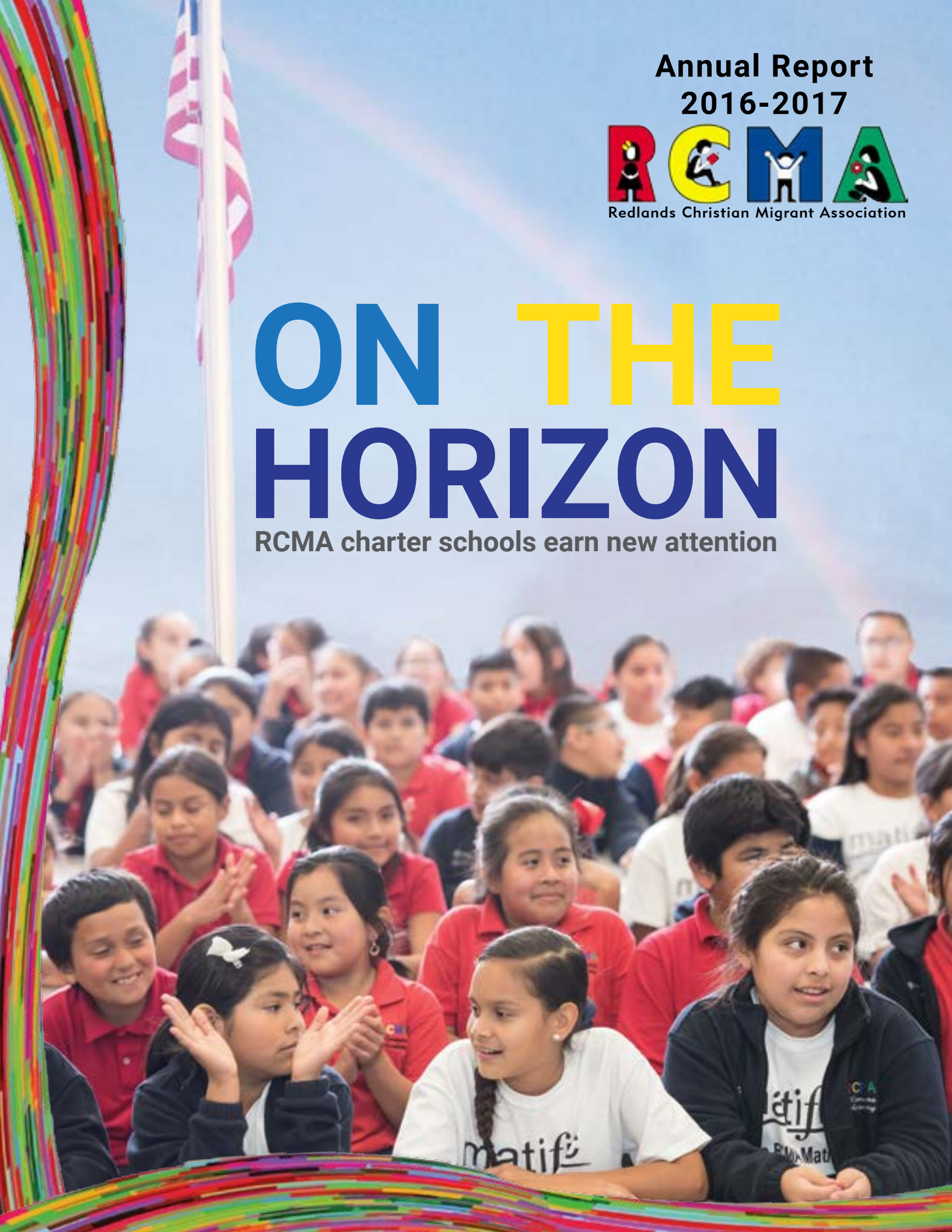


Annual Report  
2016-2017



# ON THE HORIZON

RCMA charter schools earn new attention





Redlands Christian Migrant Association is a nonprofit, nonsectarian organization that provides high-quality care and education for children of agricultural workers and other rural working poor families. Key programs include: Head Start, Early Head Start, Migrant & Seasonal Head Start, School Readiness, Charter schools, and after-school programs across 21 Florida counties.



## Our mission

RCMA opens doors to opportunities through quality child care and education from crib to high school and beyond.

**On the cover:** Photo montage from RCMA's Wimauma Academy, an acclaimed charter school. Photo of students by Matific.



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# Board of Directors

July 1, 2016-June 30, 2017

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Malena Cuahutenango  
Mulberry Center  
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Leadership Academy  
Wimauma, Florida

Segismundo Jose  
Balm Center  
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Retired CEO  
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# Politics today and children



*Gayane Stepanian*  
RCMA's executive director

As I reflect on this past year and all that has transpired in our communities and country, immigration weighs heaviest in my heart. I see hard-working people who are instrumental in our American tapestry paying the greatest price. I see a nation built on the hopes, sacrifices and hard work of immigrants, suddenly develop amnesia on how we got to be the greatest nation on earth.

The Migration Policy Institute summarizes current immigration policies as a complete break from a longstanding bipartisan consensus that views immigration as a net positive for society and the economy. Framing immigrants as a threat to our economic and national security is as far south of the truth that we can get. The truth is that current policies instill instability, fear and persecution.

We've reached a place of complete disregard for some of our youngest citizens, Latino, Haitian and Asian children, among others. Most of RCMA's 6,400 children are U.S. citizens by birth, yet with so many of their parents or relatives as immigrants, our young citizens live in fear. RCMA learned long ago that a family's problems are the child's problems. Politics around immigration today are breeding trauma in children

that can have long-term effects on both health and mental health.

Gonzalo's story captures the essence of these effects. Gonzalo, a dependable farmworker and a loving father, was arrested recently near Lakeland for driving with headphones. The officers found that Gonzalo was an unauthorized immigrant. Although he had been in the U.S. for 17 years, Gonzalo was sent to a federal detention center south of Miami.

Gonzalo has two children, age 10 and 6, who attend RCMA's Dade City Learning Center. Both are U.S. citizens. Throughout their father's incarceration, they developed a heightened fear of police. Traumatized by our nation's crackdown on immigrants, they now sleep with their mother.

Unlike many other immigrant fathers in similar situations, Gonzalo was released in three weeks. RCMA's immigration attorney determined that Gonzalo qualifies for legal status based on multiple factors, including the fact that his son is tumor-prone and will suffer hardship without his father. The son, scarred by this traumatic event, has decided to become a police officer someday, so he can protect other dads from being hauled away.



RCMA preschool child in Wimauma. The vast majority of RCMA's 6,400 children are U.S. citizens by birth.

But Gonzalo's circumstances were unusual. Most families facing the threat of deportation are being forced to choose the fate of their U.S.-born children: Should the children lose their country and their language or lose their parents? Should the children move to their parents' country of origin with their parents, only to face the desperate and dire conditions of poverty and hopelessness that propelled their parents to leave their home town in the first place? Or should they remain in the U.S. under the care of friends or relatives, pursuing their educations in American public schools without feeling the daily embrace of their mother or father?

In today's reality, RCMA has had to help parents with either choice. RCMA distributes power of attorney forms to enable parents to designate who will raise their children if the parent is deported. We link parents to Mexican consulates to arrange dual citizenship for their children in case they must leave the U.S. with their deported parents. These choices that families are facing are simply cruel and unimaginable for the rest of us.

Discussing her options one evening with RCMA staff, an Immokalee mother suddenly realized her fourth-grade son had been overhearing the conversation; he had been sweeping the kitchen floor, but began sobbing uncontrollably. He was acutely aware that he was born in Mexico. His younger sisters were born in the U.S. The girls qualify for Medicaid and all other rights of citizenship; but not him. The girls recently obtained dual Mexican-American citizenship. Our fourth grader was tormented with the fear of deportation. He was anxious and depressed. We linked him to a psychologist and his outlook has improved.

But what happens when no interventions or supports are available? This year, RCMA schools and centers have experienced heightened mental health and behavioral repercussions of today's politics around immigration. The rubber band of sanity and stability is being stretched far and wide across communities throughout our nation. We simply cannot let it snap.



Picture courtesy Matific

# RCMA charter schools

## More support = better results

About 20 years ago, Barbara Mainster struck up a conversation with some 4-year-olds at RCMA. The children acted shy. So Mainster, RCMA's then-executive director, switched from English to Spanish. The children became animated.

Within a year, those 4-year-olds were to enroll in English-only kindergartens. But Mainster realized they needed more time with RCMA. So RCMA opened a pair of charter schools.

Today, RCMA has become uniquely qualified to help school-aged children who live in rural Florida learn their way out of poverty. "We're, in a sense, their roots," said Juana Brown, RCMA's Director of Charter Schools. "The families that migrate in the summer will come back early to get their children in school. The children have a place to go where they're safe, and they'll learn."

So in Immokalee, RCMA is making plans to expand the K-6 Immokalee Community School to a K-8. Longer term, RCMA envisions another charter school in the Tampa Bay area, where it currently operates an elementary school and a middle school.

"These children face what would appear to be insurmountable challenges," said Gayane Stepanian, RCMA's executive director.

"But it's amazing what passion and persistence do. RCMA peels away barriers so children can set their sights high and get there."

At 22, Jiessica Velazquez, a former RCMA Wimauma student, recalls: "RCMA was like a family, and everybody knew everybody. It was a good environment for learning." Today, Jiessica is pursuing a career as a registered nurse.

At RCMA each student receives a computer; children's progress is tracked closely; innovative curricula are embraced; dual language learning ensures children stay connected to their parents, their roots and grow their self-worth.

Last spring RCMA's charter schools excelled on Florida's standardized tests, beating the state averages in math. And in February, the elementary-level RCMA Wimauma Academy won a nationwide online math competition. Like they say, the proof is in the pudding.



# RCMA schools shine in state tests

Among all the schools in Florida, only 12 had 100% of third graders pass the state's standardized math test. RCMA's Wimauma Academy was one of those 12. The real accomplishment: none of the other 11 schools served poor children. Wimauma Academy serves not only the poor; it serves children of migrant farm-workers.

Its sister school in Immokalee saw similar results. At RCMA's K-6 Immokalee Community School, every grade improved over the prior year in both reading and math—especially in math. Third and fourth grade

class averages surpassed county and state passing rate averages.

“Our scholars’ love of learning makes it look easy, but we know the disadvantages they face in life. They took the FSA in English and beat the odds.” said Gayane Stepanian, RCMA’s executive director.

“The foundation of learning begins in our early childhood centers through nurturing staff and parents as their first teacher,” said Isabel Garcia, RCMA’s associate executive director and Head Start director.

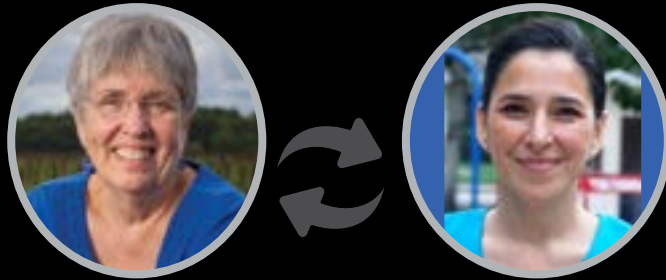
School	RCMA	State average
Immokalee Community School - 3rd grade	86	62
Immokalee Community School - 4th grade	67	64
Immokalee Community School - 5th grade	61	57
Immokalee Community School - 6th grade	52	51
Wimauma Academy - 3rd grade	100	62
Wimauma Academy - 4th grade	85	64
Wimauma Academy - 5th grade	79	57
Leadership Academy - 6th grade	53	51
Leadership Academy - 7th grade	60	53
Leadership Academy - 8th grade	80	46

## Math masters

In testing last spring, RCMA’s charter school students beat the statewide passing rate in mathematics in every grade.

# Highlights

JULY 1, 2016 TO JUNE 30, 2017



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For the first time in 28 years, RCMA changed executive directors. Newcomer Gayane Stepanian took over for Barbara Mainster, who worked into the spring as an advisor.



6,427

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Children served in RCMA in our child-care centers, charter schools, family child-care homes and after-school programs.



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The RCMA Board of Directors elected Medora Krome, an avocado grower from Homestead, as new board chair. Krome's father Bill held the same position a generation ago.





RCMA completed a new \$1.1 million child-care center to serve 52 children in Lake Placid's Highway Park neighborhood.



Picture courtesy Wish Farms

The annual Strawberry Picking Challenge, a fundraiser conducted near Tampa by Board Member Gary Wishnatzki and Wish Farms, generated record proceeds of \$100,000



RCMA netted nearly \$77,000 through the annual Lipman Golf Classic in Naples.



RCMA staged the first of a series of farm tours around Florida in coming years, by inviting the public to tour a farm in Homestead and understand the work of okra harvesters.



RCMA's new immigration attorney helped more than 60 RCMA staff members to complete training with the U.S. Department of Justice qualifying them to dispense immigration advice.



940

Children were placed on waiting lists because RCMA lacked the capacity or resources to serve them.



Buses bring students before dawn to RCMA's charter schools near Tampa.

## Just right for farmworking families

### We work extended hours

RCMA's charter schools south of Tampa may be the only charter schools in Florida to operate a bus service. The day's first bus heads out at 5 a.m.

The schools serve the children of low-income farmworkers. Some days, those farmworkers reach the fields before dawn and work beyond dusk. Their homes are scattered widely among the farms, and many parents lack driver's licenses. So children also leave home early.

RCMA's schools serve dinner before parent meetings to lighten the burden on families' long work days.

Some RCMA families follow the harvests north during the summer, and return to Florida as late as November. Those children often need help catching up. RCMA helps students catch up on Saturdays at no cost to them. Over 40 students participate on Saturdays at each RCMA campus and most are bused in.

### We engage families

"RCMA embraces Heart Start values that every child and family, regardless of the challenges they may face, have what it takes to make it in life," said Ivette Galarza RCMA's director of operations. Charter staff, like early learning center staff, help families work through problems – many of which are rooted in poverty (these include nutrition, transportation, translation, housing, employment, and immigration).

RCMA schools, like the centers, help parents build their confidence as "their child's first teacher" and develop parenting skills. Attendance at parenting courses is always high (over 80 percent).



Attendance at parent functions exceeds 80 percent.

## We are dual language

Spanish-speaking children in the U.S. face a double-whammy: First, they need to learn English to assimilate into elementary school. Second, they need to remember Spanish – even if they don't value it – to relate to their Spanish-speaking parents.

So RCMA introduces bilingualism to toddlers, and intensifies it for 3- and 4-year-olds.

RCMA charter schools are implementing a dual-language program so students graduate bilingual, biliterate and bicultural. The policy is gratifying for parents, who often are made to feel second class in other settings because they speak Spanish.

## Every child gets a computer

Unlike many public-school students, students attending RCMA schools receive their own Chromebook, iPad Mini or other laptop computer. Teachers use the equipment not only to enhance learning but to encourage parents to engage in their children's homework.

Major funders of the devices were the Southwest Florida Community Foundation, the Spurlino Foundation, the David and Leigha Rinker Foundation and Trinity-by-the-Cove Episcopal Church.

All students at RCMA charter schools have their own laptop computers





## RCMA alumnus wants to “turn lives around”

Former Immokalee Community School student

GAINESVILLE – We recently connected with Cristian Laureano, a former RCMA toddler and Immokalee Community School student. Cristian recalls: “RCMA made me feel like I could do anything. They told me, ‘You can go to college... do anything you set your mind to.’”

It is incredible what a young mind will remember; how messages shape their future. Today, Cristian is a pretty busy guy. Wrapping up his studies in Criminology at the University of Florida this spring, while working part-time for the Public Defender in Ocala.

Cristian says, “My dream job is working with juveniles in detention centers, and helping them to turn their lives around.” Cristian is also a student leader at the university’s Hispanic-Latino student affairs program – which aims to improve life for UF’s 10,000 Hispanic students.

Following graduation, Cristian plans to spend a semester studying for the Graduate Record Examination to pursue a Master’s degree in Student Affairs.

Volunteer Morgan Roberts, a retired Presbyterian pastor, tutors eighth grader Jonathan Soto at RCMA Leadership Academy south of Tampa. Roberts has been making a difference in students’ lives at RCMA since 2006. To help make a difference like Roberts, call the Academies of RCMA, (813) 672-5159 or Immokalee Community School (239) 867-3220.



# Financials

July 1, 2016 - June 30, 2017

## Revenue

<b>GRANTS</b>			
FEDERAL	HS/EHS/M&SHS/M&SEHS	\$ 39,565,989	
	School Readiness	12,395,945	
	USDA Food Program	3,442,200	
	U.S. Department of Education	1,193,004	<b>\$ 56,597,138</b>
STATE	VPK Program	1,980,378	
	School Districts -Charter School	4,508,071	<b>\$ 6,488,449</b>
LOCAL	Local Government & Children's Service Councils	563,806	
	Local School Boards	153,632	<b>\$ 717,438</b>
<b>FOUNDATIONS</b>			
	Private Family / Corporate Foundations	1,295,339	
	United Ways	422,764	<b>\$ 1,718,103</b>
<b>DONATIONS</b>			
	Individual / Corporate Contributions	487,759	
<b>SPECIAL EVENTS</b>			
	Wish Farms Strawberry Challenge	104,806	
	Lipman Golf Tournament	88,320	
	Agriculture	40,596	
	RCMA Greeting Cards	26,592	<b>\$ 260,315</b>
<b>PROGRAM DUES</b>			
	Parent fees for State Funded Programs	780,734	
<b>OTHER REVENUE</b>			
	Interest & Investments	180,783	
	Rental Income	20,965	<b>\$ 201,748</b>
<b>IN-KIND</b>			
	Donate space, materials & services	3,406,487	
<b>Total Revenue</b>		<b>\$ 70,663,170</b>	

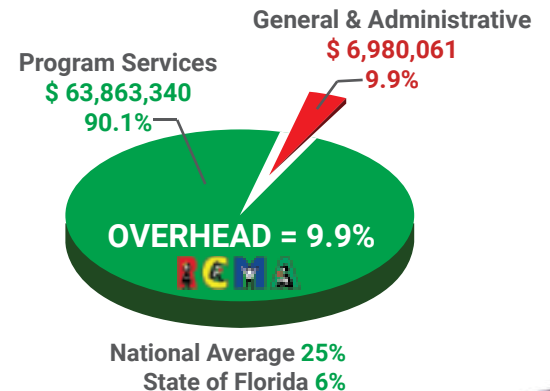
## Expenses

Program Services	\$ 63,865,340
General & Administrative	6,980,061
Fundraising	265,322
<b>Total Expenses</b>	<b>\$ 71,110,723</b>

Over/Under Revenue less Expenses -\$ 447,553

## Statements of Functional Expenses for the Year Ended June 30, 2017

	Programs		General and Support		Combined Totals
	Total Program Services	Administrative	Fund-raising		2017
Personnel costs					
Salaries	\$ 36,547,630	\$ 3,493,840	\$ 113,556		\$ 40,155,026
Payroll taxes and fringe benefits	8,597,972	714,928	21,604		\$ 9,334,504
Total personnel costs	\$ 45,145,602	\$ 4,208,768	\$ 135,160		\$ 49,489,530
Contracted services					
Child care services	1,795,999	-	-		\$ 1,795,999
Other	125,490	119,637	11,363		\$ 256,490
Food	1,622,531	-	-		\$ 1,622,531
Supplies*	2,018,270	97,671	496		\$ 2,116,437
Consumable equipment	701,031	61,407	278		\$ 762,716
Transportation	663,434	60,935	-		\$ 724,369
Out of state travel	65,766	9,543	-		\$ 75,309
Occupancy costs	4,016,171	284,604	616		\$ 4,301,391
Donated space	3,323,861	-	-		\$ 3,323,861
In state travel	348,158	95,950	6,461		\$ 450,569
Health services	153,806	20,085	-		\$ 173,891
Interest	-	89,839	-		\$ 89,839
Conferences and Workshops	792,515	90,063	1,048		\$ 883,626
Direct cost and fund raising events	-	-	99,685		\$ 99,685
Scholarships	28,000	-	-		\$ 28,000
Other expenses	692,091	293,937	10,167		\$ 996,195
Professional fees	88,877	186,964	-		\$ 275,841
Repairs and maintenance	227,382	46,421	48		\$ 273,851
Depreciation	1,642,841	1,276,681	-		\$ 2,919,522
Data processing	413,515	31,881	-		\$ 445,396
Uncollected child care fees	-	5,675	-		\$ 5,675
	<b>\$ 63,863,340</b>	<b>\$ 6,980,061</b>	<b>\$ 265,322</b>		<b>\$ 71,110,723</b>



# RCMA contributors

July 1, 2016 - June 30, 2017

People and groups who most helped RCMA Open Doors to Opportunities.  
We thank you for all your support!

## \$1,000,000 - \$499,999

Naples Children & Education Foundation

## \$499,999 - \$100,000

United Way Suncoast  
United Way Miami-Dade County  
Miami-Dade County

## \$99,000 - \$50,000

Lipman Family Giving Fund  
Children's Services Council of Palm Beach County  
The Children's Trust  
Catholic Legal Immigration Network, Inc.

## \$49,999 - \$25,000

The Bernard A. Egan Foundation, Inc.  
John's Island Foundation, Inc.  
United Way Of Collier County  
Ocean Reef Foundation, Inc.  
The Spurlino Foundation  
Richard M. Schulze Family Foundation  
Silicon Valley Community Foundation  
UnidosUS  
Consulate of Mexico

## \$24,999 - \$10,000

United Way of Indian River County  
Wish Farms Strawberry Picking Challenge  
University of Florida  
Early Learning Coalition of SW Florida  
Miami Dade College  
Lightning Community Hero  
Trinity-by-the Cove Episcopal Church  
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Food & Supply Source  
Ag Angels Inc.  
Florida Strawberry Research & Education Foundation  
PepsiCo  
The Mosaic Company Foundation

## \$9,999 - \$5,000

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 Florida Gulf Coast University Foundation  
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 Sulzer Inc.  
 Beth K. Swain  
 The Paul J DiMare Foundation  
 Morris J. Weinberg  
 West Coast Tomato, Inc.

**\$499 - \$250**










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 Pridgen Management Inc.  
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 Frank S. Denton  
 Gulfshore Pediatric Dentistry PA  
 Henderson, Franklin, Starnes & Holt, P.A.  
 James L Erb & Associates  
 Joseph Lopez  
 Marmer Construction & Development, Inc.  
 Gerald J. McCarthy  
 Steve L. Price  
 Lisa G. Ramsby  
 Thomas Schneider  
 Utilitech, Inc.  
 Spires Contracting

CONTRIBUTIONS BENEFIT REDLANDS CHRISTIAN MIGRANT ASSOCIATION, A NOT-FOR-PROFIT TAX-EXEMPT ORGANIZATION. A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION OF RCMA (CH-1947) MAY BE OBTAINED FROM THE FLORIDA DIVISION OF CONSUMER SERVICES.

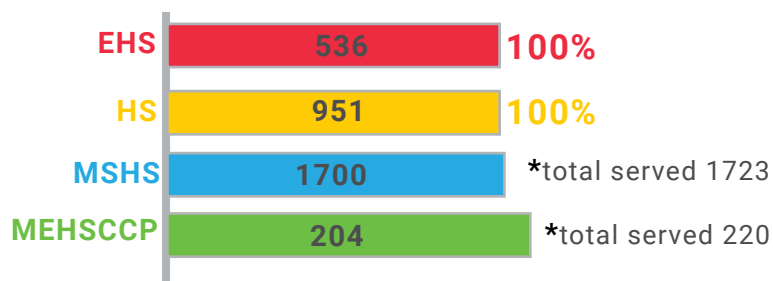


Program year 2016-2017

## Total number of children and families served



Early Head Start (EHS)	Head Start (HS)	Migrant and Seasonal Head Start (MSHS)	Migrant Early Head Start Child Care Partnership (MEHSCCP)
<b>756</b>  children	<b>1186</b>  children	<b>1723</b>  children	<b>220</b>  children
<b>659</b>  families	<b>1100</b>  families	<b>1100</b>  families	<b>216</b>  families
<b>16</b>  pregnant women			

## Average monthly enrollment funded enrollment



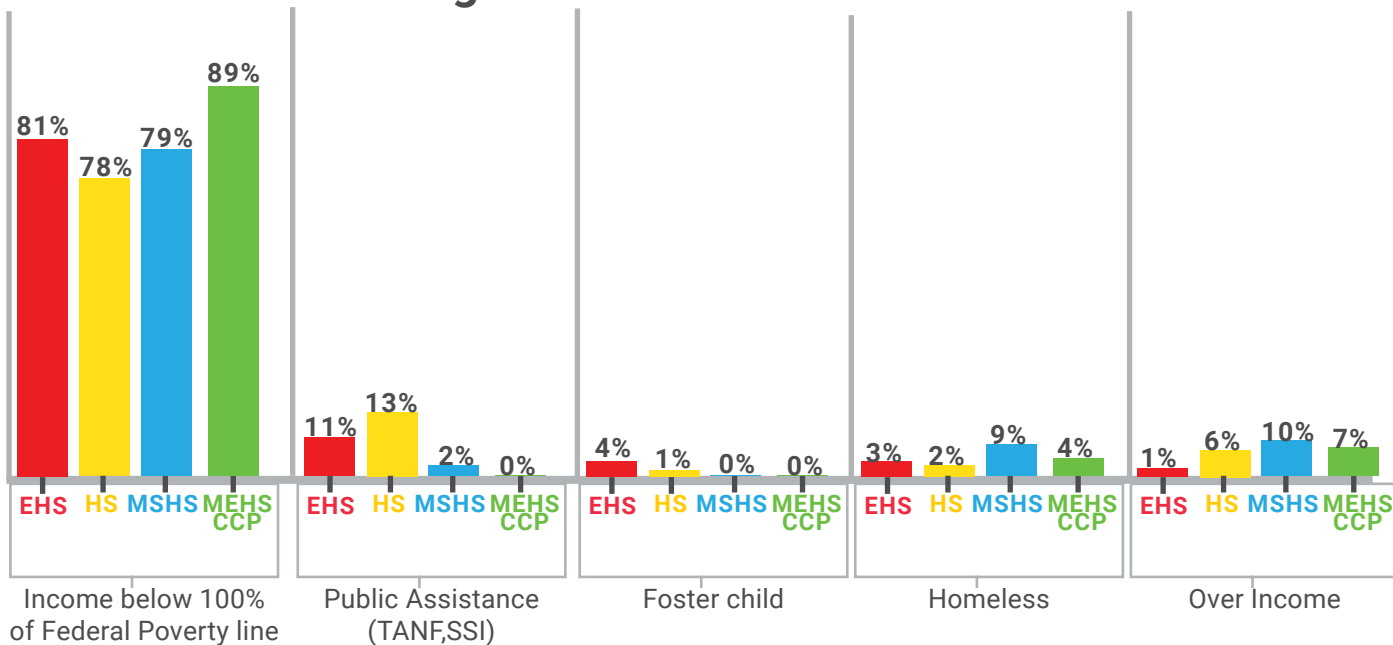
\*Total children served cumulatively

## Parent involvement

	 volunteers	 parents
EHS	760	544
HS	868	707
MSHS	1912	1418
MEHSCCP	290	206
<b>Total</b>	<b>3830</b>	<b>2875</b>



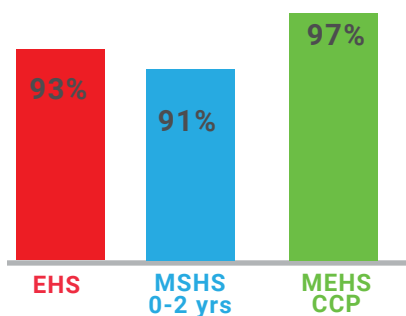
## Percentage of eligible children served by Head Start funding



## Infant & toddler preventive dental services



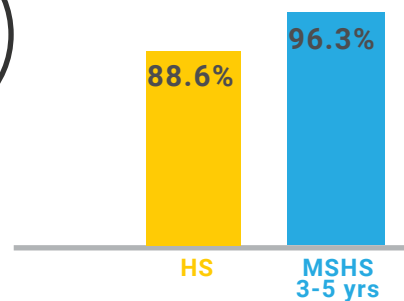
% of children up-to-date



## Preschool dental services



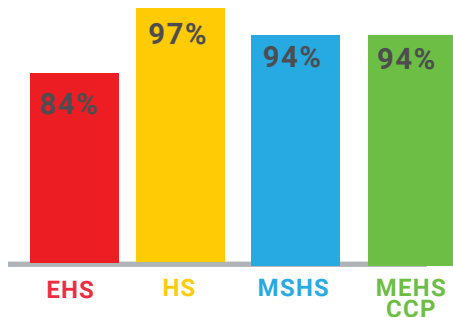
% of children completed a Professional Dental Exam



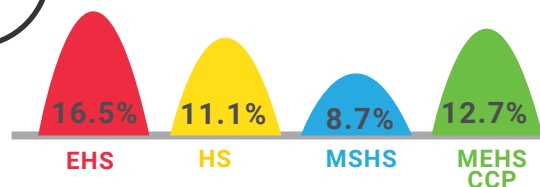
## Medical services



% of children up-to-date



## Children with disabilities





Redlands Christian Migrant Association

402 West Main Street Immokalee, FL 34142

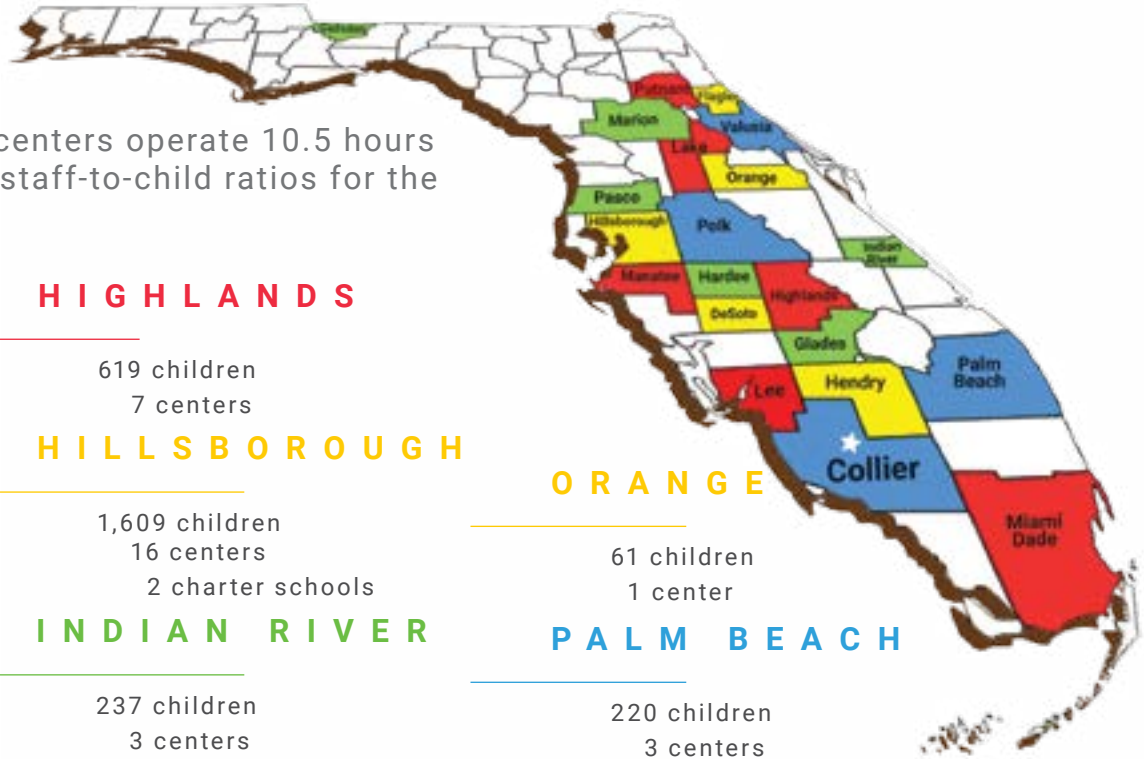
1-800-282-6540

www.rcma.com

cr@rcma.org

# Our reach

Most RCMA child-care centers operate 10.5 hours daily, maintaining high staff-to-child ratios for the youngest children.



## COLLIER

975 children  
7 centers  
1 charter school

## DESOTO

295 children  
3 centers

## FLAGLER

44 children  
1 center

## GADSDEN

18 children  
1 center

## GLADES

167 children  
3 centers

## HARDEE

191 children  
2 centers

## HENDRY

443 children  
3 centers

## HIGHLANDS

619 children  
7 centers

## HILLSBOROUGH

1,609 children  
16 centers  
2 charter schools

## INDIAN RIVER

237 children  
3 centers

## LEE

33 children  
1 center

## MANATEE

77 children  
1 center

## MARION

151 children  
3 centers

## MIAMI-DADE

861 children  
8 centers

## ORANGE

61 children  
1 center

## PALM BEACH

220 children  
3 centers

## PASCO

121 children  
2 centers

## POLK

201 children  
3 centers

## PUTNAM

324 children  
4 centers

## VOLUSIA

135 children  
2 centers

