Since MAAC’s beginnings in 1965, our focus has remained constant: to assist individuals and families in creating the lives they want and deserve.
Board of Directors

Jesse Allen, Chairman
Tony Valladolid, Vice Chair
Michelle Soltero, Secretary
Viviana Ochoa, Treasurer
Teresa Acosta
Alexis Espinoza
Clare Crawford
Sasha Cordova
Francisco Medrano
Derek Murchison
Stephen Tadlock

Executive & Senior Management Team

Arnulfo Manriquez, President & Chief Executive Officer
Austin Foye, Vice President & Chief Financial Officer
Arlene Gibbs, Chief Human Resources Officer
Terri Lapinsky, Chief Operating Officer/Programs
Alethea Arguilez, Director of Child Development
Patty Bailey, Director of Healthy Homes & Health Services
Otto Cocino, Director of Compliance
Jose de la Torre, Controller
Lisette Islas, Director of Partner & Civic Engagement
Alyssa Osian, Director of Development & Communications
Annie Rodriguez, Assistant Director of Child Development
Debbie L. VanenKevort, Director of MAAC Community Charter School
Adolfo Ventura, Assistant Director of Child Development

Head Start Parent Policy Council

2012 - 2013
Guillermo Torres
Lisbette Baltazar
Gloria Awuah
Angel Montes
Arturo Robles
Ali Adams

2013 - 2014
Gustavo Bautista
Stephanie Zurita
Annabeth Galan
Heriberto Rodriguez
Erica Bautista
Lisa Nagia

ANNUAL REPORT 2013 - 2014

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This Annual Report is a publication of MAAC (Metropolitan Area Advisory Committee on Anti-Poverty of San Diego County, Inc.). All photos and content are the exclusive property of MAAC and may not be reproduced or distributed without written consent. This Annual Report has been prepared in accordance with the Head Start Reauthorization Act of 2007. Financial statements in this publication were derived from audited financial statements prepared by AKT LLP, CPAs & Consultants in San Diego, California. MAAC is a non-profit, charitable organization under 501(c)(3) of the Internal Revenue Service tax code. EIN#95-2457354.
Our **Mission**
Maximizing self-sufficiency with families and individuals through high-quality programs and advocacy in our communities.

Our **Vision**
To become a regional resource throughout San Diego County that provides high-quality services that are accessible, promote dignity, encourage independence and allows people — regardless of background or history — to create the best lives for themselves, their families and our community.

Our **Core Values**

**Justice**
We advocate for social change and equality for our constituents, colleagues and community with compassion and sensitivity. Our relentless efforts to champion movement towards self-sufficiency offer support and hope to those we serve.

**Ethics**
We adhere to the highest ethical standards by creating a culture of compliance, respect, transparency and confidentiality.

**Commitment**
We are dedicated to providing services in a respectful, timely and courteous manner, with awareness of the richness of individual and cultural diversity.

**Advocacy**
We explore, investigate and support public policy that provides basic service for those with limited resources.

**Innovation**
We encourage an atmosphere of learning in which critical thinking, creativity and excellence flourish, and seek opportunities to meet the evolving needs of the community.

Our **Pillars of Service**
MAAC’s strives to eliminate social and economic barriers on the path towards to increased self-reliance through services centered upon our Pillars of Service:

**Career Pathways**
Provides a framework for training and education services for low-skilled, under-educated individuals.

**Education**
From our early education programs to our charter high school, education helps break the cycle of poverty.

**Health & Wellness**
A comprehensive approach benefits children and families impacted by challenges to their health and well-being.

**Housing**
Barriers to housing stability are addressed, allowing individuals and families to identify opportunities that improve their quality of life.

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**photo:**
Joyce recently completed two years of service with NCLR/MAAC AmeriCorps. Her work with MAAC included forming a community engagement group at MAAC’s President John Adams Manor, where she and her family reside. Here she proudly shows her archive of articles and other memorabilia about her family throughout the years. Her collection was recently featured in the news.
Our History

Founded in 1965, MAAC was formed by a small group of citizens to address the increasing crisis of hunger and poverty in the community. Our legacy is shaped by the unwavering support from our community, and the dedicated work of our staff and volunteers serves as the cornerstone of our achievements.

Today, MAAC reaches over 35,000 individuals annually throughout San Diego County. Our wide range of programs centered upon our Pillars of Service — Career Pathways, Education, Health & Wellness and Housing — establishes MAAC as one of the largest nonprofit social service organizations in the community.

The common thread weaving our programs together is our collective work as an organization and as a community partner to offer resources needed to achieve self-sufficiency. Since 1965, MAAC has served as the cornerstone of a brighter future to thousands in San Diego.

Planning for the Next 50 Years

In November 2012, MAAC’s Board of Directors began its work to develop an organizational strategic plan. In partnership with Nonprofit Management Solutions, the Board of Directors defined our planning process and, in collaboration with MAAC’s leadership team, explored a multitude of objectives.

Ultimately, five priorities were identified to frame the direction of a preliminary three-year strategic plan:

• Ensure programs are aligned with organizational mission;
• Position MAAC as a regional and national Employer of Choice;
• Bring MAAC to financial equilibrium;
• Identify outcomes to evaluate and demonstrate success;
• Expand MAAC’s reach into the community and increase visibility.

In late 2013, the senior leadership team developed and implemented workplans to define goals and strategies supporting the above priorities.

Through a commitment to collaboration, all programs and administrative departments will be fully aligned and dedicated to the organizational well-being of MAAC, leading to measurably more successful participants, partnerships, support and philanthropy.
Our Three-Year Plan

Strategic Priorities

1. MISSION ALIGNMENT
   • New organizational vision, values and Strategic Plan are established.
   • All programs are mission aligned.
   • Each of MAAC’s Pillars of Service are integrated: Career Pathways, Education, Health & Wellness and Housing.

2. STRONG OUTCOMES & PROGRAM EVALUATION
   • All programs demonstrate strong outcomes in meeting identified needs of participants.
   • All programs include targeted advocacy components.
   • All programs are fiscally sustainable.
   • All programs are in compliance.

3. EMPLOYER OF CHOICE
   • "Employer of Choice" philosophy, policies, and procedures are developed and disseminated.
   • Integrated automation tools are implemented organization-wide.
   • New union contract is finalized, including “Employer of Choice” elements.
   • MAAC programs and staff are widely known and respected.

4. FINANCIAL STABILITY
   • Accuracy, timeliness and relevance of Financial Management System reporting are improved.
   • Organization-wide liquidity and financial position are strengthened.
   • Resources are increased through revenue-generating opportunities and efficiencies.

5. DEVELOPMENT & COMMUNICATIONS
   • Annual fundraising targets are met.
   • An integrated communications plan to build MAAC’s brand awareness is completed.
   • Visibility is increased and leads to new partnerships and fundraising opportunities.
Head Start parent ambassadors, students from MAAC Community Charter School and residents of President John Adams Manor (PJAM) attended trainings and participated in civic engagement activities throughout the county. Funding from the Ford Foundation and a partnership with the Center on Policy Initiatives, San Diego Housing Federation and Environmental Health Coalition made these activities possible.

MAAC commemorated the 20th Anniversary of AmeriCorps with a community-wide celebration, attended by over 100 local officials, NCLR/MAAC AmeriCorps members and alumni, and staff.

The grant awarded to **MAAC Community Charter School** by the CA Department of Education to disseminate its innovative youth leadership development program over the next two years.

Households assisted in 2014 with grocery and household items, recipes, nutrition information and resource referrals by our **Economic Development** and **Housing** services, and in partnership with the San Diego Food Bank.
Individuals were referred to local immigration experts and attorneys by our Immigration Services in 2014.

Federal funding for Head Start and Early Head Start was restored, allowing our Child Development Program to increase services to more than 60 babies and toddlers by offering full-day programs, year-round.

MAAC’s executive officers presented “Cambia el Modo de Pensar” at the 2014 NCLR Annual Conference. The standing-room only session focused on organizational change. At the same conference, students from MAAC Community Charter School participated in a lively and informative workshop on Youth Leadership Development.

The JP Morgan Chase Foundation awarded a grant supporting the agency-wide implementation of the Efforts to Outcomes database, empowering staff with the tools needed to translate data into knowledge about program performance, progress toward outcomes, and continuously improve service delivery.

MAAC was invited to join the National Asian American Coalition in a “diversity delegation” to Washington D.C. The group met with federal regulatory agencies to appeal for more favorable mortgage lending terms and as financial literacy training for any new rules impacting low-income families.

Weatherization Services received the 2014 “Clean Air Award” from the City of Chula Vista.
MAAC has offered Head Start services for over 40 years, establishing it as one of the region’s most successful and robust providers of the program. MAAC Head Start is grounded in the philosophy that all families share certain basic needs, and that the Head Start population in particular can benefit from a comprehensive services delivery system to ensure these needs are met. Our program mission is to improve the lives of low-income children by providing comprehensive child development services that are family focused, including education, health, nutrition, mental health and social services.

MAAC Head Start, Early Head Start and State Preschool programs are family-centered and community-based, delivering comprehensive services and offering support for parents in their role as the primary educator of their children. A wide network of partnerships with organizations such as Casa de Amparo, Vista Community Clinic and North County Community Services help strengthen and enhance service delivery by continuing to provide a more equitable distribution to under-served areas of north San Diego County.
Program Goals & Objectives 2014 - 2018

Goal #1: Employment

OBJECTIVE #1
To promote awareness and understanding of vocational training and employment opportunities in San Diego County, focusing on the region served by MAAC.

OBJECTIVE #2
To provide access and referrals to educational and vocational training programs that will support parents in their goals toward obtaining necessary job skills.

Goal #2: Gang & Crime Prevention and Awareness

OBJECTIVE
To increase awareness of violence prevention and anti-gang strategies in the community on behalf of both families and staff.

Goal #3: Childhood Obesity

OBJECTIVE
To increase awareness and to educate children, parents and staff about healthy choices, good nutrition and an active lifestyle in order to combat childhood obesity.
MAAC Head Start strongly believes that children do best in life when they grow up with the active, positive involvement of their parents. Our dedicated staff works in partnership with families from their very first meeting until they transition to Kindergarten.

## MAAC Child Development Program by the Numbers

### Languages Spoken @ Home

<table>
<thead>
<tr>
<th>Language</th>
<th>Two-Parent</th>
<th>Single-Parent</th>
<th>Foster Families</th>
<th>Homeless Families</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>English</strong></td>
<td>Head Start - 1,276</td>
<td>Head Start - 793</td>
<td>Head Start - 48</td>
<td>Head Start - 252</td>
</tr>
<tr>
<td></td>
<td>Early Head Start - 220</td>
<td>Early Head Start - 110</td>
<td>Early Head Start - 9</td>
<td>Early Head Start - 49</td>
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<tr>
<td></td>
<td>Total - 1,496</td>
<td>Total - 903</td>
<td>Total - 57</td>
<td>Total - 301</td>
</tr>
<tr>
<td><strong>Spanish</strong></td>
<td>Head Start - 1,415</td>
<td>Head Start - 762</td>
<td>Head Start - 1,276</td>
<td>Head Start - 1,415</td>
</tr>
<tr>
<td></td>
<td>Early Head Start - 274</td>
<td>Early Head Start - 107</td>
<td>Early Head Start - 220</td>
<td>Early Head Start - 274</td>
</tr>
<tr>
<td></td>
<td>Total - 1,689</td>
<td>Total - 869</td>
<td>Total - 869</td>
<td>Total - 869</td>
</tr>
<tr>
<td><strong>Middle Eastern</strong></td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
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<tr>
<td></td>
<td>Early Head Start - 3</td>
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<tr>
<td></td>
<td>Total - 5</td>
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<tr>
<td></td>
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<tr>
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<tr>
<td><strong>Native Central American</strong></td>
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<td>Head Start - n/ap</td>
<td>Head Start - n/ap</td>
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<tr>
<td></td>
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<td>Early Head Start - 1</td>
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<td></td>
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### Household Structures

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<th>Structure</th>
<th>Two-Parent</th>
<th>Single-Parent</th>
<th>Foster Families</th>
<th>Homeless Families</th>
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</thead>
<tbody>
<tr>
<td><strong>Two-Parent</strong></td>
<td>Head Start - 1,276</td>
<td>Head Start - 793</td>
<td>Head Start - 48</td>
<td>Head Start - 252</td>
</tr>
<tr>
<td></td>
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<td>Early Head Start - 110</td>
<td>Early Head Start - 9</td>
<td>Early Head Start - 49</td>
</tr>
<tr>
<td></td>
<td>Total - 1,496</td>
<td>Total - 903</td>
<td>Total - 57</td>
<td>Total - 301</td>
</tr>
<tr>
<td><strong>Single-Parent</strong></td>
<td>Head Start - 1,415</td>
<td>Head Start - 762</td>
<td>Head Start - 1,276</td>
<td>Head Start - 1,415</td>
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<tr>
<td></td>
<td>Early Head Start - 274</td>
<td>Early Head Start - 107</td>
<td>Early Head Start - 220</td>
<td>Early Head Start - 274</td>
</tr>
<tr>
<td></td>
<td>Total - 1,689</td>
<td>Total - 869</td>
<td>Total - 869</td>
<td>Total - 869</td>
</tr>
<tr>
<td><strong>Foster Families</strong></td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
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<tr>
<td></td>
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<td>Early Head Start - 2</td>
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<td></td>
<td>Total - 5</td>
<td>Total - 5</td>
<td>Total - 5</td>
<td>Total - 5</td>
</tr>
<tr>
<td><strong>Homeless Families</strong></td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
<td>Head Start - 2</td>
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<tr>
<td></td>
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<td>Early Head Start - 2</td>
<td>Early Head Start - 3</td>
<td>Early Head Start - 2</td>
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<tr>
<td></td>
<td>Total - 5</td>
<td>Total - 5</td>
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### Children with Special Needs

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<th>Intellectual Disabilities - 4</th>
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<tr>
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<td>Deaf-Blind - 1</td>
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<td>Developmental Delay - 6</td>
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<td></td>
<td>Health Impairment - 3</td>
<td>Speech Delay - 232</td>
</tr>
<tr>
<td></td>
<td>Hearing Impairment - 4</td>
<td>Visual Impairment - 1</td>
</tr>
</tbody>
</table>

*photo: A couple of little MAACies from our Camp Pendleton child development center celebrate at a Spring Fair. Social events such as this help reinforce positive social interactions between children and provide opportunities for outdoor play.*
School Readiness

MAAC Head Start Education Services provides children with the skills needed to begin school and to achieve academic success throughout their school careers. Our comprehensive, family-centered approach engages families while using data to determine support needs and high-quality program services.

Research-based curricula is implemented in both Head Start and Early Head Start in alignment with the Head Start Early Learning Framework and California Preschool Learning Foundations. These curricula are:

- Creative Curriculum (Head Start & Early Head Start)
- Second Step Social Emotional Skills for Early Learning (Head Start)
- First Smiles Oral Health Curriculum (Head Start)
- Partners for a Healthy Baby (Early Head Start)

Child Assessment

The Desired Results Developmental Profile (DRDP) 2010 for Head Start, the assessment tool used in all California Department of Education (CDE) early childhood education programs, is utilized to gather information about each child’s developmental progress. The DRDP is scored three times annually and used to supplement information collected from parents to individualize instruction to promote progress toward school readiness.

Teachers also use the Teaching Strategies Gold for Early Head Start to implement learning activities that promote school readiness outlined in the Early Learning Framework.
SCHOOL READINESS GOALS: HEAD START 2013 - 2014

**Physical Development & Health**
Children will participate in activities that will promote and maintain a healthy BMI.
Children will be able to follow and communicate safety rules to others.

**Cognition & General Knowledge**
Children will use familiar objects and actions in new and creative ways to solve problems.
Children will solve addition and subtraction problems by manipulating small groups of objects up to ten.

**Social & Emotional Development**
Children will be able to solve social conflicts with peers.

**Language & Literacy Development**
Children will be able to blend and segment compound words with parts of words with visual supports.
Children will be able to name the letters of the alphabet.

**English Language Development**
Children will be able to demonstrate some understanding of literacy activities in English.

**Approaches to Learning**
Children will be able to participate in multiple-step, cooperative activities.

---

Chart Title

<table>
<thead>
<tr>
<th></th>
<th>Time 1</th>
<th>Time 2</th>
<th>Time 3</th>
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<tr>
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<td>20%</td>
<td>40%</td>
<td>60%</td>
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<tr>
<td>Negotiation</td>
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<td>60%</td>
<td>80%</td>
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<tr>
<td>Curiosity</td>
<td>60%</td>
<td>80%</td>
<td>100%</td>
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<tr>
<td>&amp; Initiative</td>
<td></td>
<td></td>
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<tr>
<td>Engagement</td>
<td>80%</td>
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<td>Persistence</td>
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<td>100%</td>
<td>100%</td>
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<tr>
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<tr>
<td>Letter &amp; Word</td>
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<td>100%</td>
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<tr>
<td>Knowledge</td>
<td></td>
<td></td>
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<tr>
<td>Self-Expression</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>in English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response to</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>English Literacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problem</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Solving</td>
<td></td>
<td></td>
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<tr>
<td>Number Sense</td>
<td>100%</td>
<td>100%</td>
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<td>of Mathematical</td>
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<td>Personal Care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routines</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**MAAC ANNUAL REPORT**
SCHOOL READINESS GOALS: EARLY HEAD START 2013 - 2014

**Physical Development & Health**
Children show demonstrate age appropriate gross and fine motor skills.
Children increasingly respond to and initiate personal care routines that support hygiene.

**Cognition & General Knowledge**
Children demonstrate an increasing ability to observe, anticipate and reason about the relationship between cause and affect.
Children show developing understanding between number and quantity.

**Social & Emotional Development**
Children develop close relationships with one or more familiar adults including family members and interacts in an increasingly competent and cooperative manner with familiar adults.
Children become increasingly competent and cooperative in interactions between peers and develops friendships with several peers.

**Language & Literacy Development**
Children communicate or act in response to language and respond to increasingly complex language.
Children’s communication develops from non-verbal communication to using language with increasingly complex words and sentences.
Children show interest in books, songs, rhymes, stories and other literacy activities with increasing complexity.

**Approaches to Learning**
Children explore the environment in increasingly focused ways to learn about people things, materials and events.
### ONE-YEAR OLDS

<table>
<thead>
<tr>
<th>Skill</th>
<th>2013 Fall</th>
<th>2014 Fall</th>
<th>2013 Winter</th>
<th>2014 Winter</th>
<th>2013 Spring</th>
<th>2014 Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child uses a trusted adult as a secure base from which to explore the world</td>
<td>13%</td>
<td>27%</td>
<td>56%</td>
<td>75%</td>
<td>70%</td>
<td>62%</td>
</tr>
<tr>
<td>Child will participate with familiar adults in games/finger plays like peekaboo or patty cake</td>
<td>11%</td>
<td>43%</td>
<td>51%</td>
<td>31%</td>
<td>26%</td>
<td>31%</td>
</tr>
<tr>
<td>Child will vocalize simple requests accompanied by gestures like wave, bye, bye</td>
<td>51%</td>
<td>47%</td>
<td>40%</td>
<td>42%</td>
<td>43%</td>
<td>40%</td>
</tr>
<tr>
<td>Child understands sounds like mmm, bbb</td>
<td>74%</td>
<td>78%</td>
<td>78%</td>
<td>71%</td>
<td>68%</td>
<td>76%</td>
</tr>
<tr>
<td>Child will sign or indicate wanting an object</td>
<td>39%</td>
<td>77%</td>
<td>71%</td>
<td>68%</td>
<td>62%</td>
<td>53%</td>
</tr>
<tr>
<td>Child will play or take a few steps</td>
<td>55%</td>
<td>88%</td>
<td>83%</td>
<td>86%</td>
<td>83%</td>
<td>86%</td>
</tr>
<tr>
<td>Child will move or take a few steps</td>
<td>89%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>Child reaches for, holds objects purposefully</td>
<td>56%</td>
<td>75%</td>
<td>85%</td>
<td>83%</td>
<td>89%</td>
<td>93%</td>
</tr>
<tr>
<td>Child cooperates with familiar adult in caregiving routines</td>
<td>27%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

### TWO-YEAR OLDS

<table>
<thead>
<tr>
<th>Skill</th>
<th>2013 Fall</th>
<th>2014 Fall</th>
<th>2013 Winter</th>
<th>2014 Winter</th>
<th>2013 Spring</th>
<th>2014 Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child seeks to do things by them selves, play near other Children and participate in group activities with adult help</td>
<td>73%</td>
<td>70%</td>
<td>60%</td>
<td>55%</td>
<td>61%</td>
<td>74%</td>
</tr>
<tr>
<td>Child can choose and complete activities with adult support</td>
<td>45%</td>
<td>48%</td>
<td>45%</td>
<td>48%</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>Child can use two words together, point and name familiar objects when asked</td>
<td>45%</td>
<td>48%</td>
<td>45%</td>
<td>48%</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>Child says “More”, verbally counts and demonstrates understanding of one, two and more</td>
<td>39%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Child walks steadily</td>
<td>30%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Child jumps with two feet</td>
<td>15%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Child jumps with two feet</td>
<td>15%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Child can roll a ball</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Child can kick a ball</td>
<td>33%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Child can use fingers and whole arm movements to manipulate and explore objects</td>
<td>31%</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
<td>33%</td>
</tr>
<tr>
<td>Child begins taking care of some of their own needs</td>
<td>97%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
</tr>
</tbody>
</table>

### THREE-YEAR OLDS

<table>
<thead>
<tr>
<th>Skill</th>
<th>2013 Fall</th>
<th>2014 Fall</th>
<th>2013 Winter</th>
<th>2014 Winter</th>
<th>2013 Spring</th>
<th>2014 Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child plays near other Children, participates in group activities for a short time</td>
<td>43%</td>
<td>55%</td>
<td>55%</td>
<td>55%</td>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>Child choose a self selected activity</td>
<td>89%</td>
<td>86%</td>
<td>86%</td>
<td>86%</td>
<td>86%</td>
<td>86%</td>
</tr>
<tr>
<td>Child uses 3-4 word sentences, the first letter of their name</td>
<td>74%</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
</tr>
<tr>
<td>Child identifies simple letters, some numerals</td>
<td>77%</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Child makes simple comparisons between two objects</td>
<td>55%</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>Child sustains balance while moving and on low wide balance beam</td>
<td>40%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>Child uses refined wrist and finger movements to stringing beads, use scissors</td>
<td>62%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>Child takes care of some of their own needs and uses materials appropriately</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
<td>76%</td>
</tr>
</tbody>
</table>

---

**MAAC ANNUAL REPORT**
“Partnering to advocate with integrity for lifelong learning.”

MAAC Head Start Vision Statement
MAAC Head Start strongly believes that children do best in life when they grow up with the active, positive involvement of their parents. We work in partnership with families from their very first meeting with our staff until they transition to Kindergarten.

Parents are offered the opportunity to be involved with the program and involvement is strongly encouraged. Activities ranging from assisting in the classroom to serving on the Parent Policy Council are designed to increase parental knowledge of child development while assisting parents in establishing a strong foundation for the future.

Family Well-Being  Our family service workers and home-based teachers support parents by identifying potential resources for housing, education, parenting classes, medical clinics, food/nutrition and more.

Parent-Child Relationships  MAAC Head Start’s family literacy services support parents in improving adult literacy and help boost a love of reading and learning, which in turn nurtures the literacy development of children.

Families as Lifelong Educators  Parents are deeply involved in the implementation of curriculum through their child’s individual plan, classroom activities and home.

Families as Learners  Volunteering provides parents with work experience that can be added to their resume as they develop a closer bond with their children.

Family Engagement in Transitions  Our Parent Intern Program helps prepare parents for the workforce and empower them with leadership training. At the end of the year, parent interns leave with confidence, a prepared résumé and new skills for potential employment.

Family Connection to Peers & Community  Our FAMILIES Initiative focuses on both family and community to demonstrate new opportunities for educational and recreational activities to boost parenting skills and improve the quality of life for the entire family.
Accountability

For the fiscal period January 1 - December 31, 2013

STATEMENT OF FINANCIAL POSITION

ASSETS
- Current Assets 10,255,043
- Investments & Other Assets 61,536,294
- Property & Equipment 2,042,940
Total Assets 73,834,277

LIABILITIES & NET ASSETS
- Current Liabilities 10,505,098
- Long-Term Liabilities & Debt 45,507,715
Total Liabilities 56,012,813

NET ASSETS
- Unrestricted 5,503,764
  - General 5,503,764
- Controlling Interests in Affiliates (995,571)
- Temporarily Restricted 127,136
- Noncontrolling Interests in Affiliates 13,186,135
Total Net Assets 17,821,464

STATEMENT OF ACTIVITY

REVENUE & SUPPORT
- Contract Revenue 25,206,130
- Contributions 254,541
- Program Service Fees 1,900,218
- Contractual Services 3,053,986
- Charter School Apportionments 2,082,030
- Rents & Tenant Fees - Real Estate 2,824,099
- Other Income 172,876
- Interest Income 45,977
- Rents & Tenant Fees - Limited Partnerships 6,094,525
Net Assets Released from Restrictions (73,790)
Total Revenue & Support 41,634,382

Expenses
- Program Services:
  - Metropolitan Area Advisory Committee 33,235,320
  - Limited Partnerships 5,964,963
- Support Services:
  - Management & General 2,840,203
  - Fundraising 150,286
Total Expenses 42,190,772

Change in Net Assets (556,390)

This annual report has been prepared in accordance with the Head Start Reauthorization Act of 2007. Financial statements in this publication were derived from audited financial statements prepared by AKT LLP, CPAs & Consultants in San Diego, California.
## Accountability

### HEAD START FISCAL YEAR 2013

<table>
<thead>
<tr>
<th></th>
<th>Actual 2013 Expenditures</th>
<th>% of Total</th>
<th>2014 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HS Basic</td>
<td>T/TA HS</td>
<td>Total</td>
</tr>
<tr>
<td>Personnel</td>
<td>6,873,039</td>
<td>-</td>
<td>6,873,039</td>
</tr>
<tr>
<td>Fringe</td>
<td>3,169,907</td>
<td>-</td>
<td>3,169,907</td>
</tr>
<tr>
<td>Travel</td>
<td>1,866</td>
<td>12,037</td>
<td>13,903</td>
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<tr>
<td>Supplies</td>
<td>720,850</td>
<td>8,353</td>
<td>729,203</td>
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<tr>
<td>Contractual</td>
<td>1,659,010</td>
<td>24,570</td>
<td>1,683,580</td>
</tr>
<tr>
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<td>4,807</td>
<td>-</td>
<td>4,807</td>
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<tr>
<td>Other</td>
<td>2,940,018</td>
<td>110,523</td>
<td>3,050,540</td>
</tr>
<tr>
<td><strong>Total Direct</strong></td>
<td><strong>15,369,496</strong></td>
<td><strong>155,482</strong></td>
<td><strong>15,524,978</strong></td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>1,397,478</td>
<td>-</td>
<td>1,397,478</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>16,766,974</strong></td>
<td><strong>155,482</strong></td>
<td><strong>16,922,456</strong></td>
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### EARLY HEAD START FISCAL YEAR 2013

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<td><strong>16,922,456</strong></td>
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### Terms & Definitions

**Supplies**
Child care, family support, food, office and related supplies.

**Other**
Software licenses, publications, printing and nutrition services.

**Contractual**
Professional consultants and/or family child care providers.
Sources of **Funding - Child Development Program**

<table>
<thead>
<tr>
<th>Source of Funding</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration for Children &amp; Families - Head Start</td>
<td>$16,933,701</td>
<td>76%</td>
</tr>
<tr>
<td>ACF - Early Head Start</td>
<td>$3,231,163</td>
<td>14.5%</td>
</tr>
<tr>
<td>First 5 San Diego - QPI &amp; CSE</td>
<td>$424,262</td>
<td>2%</td>
</tr>
<tr>
<td>US Department of Agriculture - CACFP</td>
<td>$838,555</td>
<td>4%</td>
</tr>
<tr>
<td>CA Department of Education</td>
<td>$743,187</td>
<td>3%</td>
</tr>
</tbody>
</table>

**HHS Monitoring Review**

The U.S. Department of Health and Human Services (HHS) conducted an on-site monitoring review of MAAC Head Start and Early Head Start from January 3 - 4, 2013. Based on information gathered during the review, HHS has closed all previously identified findings and it was determined that no corrective action was required.

Additionally, the results of the 2014 Federal Environmental Health & Safety monitoring event conducted December 1-11, 2014 resulted in no areas of deficiency or noncompliance. This monitoring effort included onsite visits at each of MAAC’s child development program locations including child development centers, partner sites and home-based family child care centers for a total of 51 locations across the county.

**Financial Audit**

AKT LLP, CPAs & Consultants of San Diego, California conducted an independent Single Audit Report of Metropolitan Area Advisory Committee’s (MAAC) fiscal year ending on December 31, 2013. The Audit was conducted in accordance with generally accepted auditing standards as established by the American Institute of Certified Public Accountants and the standards issued by the Comptroller General of the United States. The report is available for public inspection at www.maacproject.org.
Our Reach into the Community

**AFFORDABLE HOUSING**

COMM22
22nd & Commercial Streets
San Diego, CA 92113
(619) 234-0751

Laurel Tree
1307 Laurel Tree Lane
Carlsbad, CA 92009
(760) 918-1780

Mercado
2001 Newton Avenue
San Diego, CA 92113
(619) 233-7990

Pres. John Adams Manor
5471 Bayview Heights Place
San Diego, CA 92105
(619) 262-0722

San Martin de Porres
9191 Jamacha Road
Spring Valley, CA 91977
(619) 589-5431

**child development, continued**

Island Club
2322 Catalina Circle
Oceanside, CA 92057
HS Lic. #372006461
(760) 941-7616

Sportfisher
509 Sportfisher Drive
Oceanside, CA 92054
HS Lic. #376600976
(760) 439-0415
EHS Lic. #376600977
(760) 439-0530

Old Grove
235 Via Pelicano
Oceanside, CA 92054
HS Lic. #376600980
(760) 433-7589

Olive
739 Olive Avenue
Vista, CA 92084
HS Lic. #376600393
(760) 726-4272
EHS Start Lic. #376600655
(760) 732-1137

**child development, continued**

Fallbrook View
901 Alturas #A
Fallbrook, CA 92028
HS Lic. #376700077
(760) 731-2062

Fallbrook Street
405 W. Fallbrook Street
Fallbrook, CA 92028
HS Lic. #372006255
(760) 723-4189
EHS Lic. #376700650
(760) 723-4189

Rincon
33509 Valley Center Road
Valley Center, CA 92082
EHS Lic. #376600656
(760) 749-5188

**ENERGY ASSISTANCE**

Chula Vista (619) 409-1697
San Ysidro (619) 428-1139

**IMMIGRATION SUPPORTIVE SERVICES**

1355 Third Avenue
Chula Vista, CA 91911
(619) 426-3595 x1238

**MAAC COMMUNITY CHARTER SCHOOL**

1385 Third Avenue
Chula Vista, CA 91911
(619) 476-0749

MAAC’s services can be found county-wide from Camp Pendleton to San Ysidro, and from Lakeside to Carlsbad, spanning 327mi².

**BRIDGE TO EMPLOYMENT**

1355 Third Avenue
Chula Vista, CA 91911
(619) 426-3595 x1249

**CHILD DEVELOPMENT**

Administrative Offices
800 W. Los Vallecitos, #J
San Marcos, CA 92069
(760) 471-4210

Camp Pendleton
20286T San Jacinto Road
Camp Pendleton, CA 92055
HS Lic. #376700032
EHS Lic. #376600987
(760) 430-7065

North Coast
1501 Kelly Street
Oceanside, CA 92054
HS Lic. #376700061
(760) 966-7135

**connect2MAAC**

facebook.com/MAAC1965
twitter.com/MAAC_1965
instagram.com/MAAC1965

WEATHERIZATION SERVICES

1703B Hoover Avenue
National City, CA 91950
(619) 409-7588

**NCLR AMERICORPS**

1355 Third Avenue
Chula Vista, CA 91911
(619) 426-3595 x1603

**RECOVERY HOMES**

Casa de Milagros (women)
(619) 262-4002
Nosotros (men)
(619) 426-4801

**STRIVING TOWARD ECONOMIC PROSPERITY (STEP) CENTERS**

locations throughout the county
(619) 426-3595

**WEATHERIZATION SERVICES**

1703B Hoover Avenue
National City, CA 91950
(619) 409-7588

**MAAC ANNUAL REPORT**
ADMINISTRATIVE OFFICES
1355 Third Avenue
Chula Vista, CA 91911
(619) 426-3595

CHILD DEVELOPMENT
800 W. Los Vallecitos Boulevard, Suite J
San Marcos, CA 92069
(760) 471-4210

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maacproject.org
facebook.com/MAAC1965
twitter.com/MAAC_1965