OUR MISSION:
Maximizing self-sufficiency with families and individuals through high-quality programs and advocacy in our communities.

ABOUT MAAC: 52 YEARS OF SERVICE

MAAC was founded in 1965 by a group of community leaders seeking solutions to the increasing hunger and poverty in their community. At the time, the organization focused on serving the Mexican American community and was centered in San Diego County’s southern region. Today, MAAC builds on its Latino roots as it works towards equity and justice for all communities throughout San Diego County.

From Fallbrook to San Ysidro, and from the Imperial County line to the beaches, MAAC supports San Diegans who need a guiding hand as they work to create a better life for themselves and their families. Our reach is wide because San Diego’s need is vast.

Focusing on the areas of advocacy & leadership development, education, economic development, health & well-being, and housing, the MAAC team partners with individuals and families to address their immediate needs, work a plan for a brighter future, and encourage them to advocate on behalf of policies that help them and their communities. We proudly serve the 70,000 people that walk through our doors every year.

We work closely with our program participants, as well as with key partners, to stay in tune with San Diego’s ever-changing needs. Our organization prides itself on addressing gaps and taking advantage of opportunities to advance the communities we serve.

MAAC has come a long way in the half century that we’ve been around, and yet our focus has remained constant through the years: to assist individuals and families create the lives they want... and deserve.
More than a half-century after MAAC was founded, we remain steadfast in our commitment to transform lives, invest in tomorrow’s leaders, and build vibrant communities.

This has been a remarkable year at MAAC. We hit many milestones and received both local and national recognition for our work. More importantly, our programs and services have impacted San Diego in significant ways: we supported nearly 500 students as they strived to attain their high school diplomas and become the first in their family to go to college; we provided more than 1,000 families with access to safe and affordable housing; and we championed hundreds of women and men as they worked to achieve sobriety and secure employment—MAAC has and continues to live every day.

In our child development program this past year, we prepared more than 2,000 young children for academic success in school. We also provided comprehensive services to nearly 100 pregnant women and their families, as they prepare for the safe and healthy delivery of their babies. Through family nutrition education and serving healthy classroom meals and snacks, we’ve worked towards lowering the obesity rate of our young participants by more than 10%. We partnered with our Head Start and Early Head Start parents to enhance their job skills and employment opportunities, and approximately 75% of our participating parents who were previously unemployed were able to secure jobs during the program year.

While I feel very proud of the many achievements MAAC has had this year, what I hold most dear are the success stories of our participants: the family that is no longer homeless, the Head Start alum that graduated from college, the job that helps a family thrive. It is because of them that we constantly push ourselves to do more and do better. And the results show it.

Thank you for your ongoing support. We are glad to count you among our friends, partners, and champions in this work.

Sincerely,

Arnulfo Manriquez
President & CEO

MESSAGE FROM THE CEO

MAAC CHILD DEVELOPMENT PROGRAM LEADERSHIP TEAM

Arnulfo Manriquez
President & CEO

Austin Foye
Vice President & CFO

Arlene Gibbs
Chief Human Resources Officer

Lisette Islas
Chief Impact Officer

Claudia Arreola
Director of Child Development

Jessica Feliciano
Assistant Director of Child Development - Operations

Oscar Gomez
Assistant Director of Child Development - Program Support

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MAAC has provided early childhood education services to communities in north San Diego County for more than forty years. We work diligently to serve diverse populations within our community, including families with limited or no English, children and parents with disabilities, and families who are homeless or face other challenges.

Through multiple program options, we provide a range of services for children from birth to age five and pregnant women. MAAC’s Child Development Program team is responsive to each child’s and family’s unique development and experience. We provide family-focused support services, including education, health, nutrition, mental health, and social services.

At MAAC, we encourage parents to become invested and involved in their child’s education, as we believe that providing family education and development opportunities helps parents grow their abilities to be their child’s first and life-long teachers. We foster their involvement through workshops, parent-teacher conferences, parent groups, and classroom volunteer opportunities, to support them as they gain the confidence and skills necessary to help their child succeed.

In 2016-2017, MAAC’s Child Development Program served 1,993 families across forty locations in the communities of Carlsbad, Escondido, Fallbrook, Oceanside, San Marcos, Valley Center, and Vista. MAAC’s primary focus for our Child Development Program continues to be providing children with the foundational skills needed to be ready for school so that the child is able to succeed academically throughout their school years and in life.

We use a comprehensive, family-centered method while providing high quality program services to assure children gain the social and emotional skills and confidence necessary to be prepared to succeed. Our approach to early childhood development and education recognizes that children have individual interests, temperaments, languages, cultural backgrounds, and learning styles.

We use the Desired Results Developmental Profile (DRDP) to collect information about children’s development in both our Head Start and Early Head Start programs. This is the child assessment tool used for all California Early Childhood Education programs.

Our school readiness committee, which consists of staff, parents, and child development professionals, meet to review and analyze school readiness data annually, revise the school readiness goals, and help inform future years’ program design in anticipation of our children’s developmental needs.

MAAC’s Child Development Program is not ‘just a daycare,’ it is a critical stepping stone for our children before they go to kindergarten. — Jessica Avila, Head Start Parent

### HEAD START & EARLY HEAD START 2016/17 SCHOOL READINESS GOALS

| Physical Development & Health: Children will follow Health and Safety practices throughout the daily routine. |
| Cognition & General Knowledge: Children will be able to demonstrate a developmentally appropriate understanding of number and quantity. |
| Social & Emotional Development: Children will achieve developmental social and emotional competence. |
| English Language & Literacy Development: Children will gain competency in home language while acquiring English. |
| Approaches to Learning: Children will develop divergent thinking skills by displaying persistence and curiosity in all learning environments. |

SCHOOL READINESS

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SCHOOL READINESS OUTCOMES FOR EARLY HEAD START AND HEAD START 2016/17

HEAD START

Head Start Children demonstrated the most growth and development in:
• Approaches to Learning in the areas of curiosity and initiative in learning along with reciprocal communication and conversation
• Cognition in the area of number sense and patterning

Benchmarks were met in Social and Emotional Development and English Language and Literacy Development and continue to be areas of focus for staff professional development and coaching interactions.

EARLY HEAD START

Early Head Start Children demonstrated the most growth and development in:
• English Language and Literacy Development in the area of communication and use of language
• Cognition and General Knowledge in the area of number sense and quantity

Professional development and coaching was provided to teaching staff to increase opportunities to encourage skill development in both Language and Literacy and Cognition in infant and toddler classrooms.

HHS CLASS® REVIEW

The U.S. Department of Health and Human Services (HHS) Office of Head Start conducted an on-site CLASS® review of MAAC Head Start from January 23-27, 2017. Observations were conducted in our preschool center-based classrooms using the Pre-K Classroom Assessment Scoring System (CLASS®).

The CLASS® tool looks at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven-point scale, with one being the lowest range and seven ranking highest. Below are MAAC’s scores.

<table>
<thead>
<tr>
<th>Domain</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Climate</td>
<td>6.26</td>
</tr>
<tr>
<td>Negative Climate*</td>
<td>1.01</td>
</tr>
<tr>
<td>Teacher Sensitivity</td>
<td>6.05</td>
</tr>
<tr>
<td>Teacher’s Regard for Student Perspectives</td>
<td>6.01</td>
</tr>
<tr>
<td>Behavioral Management</td>
<td>6.12</td>
</tr>
<tr>
<td>Instructional Learning Formats</td>
<td>5.72</td>
</tr>
<tr>
<td>Concept Development</td>
<td>2.45</td>
</tr>
<tr>
<td>Quality of Feedback</td>
<td>2.97</td>
</tr>
<tr>
<td>Language Modeling</td>
<td>3.61</td>
</tr>
</tbody>
</table>

MAAC had the highest CLASS® scores in its cluster region, which includes all Head Start programs located in the counties of San Diego, Imperial, Orange, and Riverside. This speaks to the quality of services we provide. Head Start classroom interactions as measured by CLASS® reveal that our teachers provide high levels of Emotional Support, Teacher Sensitivity, Regard for Student Perspective, Behavior Management and Productivity. The Instructional Support domain would benefit most from additional staff professional development and coaching.

For more information on CLASS® domains and dimensions, please visit the Early Childhood Learning and Knowledge Center, National Center on Quality Teaching and Learning at eclkc.ohs.acf.hhs.gov/hslc/tta-system/teaching

I couldn’t ask for anything better than MAAC. They know that for a child to succeed, they need to ensure the family is taken care of. MAAC not only supports my daughter’s development, but has invested in me and my skills as a parent and community leader.

Darjené Graham-Perez, Head Start Parent

Positivo

Negativo

Asistencia Emocional

Asistencia del Maestro

Respeto por la Perspectiva del Estudiante

Gestión Conductual

Productividad

Formatos de Aprendizaje Instruccional

Desarrollo de Conceptos

Calidad de la retroalimentación

Modelado de Lenguaje
**Child Development by the Numbers**

According to the US Census Bureau: 2016 American Community Survey Estimates, there are 8,856 children under 5 living below poverty level in MAAC’s Service Area.

In 2016/17, MAAC CDP served 24% of eligible children.

**Average Monthly Enrollment**

- **94%** Head Start
- **92%** Early Head Start
- **97%** EHS-CCP

**Percentage of Enrolled Kids That Received Dental Exams**

- 95% Head Start

**Percentage of Enrolled Kids That Received Medical Exams**

- 93% Head Start
- 70% Early Head Start

57% Parents of enrolled children who secured employment as a result of receiving job skills enhancement training and services

98% of families participated in parenting classes

76% enrolled children had healthy BMI

90% decrease in childhood obesity over three year span

2,237 children served

212 children with special needs served

85 pregnant women served

6% of enrolled families identified as homeless

5 Autism
49 Developmental Delay
3 Health Impairment
1 Intellectual Disability
154 Speech Delay

70% of children served in Early Head Start

1% Other

1% Foster families

46% English

53% Spanish

4% Two-parent households

43% Single-parent households

2% Foster families

55% Two-parent households

43% Single-parent households

2% Foster families
FAMILY ENGAGEMENT

FAMILY WELL-BEING
Our program staff 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 foster a love of reading and learning, which in turn nurtures the literacy development of their 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 résumé as they develop a closer bond with their children.

FAMILY ENGAGEMENT IN TRANSITIONS
Our Parent Intern Program helps prepare parents for the workforce and empowers 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. The purpose of FAMILIES events is to provide participation in community partnerships with other parents or community members, support program activities such as Parent & Healthy Living Education, encourage responsible fatherhood, as well as to promote family engagement overall.

As part of our FAMILIES initiative, we hold a family fishing trip and a family kite-flying day, as well as the annual Parent Engagement Summit. At the Summit, parents have an opportunity to select from over twenty workshops that support their previously identified training needs. These workshops promote school readiness, support family well-being, as well as healthy family nutrition, exercise, and stress reduction. Families also have access to a variety of resources, including books, safety materials, energy safety supplies, and exercise materials.

FAMILY AS ADVOCATES & LEADERS
Our Parent Ambassador Program helps MAAC Head Start parents to become advocates for the program as well as support staff with recruitment and community outreach efforts. Parents also have an opportunity to join their local Parent Center Leadership Committee. In collaboration with staff, they plan their monthly parent meetings, workshops, and FAMILIES events.
<table>
<thead>
<tr>
<th>MAAC CDP FINANCIAL STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EARLY HEAD START FISCAL YEAR 2016</strong></td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
</tr>
<tr>
<td>$2,327,341</td>
</tr>
<tr>
<td>$8,885</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

**ORIGINAL PROPOSAL BUDGET 2017 (HS, EHS)** **ACTUAL EXPENDITURES 2016 (HS, EHS)** **ACTUAL EXPENDITURES 2015/2016 (EHS-CCP)**

**SOURCES OF FUNDING**

**JANUARY 1 - DECEMBER 31, 2016**

<table>
<thead>
<tr>
<th>Source</th>
<th>ACF Head Start</th>
<th>ACF Early Head Start</th>
<th>USDA - CACFP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$28,047,542</td>
<td>$16,476,316</td>
<td>$700,615</td>
</tr>
<tr>
<td>%</td>
<td>100%</td>
<td>59%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**JULY 1, 2015 - JUNE 30, 2016**

<table>
<thead>
<tr>
<th>Source</th>
<th>ACF Early Head Start CCP</th>
<th>CDE - CA Dept. of Education</th>
<th>1st 5 San Diego GPI / CSP / Embedded Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$2,394,071</td>
<td>$1,516,914</td>
<td>$871,989</td>
</tr>
<tr>
<td>%</td>
<td>9%</td>
<td>5%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**KEY**

- **Actual Expenditures**: 2016 (HS, EHS), 2015/2016 (EHS-CCP)
- **Original Proposal Budget**: 2016 (HS, EHS), 2015/2016 (EHS-CCP)

*Construction/ Renovation*
MAAC’s Child Development Program is governed by the MAAC Board of Directors and the MAAC Head Start Parent Policy Council. The MAAC Board is comprised of education, business, and community representatives throughout San Diego who voluntarily serve to establish policies for all of MAAC’s programs. The MAAC Head Start Parent Policy Council is comprised of parents of children enrolled in our child development program. These Policy Council members are elected by their fellow parents to represent their child development center. The Policy Council works with the MAAC Board of Directors to advocate for and establish the policies for the MAAC Child Development Program.

2016/2017 MAAC BOARD OF DIRECTORS
Jesse Allen
Chair
C. Anthony Valladolid
Vice Chair
Rodrigo Guevara
Secretary
Visariona Ochoa
Treasurer
Teresa Acosta
Brian Epperson
Darjene Graham-Perez
Francisco Medrano
John Muñoz
Michelle Soltero

2016/2017 POLICY COUNCIL EXECUTIVE COMMITTEE
Maribel Arellano
President
Adriana Martinez
Vice President
Jessica Avila
Treasurer
Darjene Graham-Perez
Secretary/Parent Board Representative
Andy Sayourivong
Parliamentarian

MAAC AUDITED FINANCIAL STATEMENTS FOR THE FISCAL PERIOD JANUARY 1 – DECEMBER 31, 2016

STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$ 6,949,807</td>
<td></td>
</tr>
<tr>
<td>Investments &amp; Other Assets</td>
<td>$ 52,292,064</td>
<td></td>
</tr>
<tr>
<td>Property, Equipment</td>
<td>$ 2,219,386</td>
<td></td>
</tr>
<tr>
<td>Total Assets</td>
<td>$ 61,461,257</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$ 6,770,768</td>
<td></td>
</tr>
<tr>
<td>Long-Term Liabilities and Debt</td>
<td>$ 38,573,214</td>
<td></td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$ 45,343,982</td>
<td></td>
</tr>
</tbody>
</table>

Net Assets:
- General Unrestricted: $ 8,865,107
- Controlling Interest in Affiliates: $ 202,416
- Temporary Restricted: $ 97,359
- Non-Controlling Interest in Affiliates: $ 6,952,393
- Total Net Assets: $ 16,117,275

Net Assets Released from Restrictions: $ 266,837

Total Net Assets Released from Restrictions: $ 16,117,275

Total Assets: $ 61,461,257

STATEMENT OF ACTIVITIES

Revenue & Support:
- Contract Revenue: $ 28,252,697
- Contributions: $ 18,608
- Program Service Fees: $ 1,775,426
- Contractual Services: $ 2,973,452
- Charter School Apportionments: $ 3,038,772
- Rents and Tenant Fees - Real Estate: $ 6,272,610
- Other Revenue: $ 161,926
- Interest Income: $ 595,082
- Rents and Tenant Fees - Limited Partnerships: $ 116,047
- Total Revenue and Support: $ 45,469,457

Expenses:
- Program Services: $ 42,453,488
- Support Services: $ 3,002,547
- Management & General: $ 372,380
- Total Expenses: $ 45,828,415

Total Change in Net Assets: ($358,958)

Holthouse Carlin & Van Trigt LLP, CPAs of San Diego, California, conducted an independent Single Audit Report of Metropolitan Area Advisory Committee’s (MAAC) fiscal year ending December 31, 2016. 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 complete report is available for public inspection at www.maacproject.org.
## OUR CENTER LOCATIONS

### CARLSBAD
- **Eureka**
  - 3568 Eureka Place, Carlsbad, CA 92008
  - HS Lic. #: 376700771
  - (760) 720-4378

- **Laurel Tree**
  - 1307 Laurel Tree Lane, Carlsbad, CA 92009
  - HS Lic. #: 376700708
  - (760) 933-8748

### ESCONDIDO
- **Del Dios**
  - 517 W. 15th Avenue, Escondido, CA 92025
  - HS Lic. #: 376700706
  - (760) 741-0541

- **Hickory**
  - 635 N. Hickory Street, Escondido, CA 92025
  - HS Lic. #: 376700770
  - (760) 741-0541

### FALLBROOK
- **Fallbrook Street**
  - 455 W. Fallbrook Street, Fallbrook, CA 92028
  - EHS Lic. #: 376700650
  - (760) 731-2062

- **Fallbrook View**
  - 901 Alturas # A, Fallbrook, CA 92028
  - HS Lic. #: 376700707
  - (760) 731-2062

### OCEANSIDE
- **Island Club**
  - 2132 Catalina Circle, Oceanside, CA 92057
  - HS Lic. #: 376600651
  - (760) 941-7616

- **North Coast**
  - 1531 Kelly Street, Oceanside, CA 92054
  - HS Lic. #: 376600650
  - (760) 966-7135

- **Old Grove**
  - 335 Via Pelicano, Oceanside, CA 92054
  - HS Lic. #: 376600659
  - (760) 433-7589

### SAN MARCOS
- **Gossel**
  - 110 Gossel Way, San Marcos, CA 92069
  - HS Lic. #: 376600654
  - (760) 631-2695

- **Linda Vista**
  - 1363 Linda Vista Drive, San Marcos, CA 92069
  - HS Lic. #: 376600658
  - (760) 749-5188

### VALLEY CENTER
- **Pauma**
  - 1346 Cole Grade Road, Pauma Valley, CA 92064
  - HS Lic. #: 376700731
  - (760) 631-2695

### VISTA
- **Olive**
  - 739 Olive Avenue, Vista, CA 92084
  - EHS Lic. #: 376600655
  - (760) 749-5188

### Foothill
- 1410 Foothill Road, Vista, CA 92084
  - HS Lic. #: 376700775
  - (760) 631-2695

### Casa De Amparo*
- 325 Buena Creek Road, San Marcos, CA 92069
  - HS Lic. #: 376700852
  - (760) 731-2062

### Children’s Paradise - South Vista*
- 145 N. Melrose Drive
  - Suite 109, Vista, CA 92084
  - HS Lic. #: 376700051
  - (760) 731-2062

### Children’s Paradise - East Vista*
- 290 Vale Terrace Drive, Vista, CA 92084
  - HS Lic. #: 376700056
  - (760) 731-2062

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*MAAC CDP Partner Location*