649</td>
</tr>
<tr>
<td><strong>Total personnel costs</strong></td>
<td>3,704,777</td>
<td>118,044</td>
<td>44,786,136</td>
</tr>
</tbody>
</table>

**Combined Totals**

<table>
<thead>
<tr>
<th>General and Support</th>
<th>Administrative</th>
<th>Fund Raising</th>
<th>Combined Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$3,016,971</td>
<td>$98,277</td>
<td>$36,380,487</td>
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<td>3,704,777</td>
<td>118,044</td>
<td>44,786,136</td>
</tr>
</tbody>
</table>

### Notes

* Combined Totals: Total of Program Services (above) plus General and Support.
Board of Directors

JULY 1, 2014 – JUNE 30, 2015

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Lake Placid CDC
Lake Placid, Florida
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Krome CDC
LaBelle, Florida
Cipriano Mejia
Bethel CDC
Wimauma, Florida
Weeda Mae Williams
Smith Brown CDC
Arcadia, Florida
Filiberto Sanchez
RCMA Wimauma Academy
Wimauma, Florida

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