

RCMA

REDLANDS CHRISTIAN MIGRANT ASSOCIATION **ANNUAL REPORT**
July 1, 2003 to June 30, 2004



RCMA

Mission Statement

The Redlands Christian Migrant Association creates and fosters opportunities for the children of migrant and other low-income, rural families to maximize the choices in their lives.

Within this framework, RCMA will:

1. Provide quality child care.
2. Provide children and their families with support services.
3. Provide educational opportunities and improve the health and general welfare of children and their families.
4. Involve parents in the educational process and in public policy decisions affecting their children and families.
5. Increase public awareness of the lifestyle of migrant and seasonal farm workers.
6. Provide opportunities and encourage the professional development of staff hired from the farm worker and other communities served.





Message From the President

This annual report, my first as President of the Board, tells only part of the story of the year at RCMA. While the numbers and the statistics are important, it is the employees who make RCMA special. I have always been amazed at how many familiar faces I see year after year at Board meetings and as I visit centers around the state. The competence, commitment and the love I sense in these people is remarkable. I believe this is the direct result of the leadership. Beginning with Wendell Rollason and continuing with Barbara Mainster, they have created a culture of respect and responsibility that encourages personal and professional fulfillment, and more important, a shared commitment and love for the children and families we serve.

John Dinkel

Barbara makes my job and the job of the Board easy. She joined RCMA in 1972, the first professional educator to work at RCMA. Wendell used to tell the story about how he assembled a committee of farm worker parents and staff to interview for the first professional, salaried employee at RCMA and, after introducing the candidates, left the room. After Barbara was selected, he knew that the right choice had been made. And he sure was right. In 1972, RCMA had three centers and 75 children. Now, thanks in large part to Wendell's and Barbara's leadership and vision, we have 75 centers and serve over 6,000 children. We have expanded into school readiness, charter schools, literacy programs and a number of activities and programs that make RCMA a leader not just in Florida but in the entire country.

I congratulate all the employees at RCMA and the families we serve, and I especially congratulate Barbara for her leadership, enthusiasm, strength, and dedication to the entire RCMA family.

On behalf of the Board, I would like to thank our donors and volunteers who help support our mission to our children and families.



Message From the Executive Director

If RCMA were listed on the New York Stock Exchange, we'd be the darling of Wall Street because buyers could count on a \$16 return for every \$1 invested.

More precious than anything traded on the world markets, our commodity is children - children who might otherwise be forgotten because their parents are neither rich nor powerful. Our children are the sons and daughters of migrant farm workers and poor, rural parents.

Like suburban couples who send their kids to day care, our parents work hard, love their children, go to church on Sundays - and, of course, pay taxes. Yet in rural Florida, most private companies don't invest in day care. Their actuaries see no financial return.

Fortunately, other visionaries saw great potential in these young people, and in 1965, established RCMA to provide a safe, nurturing environment for the children while their parents labored in the fields. Over the years, various local, state and federal grants helped us broaden our reach to the point that we now serve over 6,000 children in 75 centers and two charter schools.

While we rely on an elaborate patchwork of government dollars, these resources are out of reach without matching funds from private donors. Our staff manages to squeeze \$16 in matches out of every dollar donated. Wall Street only dreams of such returns!

It's an investment, all right, a vital investment in our future. Myriad studies show the wisdom of investing in youth to steer children toward productive, successful lives.

At RCMA, we spend on average \$7,500 per child per year, with days that last 10 to 11 hours. Many of the children are babies, requiring a staff:child ratio of 1 to 4. The State of Florida, meanwhile, spends \$17,600 per prison inmate per year.

In this stark comparison, the wisdom of investing in our children becomes very clear. The potential payoffs are incalculable; the potential losses, tragic.

In this annual report, we salute our donors and thank them deeply.

RCMA MAJOR CONTRIBUTORS / 2003-2004*

PLATINUM (\$5,000.00+)

Richard and Patricia Burgoon

Dick and Sally Brickman

The Bernard A. Egan Foundation, Inc.

Community Foundation of Collier County

Community Foundation of Tampa Bay, Inc.

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Johns Island Foundation, Inc.

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The Early Childhood Initiative Foundation

United Way Of Collier County

United Way of Hillsborough County

United Way of Indian River County

United Way of Miami-Dade

United Way of Palm Beach County

US Food Service

Verizon Foundation



* List reflects donations from July 1, 2003 to June 30, 2004

RCMA MAJOR CONTRIBUTORS / 2003-2004

GOLD (\$2,500.00+)

*A. Duda & Sons, Inc.
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Paul and Ocella B. Covill
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Sugar Cane Growers Co-op of Florida
Thomas F. Gaffney
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RCMA MAJOR CONTRIBUTORS / 2003-2004

FRIENDS (\$100.00+)

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Parke Frankenfield
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RCMA MAJOR CONTRIBUTORS / 2003-2004

FRIENDS (\$100.00+)

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Polly Johns
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Kings Lake Hair Design Inc.
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Kiwanis Club Of Palatka Foundation Inc.
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White's Riverside Farm
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**Thank You for
Believing In Us!**



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Vice President

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LaBelle, Florida

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Tampa, Florida

John Norris

Agriculture
Palm City, Florida

Essie Serrata, Executive Director
Collier County Housing Authority
Immokalee, Florida



Statement of Functional Expense

For the year ended June 30, 2004

	SCHOOL	HEAD	FOOD	MIGRANT	YOUTH AND	CHARTER	TOTAL	GENERAL AND SUPPORT		COMBINED TOTALS	
	READINESS	START	SERVICE	EDUCATION	OTHER	SCHOOLS		ADMINISTRATIVE	FUND RAISING	2004	2003
Personnel costs											
Salaries	\$ 6,935,394	\$ 11,914,400	\$ 830,675		\$ 593,278	\$ 1,012,672	\$ 21,286,419	\$ 2,117,971		\$ 23,404,390	\$ 22,202,996
Payroll taxes and fringe benefits	1,936,736	3,737,998	43,743		154,611	235,187	6,108,275	583,153		6,691,428	6,050,792
Total personnel costs	8,872,130	15,652,398	874,418		747,889	1,247,859	27,394,694	2,701,124		30,095,818	28,253,788
Contracted services											
Child care services	1,484,722	1,060,321	209,646			24,305	2,778,994			2,778,994	2,845,658
Other	132,727	61,978	7,275		10,723	41,631	254,334	200,202		454,536	548,312
Food		53,221	1,102,579			60,467	1,216,267			1,216,267	1,093,241
Supplies	394,444	1,001,931	82,249		28,549	132,522	1,639,695	146,960		1,786,655	1,892,102
Consumable equipment	169,739	349,597	6,123		6,763	55,135	587,357	72,949		660,306	627,604
Transportation	142,967	332,648	1,880		39,326	12,073	528,894	66,436		595,330	622,889
Out of state travel	4,473	25,515			11,946		41,934	8,420		50,354	65,969
Occupancy costs	921,591	3,535,691	(142)		40,283	259,166	4,756,589	352,169		5,108,758	4,614,001
In state travel	99,202	205,549	12,398		17,066	1,124	335,339	113,050		448,389	464,114
Health services	5,097	107,710			687		113,494	2,239		115,733	130,499
Interest								61,820		61,820	80,257
Conferences and workshops	135,654	431,094	7,227		55,012	6,759	635,746	164,819		800,565	847,070
Fund raising									63,614	63,614	66,921
Other expenses	150,889	132,325	1,345	4,939	(93,544)	77,585	273,539	114,484		388,023	395,774
Professional fees	1,206	53,131					54,337	79,715		134,052	129,359
Repairs and maintenance	40,700	78,049	1,631		218	11,211	131,809	31,426		163,235	196,086
Depreciation	239,547	968,369	17,143		13,523	144,287	1,382,869	425,651		1,808,520	1,660,954
Data Processing	33,286	51,479	4,055		1,289		90,109	3,991		94,100	78,117
Uncollected child care fees								61,287		61,287	50,371
Total Expenses:	12,828,374	24,101,006	2,327,827	4,939	879,730	2,074,124	42,216,000	4,606,742	63,614	46,886,356	44,663,086
Allocation of General and Support	1,419,204	2,666,294	257,527	546	97,325	229,460	4,670,356	(4,606,742)	(63,614)		
Total	14,247,578	26,767,300	2,585,354	5,485	977,055	2,303,584	46,886,356			46,886,356	44,663,086

Statement of Financial Position

June 30, 2004

	UNRESTRICTED	TEMPORARILY RESTRICTED	COMBINED TOTALS	
			2004	2003
Assets				
Current assets:				
Cash and cash equivalents	\$ 2,661,738		\$ 2,661,738	\$ 3,600,568
Accounts receivable - grants	4,405,291		4,405,291	3,777,778
- other	131,149		131,149	285,251
- school boards	103,356		103,356	12,776
Prepaid expenses and other current assets	938,181		938,181	678,507
Total current assets	8,239,715		8,239,715	8,354,880
Property and equipment - net	9,610,452	6,334,388	15,944,840	14,350,311
Deposits and other assets				
Cash - sinking fund	105,808		105,808	145,696
Investment in money market	100,664		100,664	437,946
Cash set aside for future use		757,187	757,187	342,427
Building and utility deposits	49,383		49,383	43,353
	\$ 18,106,022	\$ 7,091,575	\$ 25,197,597	\$ 23,674,613
Liabilities				
Current liabilities:				
Accounts payable and accrued expenses	\$ 2,630,227		\$ 2,630,227	\$ 2,390,698
Accrued payroll, vacation, sick leave and other expenses	1,594,463		1,594,463	1,442,022
Advances from funding agencies	3,227,439		3,227,439	3,149,229
Current portion of long-term debt	71,119		71,119	68,463
Total current liabilities	7,523,248		7,523,248	7,050,412
Long-term debt, less current portion	4,108,929		4,108,929	4,180,185
Total liabilities	11,632,177		11,632,177	11,230,597
Total Net Assets	6,473,845	7,091,575	13,565,420	12,444,016
	\$ 18,106,022	\$ 7,091,575	\$ 25,197,597	\$ 23,674,613

Redlands Christian Migrant Association

Area Designations and Centers

AREA A GADSDEN

Gadsden Migrant Head Start Center

AREA B1 PALATKA

Crescent City Child Development Center
Irene Monroe Walker Head Start
Palatka Head Start Center
Pomona Park Head Start Center

AREA B2 VOLUSIA

Zellwood Migrant Head Start
Seville Migrant Head Start
Volusia Child Development Center

AREA C DADE CITY

Dade City Migrant Head Start
Dade City Before and After
Mascotte Migrant Head Start

AREA D PLANT CITY

Dover Migrant Head Start
Central Plant City Child Development Center
Plant City Migrant Head Start Center
Plant City Infant Migrant Head Start Center
Westside Village Child Development Center
Parkview Village Child Development Center

AREA A1 RUSKIN

Bethune Success Center
Ruskin Infant Child Development Center
Ruskin Migrant Head Start Center
Grove Point Child Development Center
Iglesia Success Center
Ruskin Success Center
Eisenhower Middle School Leadership Program
Palmetto Migrant Head Start Center

AREA E2 WIMAUMA

Balm Migrant Head Start Center
Bethel Child Development Center
Estancia Migrant Head Start Center
Groves Child Development Center
Wimauma Child Development Center
Wimauma Infant Migrant Head Start Center
Wimauma Academy, Charter School

AREA F1 SEBRING

Avon Park Head Start Center
Avon Park Teen Parent Center
Sebring Child Development Center
Sebring Teen Parent Center
Hope Villas Child Development Center
Martin Luther King Child Development Center

AREA F2 WAUCHULA

Bowling Green Child Development Center
Fred Dennis Child Development Center
Lake Placid Teen Parent Center
South Highlands Child Development Center

AREA G INDIAN RIVER

Fellsmere Child Development Center
Children's House Child Development Center
Indian River Early Education Program
Indian River Migrant Head Start Center

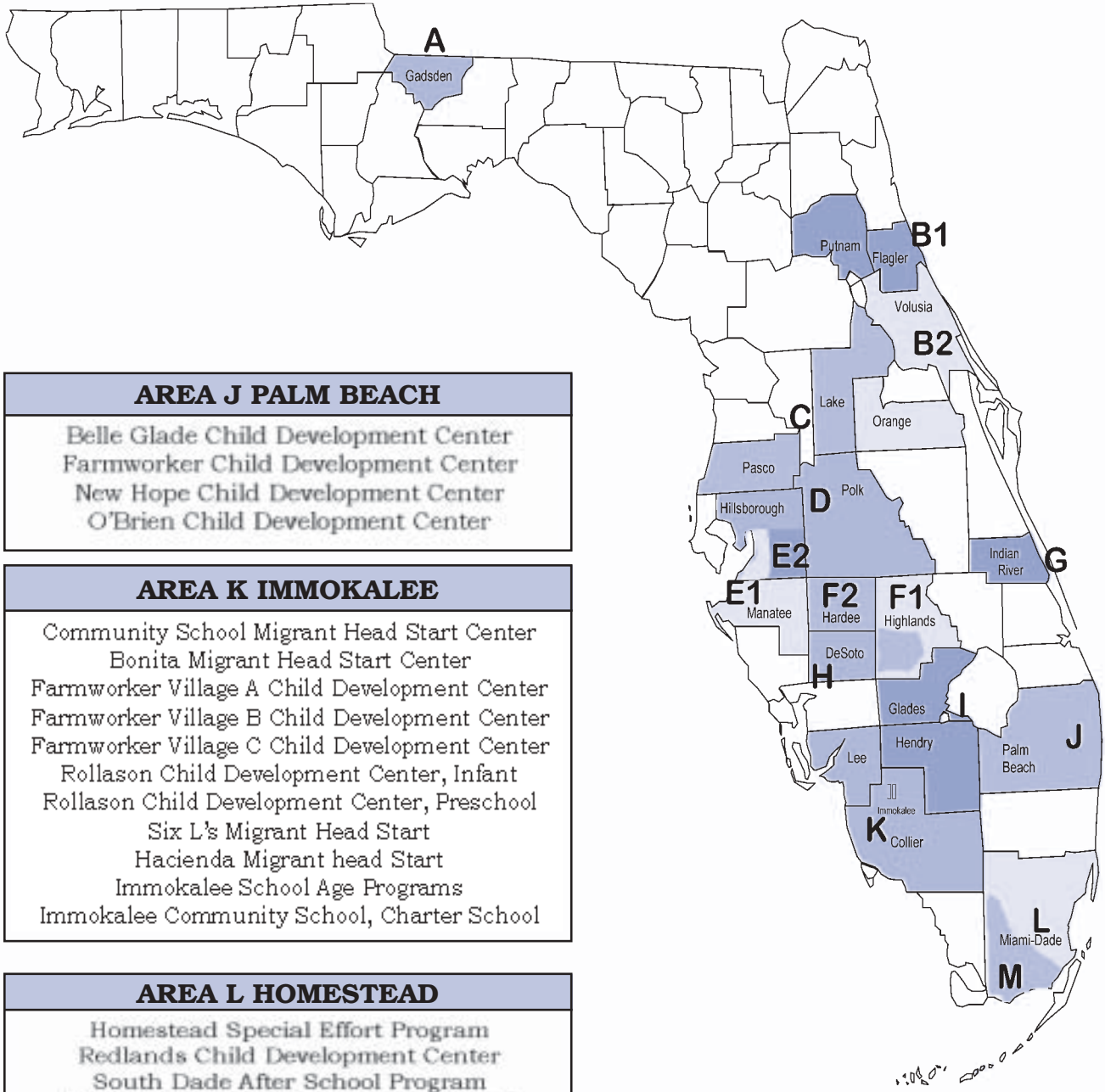
AREA H ARCADIA

Arcadia Migrant Head Start Center
Nocatee Child Development Center
Oaks Trail Early Head Start Center
Smith Brown Child Development Center

AREA I LABELLE

LaBelle Child Development Center
Mira Verde Child Development Center
William H. Krome Child Development Center
Glades Early Childhood Development Center
Booker T. Washington Child Development Center
Glades West Child Development Center

Redlands Christian Migrant Association Area Designations and Centers



AREA J PALM BEACH

Belle Glade Child Development Center
 Farmworker Child Development Center
 New Hope Child Development Center
 O'Brien Child Development Center

AREA K IMMOKALEE

Community School Migrant Head Start Center
 Bonita Migrant Head Start Center
 Farmworker Village A Child Development Center
 Farmworker Village B Child Development Center
 Farmworker Village C Child Development Center
 Rollason Child Development Center, Infant
 Rollason Child Development Center, Preschool
 Six L's Migrant Head Start
 Hacienda Migrant head Start
 Immokalee School Age Programs
 Immokalee Community School, Charter School

AREA L HOMESTEAD

Homestead Special Effort Program
 Redlands Child Development Center
 South Dade After School Program
 South Dade Child Development Center

AREA M FLORIDA CITY

Centro Villas Child Development Center
 Fernando Pro Child Development Center
 Everglades I Child Development Center
 Everglades II Migrant Head Start

We Open Doors to Opportunities!



Photographs by Ted Hoffman

REDLANDS CHRISTIAN MIGRANT ASSOCIATION
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Immokalee, FL 34142
(800) 282-6540
www.rcma.org