

Lives transformed

RCMA's passion for education inspires adults as well as children.



Pamela Wigfall (above and right) earned two associate degrees and a bachelor's while teaching for RCMA. Staff members at left were among 130 honored in April for earning childcare certifications or college degrees.

For detailed captions, see the back page.



From 2006 through 2010, RCMA employees earned 358 professional certifications for child care and 92 college degrees.

“We’ll keep our staff”

WHEN A STAFF MEMBER EARNS NINE COLLEGE CREDITS TOWARD AN ASSOCIATE DEGREE, SHE CAN COLLECT A \$400 BONUS FROM T.E.A.C.H. AND A \$250 BONUS FROM RCMA.

As little girls, they seemed destined for the fields, not college.

When school ended each day, Graciela “Gracie” Valadez’ mother would wait for her children to get home, so the family could go harvest oranges.

Pamela Wigfall began at age 8 picking strawberries in Florida, and peaches and peppers in Missouri.

Isabel Garcia picked peaches in Maryland and packed tobacco in North Carolina.

Yet today, those three and many other staff members at RCMA boast of their college degrees. They have broken shackles that, for countless generations in their families, meant education had to be abandoned as soon as a child was old enough to earn farm wages.

Their key? Their lives were transformed at RCMA, and they went to college with RCMA’s help.

From 2006 through 2010, RCMA employees earned 358 professional certifications for child care and 92 college degrees. The degrees consisted of six masters, 14 bachelors and 72 associates.

“It was so fulfilling,” said Hilaria Cuevas, RCMA’s Area Coordinator for Wauchula and Lake Placid.

Cuevas dropped out of high school at 17 to care for a younger sister with spina bifida. She entered college 17 years later at age 33.

“I’m the first in my generation to have a bachelor’s degree,” Cuevas said. “I’m so thrilled.”

SUDDEN GOOD FORTUNE

Since its earliest days, RCMA has focused more on the cultural educations of its staff than on the college educations. That stems from a pivotal moment in RCMA’s second year, 1966.

A village of Mennonite missionaries south of Miami had chartered RCMA and opened a pair of childcare centers in 1965.

They wanted to shelter the children of migrant farmworkers from the hazards they faced in the fields with their parents. Yet astonishingly, the farmworkers mostly shunned the new centers.

So the Mennonites in 1966 enlisted a new childcare manager, Wendell Rollason, well-known in Miami as a

crusader for immigrants. Rollason reached out, with little success.

Then came a day when attendance at a center perked up. Rollason searched for a reason, and realized an unusual number of mothers had signed up to volunteer that day. He quickly made the connection: The farmworkers would entrust their babies only to someone from the same culture.

Rollason vowed that all future childcare teachers would be hired from the communities and cultures of the families being served.

The policy endures today, and the impact has been profound.

Over the years, hundreds of newly hired teachers were stunned at their sudden good fortune, moving from sweltering farms to air-conditioned childcare centers. RCMA helped them

learn English and become credentialed early childhood professionals.

In return, they have been fiercely loyal. RCMA has suffered little of the high staff turnover

plaguing the rest of the nation’s childcare industry.

Today, some 85 percent of the families served by RCMA are Hispanic. So is 77 percent of the staff. RCMA’s bond with farmworkers has made it one of the most trusted institutions in agrarian Florida. And through this trust, RCMA persuades parents with limited formal education to support their children’s school careers.



Isabel Garcia

But the policy created a weakness too. It staffed RCMA with people who had been forced out of school far too early.

Rollason received a blunt reminder when he approached Miami’s United Way for early support. “You don’t have anyone with a high school diploma,” an employee objected. “No one above the sixth grade!”

“Well ma’am,” Rollason replied. “You keep your money. We’ll keep our staff.”

BUNDLE OF OBSTACLES

Through RCMA’s first three decades, it focused on quality teaching. Its teachers were immersed in early childhood education.

“We believed strongly in the development of a teacher for the purposes of the child that she taught,” said Shannon Tracy-Faust, who joined RCMA in 1984 and spent the last 12 years as the Professional Development Specialist and Training Coordinator.

The outlook broadened during the 1990s, as RCMA’s federal and state funding agencies began raising standards for childcare credentials. Today, a high school diploma or a General Educational Development Certificate are minimum requirements.

To support the raised requirements, the state in 1998 began awarding partial scholarships through a program named T.E.A.C.H. “That was huge because they were paying for an AS (two-year) degree,” Tracy-Faust said.

Still, college has been a tall order for a cadre of teachers who largely grew up in immigrant families with low literacy.

Dr. Smita Mathur, of the University of South Florida –Polytechnic in Lakeland, began studying RCMA’s children and teaching methods in the early 1990s. Today she is an RCMA board member. Beginning in 2008, Mathur participated in nine focus groups involving 40 RCMA teachers. They revealed a bundle of obstacles plaguing the teachers’ college efforts:

- Cultural and language differences cause the teachers to become confused and frustrated by college paperwork.
- While RCMA teachers may thrive in courses involving early childhood education, where they

enjoy practical experience, they are intimidated by more general subjects like math, which are required toward degrees. And the instructors may understand little about the backgrounds of these adult students.

- Demands of work and family limit the teachers’ time for college studies. In many cases, husbands in the Hispanic culture have proven to be ambivalent, if not hostile, to their wives’ educational ambitions.

“One of the teachers had to take a flashlight into the bathroom of her trailer to do her homework,” said Mathur.

Mathur developed a training program that will provide specialized counseling to more than 100 RCMA teachers as they pursue college degrees. The program received a \$771,000 grant in February from the Phoenix-based Helios

Education Foundation. It’s now under way.

‘IT’S TIME, PAM’

At RCMA’s Dade City Learning Center northeast of Tampa, Pamela Wigfall is the rare RCMA teacher with a bachelor’s degree. Most staffers parlay four-year degrees into managerial jobs, but Wigfall is devoted to the classroom. New teachers come to watch her.

Wigfall was a fieldworker, a high-school dropout and the single mother of two sons when she heard RCMA was hiring. She joined in 1987, and over the years, earned two child development credentials.

Then, in 1999, Wigfall heard Tracy-Faust describe the new T.E.A.C.H. scholarships.

“Something in my heart said, ‘It’s time, Pam.’”

Wigfall earned her G.E.D. by passing a test. Over the next six years, she earned two associate degrees. A bachelors beckoned. But Wigfall also was raising the twin teenage sons of a friend who had died.

“I was tired,” she said. “I was like, ‘I’m not doing that.’ And guess who called me? Shannon. She said, ‘There’s money out there for you. You’re smart enough. You can do it.’”

Wigfall graduated from USF-Poly two years ago with a 3.4 GPA. “I’m elated that I did all this,” she says.

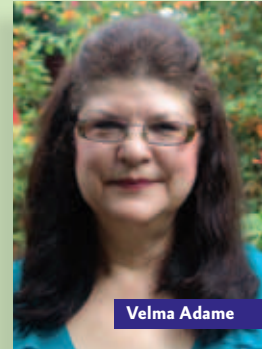
‘THE GREATEST MOMENT’

RCMA guides staff members toward federal Pell grants, which pay up to \$4,000, and T.E.A.C.H. grants, which partly cover the costs of two-year degrees. When a staff member earns nine college credits toward an associate degree, she can collect a \$400 bonus from

T.E.A.C.H. and a \$250 bonus from RCMA.

RCMA also will offer partial scholarships for tuition, fees and books. Every spring, RCMA celebrates educational successes at a vibrant luncheon, where, as Tracy-Faust puts it, “They come in with their go-to-church clothes on.”

This year, Velma Adame of Immokalee was a featured speaker.



Velma Adame

As the second of 10 children, Adame grew up cooking for her siblings while their parents worked in the fields of Texas, Idaho and Florida. After high school, marriage and motherhood, Adame joined RCMA in 1981. She soon became Food Program Manager.

With RCMA’s help, Adame began taking college courses in the late 1980s. She earned her bachelor’s degree in Business Management from Hodges University last year.

“That was my dream,” Adame said. “The greatest moment was when I walked down that aisle.”

“When I heard that music, and when they started to march, ooh I just wanted to burst into tears,” she said. “I said, ‘Lord, I can’t cry right now. I’ve got makeup on, and I’ve got pictures to take.’”

“After we did the pictures, the tears flowed.”

A pilot program mobilized many



(left to right) Isabel Garcia, Gracie Valadez, Hilaria Cuevas

AVON PARK – Change was imminent when the regional director of Head Start journeyed from Atlanta to Avon Park and checked into the Hotel Jacaranda.

The challenge: To discern how Head Start could untangle the many obstacles blocking its teachers from obtaining college educations?

The response: A year-long, \$75,000 pilot project; mobilizing South Florida Community College, RCMA teachers from Hardee, Highlands and DeSoto counties and some creative problem-solvers.

Launched in 1999, the project swept some 40 RCMA staff members into college for the first time. They received Pell grants from the federal government; T.E.A.C.H. grants from the state and loans and subsidies from RCMA. SFCC scheduled the classes to accommodate the teachers' work hours. They traveled there in RCMA vans. T.E.A.C.H. and RCMA paid bonuses whenever the teachers finished a college course.

Gracie Valadez was from a family of migrant farmworkers and was an RCMA teacher in Wauchula. Her parents had urged their children to get educated, but the opportunity never arose. Now the door had opened and Valadez enrolled.

"That project gave me the support I needed to enroll," she said.

Likewise, Hilaria Cuevas, another daughter of migrants who was RCMA's Family Support Worker in Wauchula. "I got support from all angles," she said. "Without the support, I probably wouldn't have pursued my education."

"I don't think I ever thought about going to college," said Isabel Garcia, who was RCMA's 29-year-old Center Coordinator in Bowling Green. But she liked the opportunity. "From that day forward, when they started that program, I never stopped going."

Soon Valadez, Cuevas and Garcia melded into an unbreakable trio. They transferred together to the University of South Florida in Lakeland and car-pooled to class.

"We studied together, practiced with each other, helped each other out with homework," Garcia says.

Charlene Edwards, RCMA's current Head Start Director, was Program Coordinator in Avon Park at the time. She and others vowed to attack every barrier faced by the 40 new collegians.

A big one was husbands, steeped in the traditional Hispanic view that wives should mother the children and cook the meals – not go to college. So RCMA invited the husbands to meetings to stress that their wives would advance to better jobs with college degrees, and might lose their current jobs without them. Leaders also:

- Hired a male mentor from the college to meet regularly with the husbands about their qualms.
- Scheduled the teachers' college classes in afternoons, on RCMA time instead of family time.
- Provided child care for the staffers' children when the staffers were in class or with tutors.
- Prepared family meals, often with donated food, on the teachers' busiest school nights.

Recalls Edwards, "We said, 'Let's cook dinner, and you bring the whole family.'"

Additionally, paid or volunteer tutors were recruited to help the teachers through difficult subjects like algebra.

After five years, Garcia, Cuevas and Valadez all snared bachelor's degrees. Garcia is RCMA's system-wide Director of Program Quality. Cuevas heads RCMA's work in Hardee County and Lake Placid. Valadez is Program Coordinator in RCMA's Arcadia area.

The Avon Park program became a model, said Shannon Tracy-Faust, who was newly appointed at the time as RCMA's professional development specialist.

"That really was kind of how we later started some of the mentoring programs in other areas," she said.

Grateful goodbye

Wimauma, FL

April 17, 2006

With great sadness and a heavy heart I give notice that it's time for me to retire, relax and enjoy more time at home ... I would like to first give thanks to all the people in RCMA who believed in me and gave me the opportunity to grow and become a leader in this great and prestigious organization; whose mission is to give everyone a chance to grow and live the American dream, to become somebody and develop one's talents and ambitions, if we so desire and to reach for our dreams. I am grateful to RCMA for giving a 50-year-old, with 37 years of migrant farm work, and a sixth-grade education, the opportunity to believe in herself and earn a G.E.D. and attend college, retiring just shy of 12 credits to earn my AS degree. All in the space of a short 14 years ... After a long vacation, knowing I will miss the staff and families – I'll be back to do volunteer work for RCMA.



Sincerely,
Ninfa T. Martinez



Highlights

In 2010-2011, RCMA...

- ▼ Served 8,015 children at 86 centers/ programs and two charter schools.
- ▼ Adopted a new mission statement: *RCMA opens doors to opportunities through quality child care and education from crib to high school and beyond.*
- ▼ Joined the Phoenix-based Helios Education Foundation and the Lakeland-based University of South Florida-Polytechnic in a project to counsel more than 100 RCMA teachers as they pursue college degrees at USFP. Helios contributed a \$771,000 grant.
- ▼ Helped 496 children with disabilities access the special-education services and therapies they needed.
- ▼ Nurtured our children through an average increase in their learning accomplishments of 70 percent.
- ▼ Arranged dental examinations for 1,654 preschool children, and treatment for 626.
- ▼ Celebrated the college graduations or professional certifications of 130 staff members.
- ▼ Passed the \$1 million mark in the capital campaign to build a middle school at RCMA Wimauma Academy, our K-6 charter school south of Tampa.
- ▼ Helped 651 of our 4-year-olds – those for whom English is a second language – to increase their ability to understand and speak English by 79 percent.
- ▼ Became one of two Migrant and Seasonal Head Start programs in the nation asked to develop a pilot Character Education program for use with Migrant and Seasonal Head Start children nationwide.
- ▼ Moved the Highlands County regional office from Avon Park to the former Hopewell School, reviving a former hub of the local African-American community.
- ▼ Earned national accreditations, or reaccreditations, for five childcare centers, leaving two-thirds of our centers accredited.
- ▼ Worked with the Sanibel Bicycle Club to give 130 bicycles to needy Immokalee residents, who use them as their primary means of transportation.
- ▼ Left 2,002 children on waiting lists because of lack of space and funding to serve them.



Dade City



Palatka

Wimauma



Dade City

Moore Haven



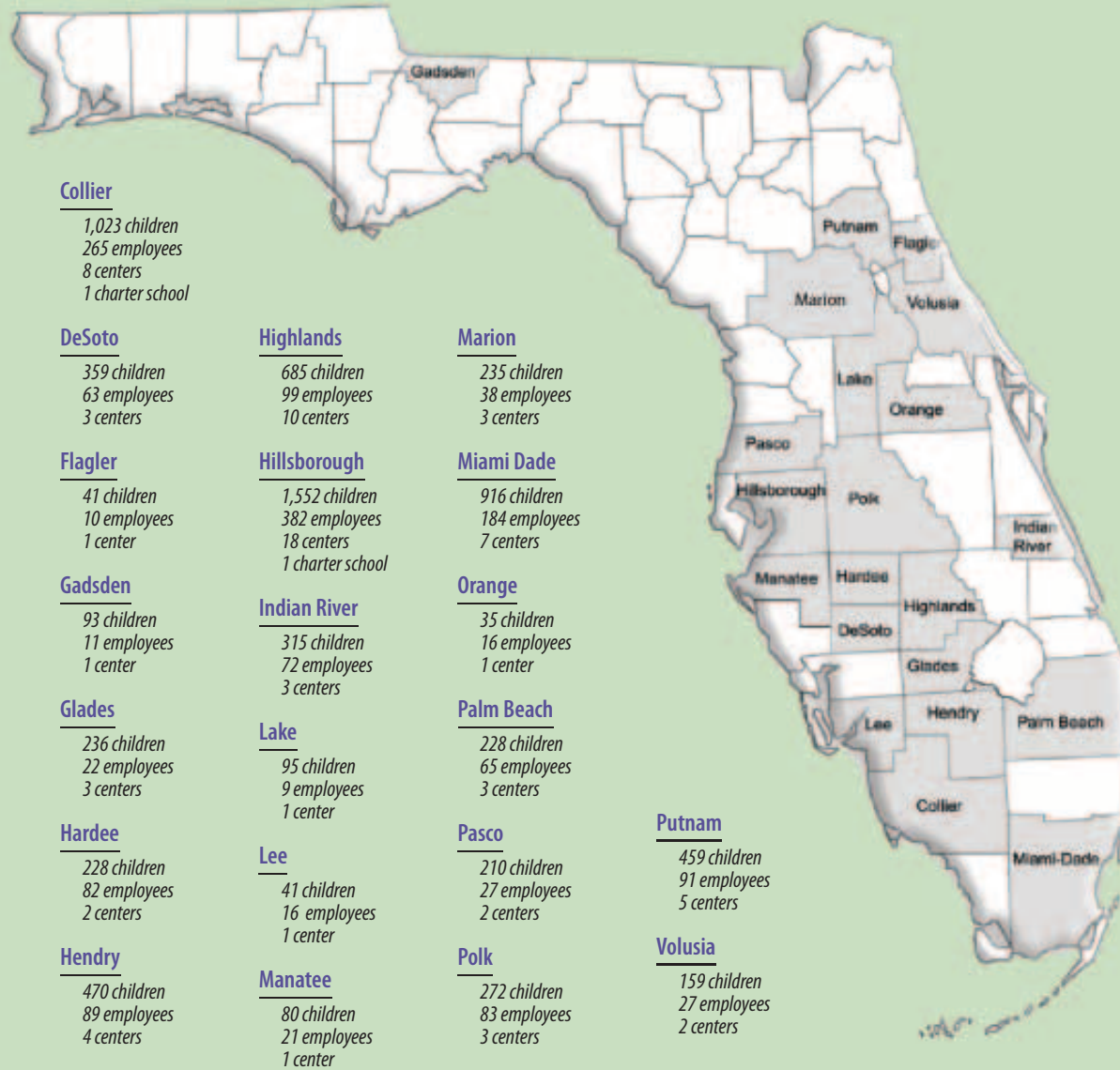
Immokalee

Plant City

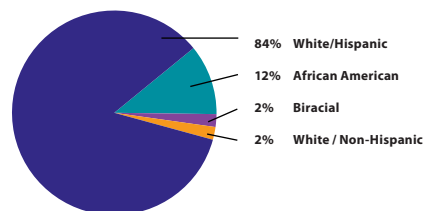


THE REDLANDS CHRISTIAN MIGRANT ASSOCIATION IS A NON-PROFIT, NONSECTARIAN ORGANIZATION THAT PROVIDES HIGH-QUALITY CHILD CARE AND EARLY EDUCATION FOR CHILDREN OF MIGRANT FARM WORKERS AND OTHER RURAL, LOW-INCOME FAMILIES. PROGRAMS INCLUDE HEAD START, MIGRANT HEAD START AND BEFORE- AND AFTER-SCHOOL ACTIVITIES IN 21 FLORIDA COUNTIES.

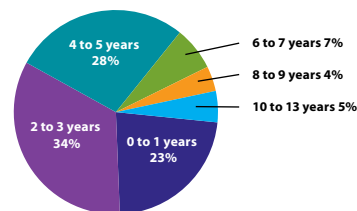
RCMA statewide services



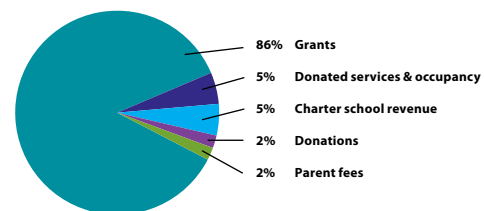
Our children



Our children's ages



Our funding



They join RCMA – and mainstream life

A RECENT VISITOR TO RCMA OBSERVED THAT WE WEREN'T A CHILDCARE/EDUCATION AGENCY, BUT WERE COMMUNITY BUILDERS. SINCE THEN, THE IDEA HAS BEEN RESONATING.

She's right. Forty-six years of hiring from the small rural communities we serve – whether it is Homestead, Ruskin, Wauchula, Arcadia, Moore Haven or somewhere else – have left its mark. The strong and beautiful women (mostly women) we hire become more formally educated, stable wage earners, homebuyers, voters, involved in school, church and civic groups. They send their kids off to college and support the local economy. Most are married and average two to three children.

They buy cars, insurance, groceries, cable and clothing. Of course, they pay their taxes.

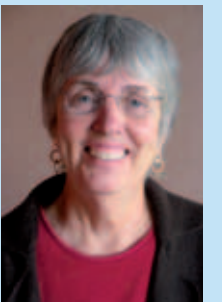
And yes, to all the ugly anti-immigrant voices, the Hispanics learn English, their children too often forget Spanish, and are as much like any second-generation immigrant children as Barbara is! RCMA truly is a strong pillar in the communities in which we operate.

A new focus of our charter schools is to strengthen leadership capabilities in our students. We believe we do much of that already, without realizing it.

People comment on the special environment in our schools. The children are respectful, curious, kind and engaged – comfortable within their skins. They know what is right and what is wrong. They benefit from living and knowing two cultures, that of their parents/

grandparents and that of the USA. As adults, they will continue to be good problem-solvers, team players and able to adjust to changing circumstances. Future employers will want them. What this means to our country is important.

Both of us are honored to serve the rural, agricultural communities in Florida. We are helping make a difference.



Barbara Mainster



Mike Stuart



Immokalee

The children are respectful, curious, kind and engaged...

Barbara Mainster
Executive Director

Mike Stuart
President, Board of Directors

Our donors

JULY 1, 2010 – JUNE 30, 2011

The Redlands Christian Migrant Association receives most of its funding from the U.S. Department of Health and Human Services, the Florida Agency for Workforce Innovation and the U.S. Department of Agriculture.

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



\$100,000 - \$500,000

Naples Children & Education Foundation
United Way of Miami-Dade

\$50,000 - \$99,999

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Mr. and Mrs. Ronald Gordon
Mr. and Mrs. Douglas Graybill
Gulf Citrus Growers Association
Gulfshore Produce, Inc.
Ms. Sarah M. Hall
Mr. and Mrs. Mark Harrell
Mr. and Mrs. Paul J. Hartmann
Hatch, Inc.
Heartland Pediatric Associates, P.A.
Helena Chemical Company
Ms. Cynthia Herberger
Ms. Susan Howard
Jack Queen Construction, Inc.
Ms. Claudia Jimenez
JM Jewelers
Joyce and Reyes Law Firm, P.A.
Ms. Clara Kaelin
Mr. and Mrs. Charles W. Kennedy
Ms. Patricia Kingham
Kings Point Art League
Kiwamis Club of Sun City Center, Inc.
Mr. William L. Kramer
Ms. Phoebe Krome
Lakeshore Learning Materials
Mr. and Mrs. Graydon A. Landahl
Larson & Larson, P.A.
Mr. and Mrs. Patrick Leary
Mr. and Mrs. Carol H. Lee
Mr. and Mrs. Michael Lia
Lightner Contracting, Inc.
Mr. David E. Likosar
Mr. and Mrs. Stephen D. Loizeaux
Dr. and Mrs. Miguel Lorente
Lusk, Drasites, Tolisano and Smith, P.A.
Mr. John D. Lyons
Commissioner Frank Mann
Mr. and Mrs. James A. Manzi
Ms. Smita Mathur, Ph.D.

Mr. Daniel Mayorga
Ms. Teresa M. McAllister
Mr. John McFarland
Ms. Maria A. Moreno
Mr. Eugene J. Mulvaney
Naples Princess Sightseeing Cruise
Ms. Kathleen A. O'Connor
Mr. Luis Ojeda
Mr. Adrian L. Olivo
Oneco United Methodist Women
Our Savior Evangelical Lutheran Church
Mr. and Mrs. James Payne
Peace Lutheran Church of Naples
Ms. Selina Pena
Mr. Joaquin Perez
Ms. Mary G. Perkins
Mr. and Mrs. Petershel
Mr. and Mrs. John Pettila
Physicians for Social Responsibility
Plants of Ruskin, Inc.
Mr. Steve L. Price
Mr. Richard W. Pringle
Mr. and Mrs. Terry Provost
Publix Supermarkets Corporate Office
Mr. Ernest Reid
Mrs. Nora P. J. Roberts
Mr. John K. Romano
Mr. Germain Y. Saucedo
Mr. and Ms. Peter F. Saunders
Ms. Betty S. Saunders
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Mr. and Mrs. Ronald L. Seeley
Mr. Juan A. Serra
Mr. and Mrs. Douglas Graybill
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Southern Corporate Packers
Mr. and Mrs. John Steadman
Mr. Terry Stickle
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Sun Vista Realty, Inc.
Ms. Mary Sundeen
Supplemental Instructional Services Inc.
Tampa Realistic Artists, Inc.
Target
Mr. Todd Taylor
Mr. and Mrs. Michael Teixeira
The Avery Family Foundation, Inc.
The Bay House
The Fries Group LLC
The Royal Companies
Mr. Fred N. Thomas, Jr.
Ms. Melissa Thompson
Ms. Sonia Tighe
Mrs. Elizabeth J. Torres
Vanguard Cleaning Systems
Wal-Mart Foundation
Walsh Family Foundation
Mr. John L. Webster
Wheeler Farms
Mr. and Mrs. Leon H. Whitney
Mr. Jonathan C. Wilcox
Mr. Michael F. Wilson
Withlacoochee River Electric, Inc.
Mr. David E. Woertendyke
Women's Fellowship First Community Church
Ms. Medora Woods
Mr. and Mrs. John H. Worsham
Mr. Dean Young

Statements of Financial Position / June 30, 2011 / with comparative totals for 2010

	Unrestricted	Temporarily Restricted	Combined Totals 06/30/11	06/30/10
Assets				
Current assets				
Cash and cash equivalents	\$ 4,773,651		\$ 4,773,651	\$ 3,799,993
Accounts receivable - grants	3,250,484		3,250,484	3,034,789
- other	58,193		58,193	47,156
- school boards	108,197		108,197	217,800
Prepaid expenses and other current assets	440,881		440,881	720,243
Total current assets	8,631,406		8,631,406	7,819,981
Property and equipment - net	11,684,224	\$ 10,013,151	21,697,375	21,833,423
Deposits and other assets				
Cash - sinking fund	517,815		517,815	429,312
Cash set aside for future use				
Future purchases/repairs of property and equipment	300,000	72,485	372,485	1,667,039
Future construction of Wimauma Academy	682,663		682,663	
Building and utility deposits	65,273		65,273	64,713
Donated Rental Property	125,000		125,000	125,000
	<u>\$22,006,381</u>	<u>\$ 10,085,636</u>	<u>\$ 32,092,017</u>	<u>\$ 31,939,468</u>
Liabilities				
Current liabilities				
Accounts payable and accrued expenses	\$1,443,746		\$1,443,746	\$1,793,314
Accrued payroll, vacation, sick leave and other expenses	2,837,317		2,837,317	2,876,001
Advances from funding agencies	173,194		173,194	74,569
Current portion of long-term debt	140,000		140,000	153,103
Total current liabilities	4,594,257		4,594,257	4,896,987
Long-term debt, less current portion	3,255,000		3,255,000	3,395,000
Total liabilities	7,849,257		7,849,257	8,291,987
Net Assets				
Designated reserve for future use	982,663		982,663	646,000
Other net assets	13,174,461	\$ 10,085,636	23,260,097	23,001,481
Total Net Assets	\$ 14,157,124	10,085,636	\$ 24,242,760	\$ 23,647,481
	<u>\$ 22,006,381</u>	<u>\$ 10,085,636</u>	<u>\$ 32,092,017</u>	<u>\$ 31,939,468</u>



Dade City



Moore Haven

Statements of Functional Expenses / for the year ended June 30, 2011 / with comparative totals for 2010

PROGRAM SERVICES	Child Care		Head Start	Head Start ARRA*	Food Service	Youth and Other	Charter Schools	Total
	Subsidized	ARRA*						
Personnel costs								
Salaries	\$ 9,644,689		\$ 15,276,910	\$ 2,507,327	\$ 1,176,503	\$ 703,499	\$ 2,544,013	\$ 31,852,941
Payroll taxes and fringe benefits	1,936,536		3,356,083	521,830	218,024	141,826	510,862	6,685,161
Total personnel costs	11,581,225		18,632,993	3,029,157	1,394,527	845,325	3,054,875	38,538,102
Contracted services								
Child care services	1,259,391		644,381	294,557	189,945			2,388,274
Other	33,506		53,309	28,499	188	1,870	39,403	156,775
Food								
Supplies	459,458		1,069,995	189,795	140,496	36,412	206,563	2,102,719
Consumable equipment	147,108		315,685	196,114	4,387	2,153	83,868	749,315
Transportation	137,056		432,946	49,301	8,208	14,694	77,612	719,817
Out of state travel			16,387	10,296		954		27,637
Occupancy costs	1,120,652		2,401,901	301,278	791	29,745	266,193	4,120,560
Donated space			2,680,652	412,517				3,093,169
In state travel	80,197		189,862	49,214	19,896	16,253	5,708	361,130
Health services	6,385		70,344	6,074		500	43,405	126,708
Interest								
Conferences and workshops	82,293		465,736	235,088	6,141	9,840	97,927	897,025
Fund raising	18		7,145	459				7,622
Other expenses	67,216		149,750	33,500	294	2,009	122,931	375,700
Professional fees	2,398		13,289	3,888				19,575
Repairs and maintenance	38,022		86,354	9,717		952	28,112	163,157
Depreciation	203,343	18,759	1,756,645	157,397		407	68,746	2,205,297
Data processing	53,744		90,699	1,616	6,993	2,223		155,275
Uncollected child care fees							22,578	22,578
	<u>\$ 15,272,012</u>	<u>\$ 18,759</u>	<u>\$ 29,078,073</u>	<u>\$ 5,008,467</u>	<u>\$ 3,458,063</u>	<u>\$ 963,337</u>	<u>\$ 4,418,664</u>	<u>\$ 58,217,375</u>

PROGRAM SERVICES	General and Support		Combined Totals**	
	Administrative	Fund Raising	2011	2010
Personnel costs				
Salaries	\$ 2,999,502	\$ 55,554	\$ 34,907,997	\$ 33,801,734
Payroll taxes and fringe benefits	586,456	9,987	7,281,604	7,701,405
Total personnel costs	3,585,958	65,541	42,189,601	41,503,139
Contracted services				
Child care services	109,352		2,497,626	2,526,605
Other		4,107	160,882	215,989
Food				
Supplies	127,598	4,565	2,234,882	2,371,359
Consumable equipment	63,162	634	813,111	727,056
Transportation	85,835		805,652	696,934
Out of state travel	32,906		60,543	72,518
Occupancy costs	393,325		4,513,885	4,577,677
Donated space			3,093,169	2,709,791
In state travel	91,784	2,038	454,952	520,029
Health services	605		127,313	125,441
Interest	18,600		18,600	20,197
Conferences and workshops	203,854	3,789	1,104,668	960,681
Fund raising		91,454	99,076	126,516
Other expenses	181,155	11,526	568,381	557,206
Professional fees	253,590		273,165	144,366
Repairs and maintenance	54,448		217,605	170,956
Depreciation	1,141,163		3,346,460	2,704,238
Data processing	20,926		176,201	157,671
Uncollected child care fees	17,243		39,821	56,043
	<u>\$ 6,381,504</u>	<u>\$ 183,654</u>	<u>\$ 64,782,533</u>	<u>\$ 62,831,081</u>

* ARRA: American Recovery & Reinvestment Act of 2009, also known as the federal stimulus.

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



Immokalee



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Redlands Christian Migrant Association

402 West Main Street

Immokalee, Florida 34142

www.rcma.org

(239) 658-3560

ABOUT THE COVER PHOTOS

RCMA staff members are pictured with their professional development plaques. They are:

- A.** Itala Paul of Lake Placid;
- B.** Nancy Reyes of Immokalee;
- C.** Cristina Caracheo of LaBelle;
- D.** Edgar Nacianceno Colunga of Wimauma;
- E.** Blanca Trevino of Wimauma;
- F.** Florencia Patino of Immokalee;
- G.** Todd Butler of Wimauma;
- H.** Maritza Gomez of Nocatee.

Photos by Daniel Fell/RCMA.

Pamela Wigfall teaches at RCMA's Dade City Learning Center. Top photo: Wigfall labels the art of Maria Guadalupe Valle.

Bottom: Wigfall helps Benicio Leos and Sitlalic Ortiz pick up toys.

Photos by Bill Coats/RCMA.

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