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.
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.

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.

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.
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.
Raul R. Cuadrado
Eckerd Family Foundation, Inc.
First Data Corp.
Florida Fruit & Vegetable Association
For All Kids Foundation, Inc.
Immokalee Foundation
Johns Island Foundation, Inc.
Hal Kaplan
William and Joan Laimbeer
Lodge Construction, Inc.
Jack and Kay Norris
Olde Florida Benefits Group
Pacific Tomato Growers
Quail Valley Charities Inc.
Richard M. & Elizabeth M. Ross Foundation
Southwest Florida Workforce Development Board, Inc.
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.
Hadley and Helen Bryant Hill
Paul and Ocella B. Covill
Cherry’s Charity Benefit
Richard and Mary Graves
Sally Hahn
Ronald Hughes
Interfaith Social Action Council
George A. Lutz

Stephen H. Mahle
Bob Moates
Kenneth E. Padgett
Saint Aignes Church
Casimir S. Skrzypczak
Sun-Sentinel Children’s Fund
Women’s Fund of Miami-Dade County
Xpedx

SILVER  ($1,500.00+)

Alico, Inc.
Bank of America
Blue Cross Blue Shield of Florida
Marsh U.S.
Moorings Presbyterian Church, Inc.
National Latino Children’s Institute
Ocariz, Gitlin & Zomerfeld, LLP

Seminole Tribe of Florida
Six L’s Packing Company, Inc.
The Talcott Family Foundation, Inc.
United Way of Putnam County
UPS Foundation, Inc.
Wal-mart Foundation

BRONZE  ($1,000.00+)

Corporate Express
Darcy R. Clarie
Donald W. Langdon
Florida AG Services
Harrison Maldonado Associates, Inc.
Jewish Communal Fund
Joan L. Diamandis
JP Morgan Chase
The Linda and Maurice Jennings Fund
Kenneth Speight
Mark L. Lindner
Micro Lumen, Inc.
Moorings Presbyterian Church
National Council of Jewish Women

National Educational Systems, Inc.
New York Life Foundation
Poe Insurance Managers, Inc.
Q-Man, Inc.
Robert Breitbard
Robert Della Penna
Sam’s Club Foundation
Smurfit-Stone
George and Joyce Sorn
St. Augustine of Canterbury
Sugar Cane Growers Co-op of Florida
Thomas F. Gaffney
United Methodist Women, East Naples
United Way of Sarasota County, Inc.
RCMA MAJOR CONTRIBUTORS / 2003-2004

FRIENDS ($100.00+)

1st National Bank of South Florida
The Abacus Group, LLC
Ackerman Jewelers, Inc.
Acute Care Pediatrics PA
Zulema H. Aguero
Marcel H. Aguirre
Albert Balestiere
American Marketing & Mailing Services, Inc.
APAC
Robert E. Atwood
Avon Park Rotary Breakfast Club
Lloyd Bailey
Bandes Construction Company
Brien Baric
Stephen W. Barto
Elizabeth Bass
Bernard and Jean Battaglin
Beltram South, Inc.
Ben Hill Griffin, Inc.
Ned L. Bentz
James P. Bertram
Carl and Ann Betz
Colleen Boehmer
Boise Office Solutions
Alfred O. Breinig
June P. Brewer/Toshalis
Dorothea R. Browning
Cadsoft Computer Inc.
Edward Caricato
Mac Carraway
Claire and Donald Castine
Antonio Chirinos
James C. Clinard
Collier Enterprises, Ltd.
Complete Business Solutions of Immokalee, Inc.
Consolidated Citrus Limited Partnership
Deborah S. Corbishley
Donald N. Corelli
Pamela C. Craighead
Francisca R. Curiel
Cutrale Citrus Juices
D & K Harvesting, Inc.
Darin C. De Alvarez
Edward W. Delgau
Desoto Co. Literacy Council, Inc.
Andrew P. DeVito
Joan E. Diamond
Discount School Supply
G.L. Dixon
Laura A. Driver
Dundee Citrus Growers Association
Warren H. Durling
Everglades Community Assn. Inc.
Everglades Farm Equipment Co., Inc.
Farm OP, Inc.
Chris Field
Beverly and F.H. Figge Jr.
Filling Area Needs Inc.
First Community Congregational Church, Inc
First National Bank of Naples
Fred and Aleta Fisher
Robert D. Fitzer, Inc. D/B/A Burger Bob’s
Five County Insurance Agency, Inc.
Florida Citrus Mutual
Florida Community Loan Fund, Inc.
Florida Farm Bureau Enterprises
Francisca R. Curiel
Florida Citrus Growers Association
Fordham University
Gustavo Forero
Inafo Abundant Field
Linda Franklin
Joseph and Jane Fruscella
Gadsden County Tomato Growers Association
Gardner Florida Citrus
Gargiulo, Inc.
Anita H. Gaston
Jay and Marion Georgi
German-American Club Of Sun City Center,Inc.
Richard A. Giesen
Ronald J. Glick
Gonzalez Bros. Harvesting, Inc.
Carlos Granado
Gulf Citrus Growers Association
Gulf Coast Citrus Harvesting, Inc.
John W. Hanley
Renee C. Hansen
Sandy Harris
Hatch and Doty, P.A.
Hillsborough Community College
Housing Authority Of The City Of Homestead
Docia Horton
Hans Haemer
Immokalee Auto Electronics & Service
Iron Stone Bank
Jackson Hewitt
RCMA MAJOR CONTRIBUTORS / 2003-2004

FRIENDS ($100.00+)

John Deere EV Farm Equipment
Polly Johns
John Jones
Kings Lake Hair Design Inc.
Dorothy D. Kittrell
Kiwanis Club of LaBelle
Kiwanis Club Of Palatka Foundation Inc.
Kiwanis Club of Sun City Center, Inc.
Janet and Geoffrey C. Knudson
William R. Laidig
Landice, Inc.
William H. Lange
Gary E. Lazor
Doris L. Lee
Joseph H. Lemieux
Darrick Lewis
Jose E. Lima
Lozano’s Restaurant & Sports Bar, Inc.
Lykes Brothers Inc.
Donald Macadams
Beatrice Margolis
The Matred Carlton Olliff Foundation
The McCall Agency
McDonald’s
Mt Ranchito, Inc.
Herman F. Millar
Molter Landscape
Peggy R. Moreno
Mowry Coin Laundry, Inc.
Mr. Auto of South Lake, Inc.
Mt. Calvary Baptist Church of Palm Coast
Estella Munoz
Michael G. Murray
Nara Rev. Trust
Next Level Information Solutions
Northern Trust Bank
Oceanview Int’l Reality, Inc.
Joseph J. Oswald
The Packer Publication
Rhett Palmer
Pat Patterson
Peace Education Foundation
Pepsi Bottling Group, Inc.
Guadalupe Perez
Maria I. Perez
Karl R. Plath
Premier Conferencing
Presbyterian Women Moorings Presbyterian Church
Presbyterian Women’s Association
Print & Copy Centers
Publix Super Markets Charities, Inc.
Ralph’s Computer Services, Inc.
Rene Ramirez
Redeemer Lutheran Church of Sun City Center, Inc.
Rentokil, Inc
Russell S. Rhodes
Keith Robison
Enrique Rodriguez
Patricia A. Rogers
Roseland United Methodist Women
Paz B. Salazar
Peter F. Saunders
Gerald B. Scribner
Sebastian River Junior Women’s Club, Inc.
James P. Sellers
Myra Shapiro
Robert E. Showalter
Alex Sink and Bill McBride
SL Plots Co.
Rita C. Smith
Society of St. Vincent DePaul St. William Church
Sonoma University
Diana Sosa
Southside Punch, Inc.
Spring Lake United Methodist Women
Richard A. Stark
Sun City Center Lions Foundation Inc.
Taylor Farms Florida, Inc.
Terminex
John Thorpe
Thrivent Financial for Lutherans
Title Professionals of Florida
Lawrence W. Tomsic
Trinity Presbyterian Church
Trinity-by-the-Cove Episcopal Church
Tropicana Products North America
United Community Church
Valentino’s of Vero Beach, Inc.
Vero Beach Fire Fighters Association
Vero Beachside News, Inc.
Vine Ripe Specialty
Paul Vinson
Dee and Charles F. Wallander Jr.
Wausau Insurance Companies
Janet and Richard F. Webb
Gail A. White
White’s Riverside Farm
Wishuntzki Farms
Witkop / Colleen Witkop
Wollman, Gehlke & Associates, P.A.
Women’s Fellowship FCCC
Women’s Fellowship First Community Church
Women’s Golf Association of The Vero Beach Country Club

Thank You for Believing In Us!
Redlands Christian Migrant Association

2002-2004 State Board of Directors

President
John Dinkel, Attorney
MacFarlane & Ferguson
Tampa, Florida

Vice President
Medora Alleman, Grower
Homestead, Florida

Vice President
Patrick Leary, Grower
Green Line Produce Company
Vero Beach, Florida

Vice President
Clem Miller,
General Manager, Children’s Board
Tampa, Florida

Vice President
Fernando Pro, Jr.
Retired Administrator, Dade County
Miami, Florida

Vice President
Lauretta Stephens,
Administrator
Florida Non-Profit Housing
Sebring, Florida

Vice President
Fred N. Thomas, Jr.
Retired Public Administrator
Immokalee, Florida

Secretary
Richard Pringle, P.A.,
Attorney
Fort Myers, Florida

Treasurer
Eduardo Galvan, Investigator
FL Dept. of Business & Professional Regulation
Immokalee, Florida

Past President
George F. Sorn
Retired CEO, FFVA
Orlando, Florida

Honorary Member
Myra Shapiro
Retired Educator
Naples, Florida

Policy Committee
Migrant Head Start

Jesus Morales, President
Parent
Mascotte, Florida

Antonio Lauro, Vice President
Parent
Ruskin, Florida

Maria Lopez, Secretary
Parent
Seville, Florida

Lucia Guajardo, Treasurer
Parent
Immokalee, Florida

Policy Council
Head Start

Rosa Brokenbrough, President
Parent
Clewiston, Florida

Tina Heflin, Vice President
Parent
Moore Haven, Florida

Christina Patterson, Secretary
Parent
LaBelle, Florida

Erica Snow, Treasurer
Parent
Sebring, Florida

Charter School Members

Immokalee Community School
Victoria Jenkins, Parent
Immokalee, Florida

Wimauma Academy
Luz Orendain, Parent
Wimauma, Florida

Members At Large

Michael T. Bayer
Labor Investigator
West Palm Beach, Florida

Anne Dickinson
Citrus / Cattle
Frostproof, Florida

Missy de Alvarez
Speech Language Pathologist
Lutz, Florida

William Laimbeer
Retired CEO
Marco Island, Florida

Alex Sink
Retired
Thonotosassa, Florida

Weeda Mae Williams
Grandparent
Arcadia, Florida

Holly Kuhlman
Bank of America
Naples, Florida

Mike Dunn,
President / Construction
Lodge Construction, Inc.
Fort Myers, Florida

Yasmin Bernal
Parent
LaBelle, Florida

Ron Melancon
Retired Health Administrator
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

<table>
<thead>
<tr>
<th>Personnel costs</th>
<th>SCHOOL</th>
<th>HEAD</th>
<th>FOOD</th>
<th>MIGRANT</th>
<th>YOUTH AND</th>
<th>CHARTER</th>
<th>GENERAL AND SUPPORT</th>
<th>TOTAL</th>
<th>GENERAL AND SUPPORT</th>
<th>FUND RAISING</th>
<th>COMBINED TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$6,935,396</td>
<td>$11,914,900</td>
<td>$380,073</td>
<td>$593,278</td>
<td>$10,123,612</td>
<td>$21,286,479</td>
<td>$2,117,971</td>
<td>$23,824,750</td>
<td>$22,202,996</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll taxes and fringe benefits</td>
<td>1,936,736</td>
<td>3,737,999</td>
<td>43,743</td>
<td>154,611</td>
<td>235,187</td>
<td>6,108,275</td>
<td>583,153</td>
<td>6,691,428</td>
<td>6,050,792</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total personnel costs</td>
<td>8,872,132</td>
<td>15,652,905</td>
<td>874,816</td>
<td>747,869</td>
<td>1,247,899</td>
<td>27,394,768</td>
<td>2,701,328</td>
<td>30,094,115</td>
<td>28,253,786</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 | 200,202 | 454,536 | 548,312 |
| Food | 53,221 | 1,102,575 | 6,473,845 | 6,473,845 | 6,473,845 | 7,091,575 | 13,565,420 | 12,444,016 |
| Salaries | 4,108,929 | 4,108,929 | 4,180,185 | 4,180,185 | 4,180,185 | 4,180,185 | 4,180,185 | 4,180,185 |
| Current portion of long-term debt | 71,119 | 71,119 | 68,463 | 68,463 | 68,463 | 68,463 | 68,463 | 68,463 |
| Total liabilities | 8,872,132 | 15,652,905 | 874,816 | 747,869 | 1,247,899 | 27,394,768 | 2,701,328 | 30,094,115 | 28,253,786 |

Statement of Financial Position

June 30, 2004

<table>
<thead>
<tr>
<th>Assets</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>COMBINED TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,661,738</td>
<td>$2,661,738</td>
<td>$3,600,568</td>
</tr>
<tr>
<td>Accounts receivable - grants</td>
<td>4,405,291</td>
<td>4,405,291</td>
<td>3,777,778</td>
</tr>
<tr>
<td>- other</td>
<td>131,149</td>
<td>131,149</td>
<td>285,251</td>
</tr>
<tr>
<td>- school boards</td>
<td>103,356</td>
<td>103,356</td>
<td>12,776</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>938,181</td>
<td>938,181</td>
<td>678,507</td>
</tr>
<tr>
<td>Total current assets</td>
<td>8,239,715</td>
<td>8,239,715</td>
<td>8,354,880</td>
</tr>
</tbody>
</table>

| 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 |
| Total Net Assets | 6,473,845 | 7,091,575 | 13,565,420 | 12,444,016 |

| 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 |
| Total liabilities | 11,632,177 | 11,632,177 | 11,230,597 |
| Total liabilities | 11,632,177 | 11,632,177 | 11,230,597 |
# Redlands Christian Migrant Association

## Area Designations and Centers

<table>
<thead>
<tr>
<th>Area A Gadsden</th>
<th>Area B1 Palatka</th>
<th>Area B2 Volusia</th>
<th>Area C Dade City</th>
<th>Area D Plant City</th>
<th>Area A1 Ruskin</th>
<th>Area E2 Wimauma</th>
<th>Area F1 Sebring</th>
<th>Area F2 Wauchula</th>
<th>Area G Indian River</th>
<th>Area H Arcadia</th>
<th>Area I Labelle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gadsden Migrant Head Start Center</td>
<td>Crescent City Child Development Center</td>
<td>Zellwood Migrant Head Start</td>
<td>Dade City Migrant Head Start</td>
<td>Dover Migrant Head Start</td>
<td>Bethune Success Center</td>
<td>Balm Migrant Head Start Center</td>
<td>Avon Park Head Start Center</td>
<td>Bowling Green Child Development Center</td>
<td>Fellsmere Child Development Center</td>
<td>Arcadia Migrant Head Start Center</td>
<td>LaBelle Child Development Center</td>
</tr>
<tr>
<td></td>
<td>Irene Monroe Walker Head Start</td>
<td>Seville Migrant Head Start</td>
<td>Dade City Before and After</td>
<td>Central Plant City Child Development Center</td>
<td>Ruskin Infant Child Development Center</td>
<td>Bethel Child Development Center</td>
<td>Avon Park Teen Parent Center</td>
<td>Fred Dennis Child Development Center</td>
<td>Children’s House Child Development Center</td>
<td>Nocatee Child Development Center</td>
<td>Mira Verde Child Development Center</td>
</tr>
<tr>
<td></td>
<td>Palatka Head Start Center</td>
<td>Volusia Child Development Center</td>
<td>Migrant Head Start</td>
<td>Plant City Migrant Head Start Center</td>
<td>Ruskin Migrant Head Start Center</td>
<td>Estancia Migrant Head Start Center</td>
<td>Sebring Child Development Center</td>
<td>Lake Placid Teen Parent Center</td>
<td>Plant City Infant Migrant Head Start Center</td>
<td>Oaks Trail Early Head Start Center</td>
<td>William H. Krome Child Development Center</td>
</tr>
<tr>
<td></td>
<td>Pomona Park Head Start Center</td>
<td></td>
<td></td>
<td></td>
<td>Grove Point Child Development Center</td>
<td>Groves Migrant Head Start Center</td>
<td>Sebring Teen Parent Center</td>
<td>South Highlands Child Development Center</td>
<td>Westside Village Child Development Center</td>
<td>Smith Brown Child Development Center</td>
<td>Glades Early Childhood Development Center</td>
</tr>
</tbody>
</table>

Note: The areas and centers listed are illustrative examples and may not reflect the actual number of centers or their names in the real situation.
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
402 West Main Street
Immokalee, FL 34142
(800) 282-6540
www.rcma.org