OUR MISSION

Maximizing self-sufficiency with families and individuals through high-quality programs and advocacy in our communities.
ABOUT MAAC

MAAC was founded in 1965 by a group of community leaders seeking solutions to the increasing need for economic opportunities. At the time, the organization focused on serving the Mexican American community and was based 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.

To stay in tune with San Diego’s ever-changing needs, we work closely with our program participants and key partners. 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.
MESSAGE
FROM THE CEO

For 56 years, MAAC has led regional efforts to create opportunities and provide life-changing services to individuals and families who seek economic strength and stability. We build healthier and stronger communities by providing a space where individuals and families can find means to self-sufficiency through access to high-quality programs in five key areas: Economic Development, Education, Health & Well-being, Housing, and Advocacy & Leadership Development.

The past few years have had a significant impact on all of us and we are still overcoming health and socio-economic challenges that have arisen due to the COVID-19 pandemic. Yet just as we have done for more than five decades, MAAC leveraged its resources, staff, and relationships to assure that we continued to be the critical community partner that San Diego has relied on. Our hearts and our doors have remained open to support thousands of individuals throughout San Diego County.

During the last year, we provided $4.6 million in direct aid to families who were financially impacted by COVID-19 and ensured more than 45,000 people had equitable access to vaccination education and resources. Through it all, MAAC continued to provide high-quality, individualized early care and education services, as evidenced by the monitoring review our Child Development Program received in 2021. MAAC received a perfect score – an honor that is rarely earned by any of the early care and education providers across the country.

The services provided by our MAAC’s Child Development Programs aren’t limited to the 0-5 year olds in our care. We place a large focus on ensuring the well-being of their families and, specifically, their parents or guardians. In 2021, we provided additional support and resources to caregivers, connecting them to job opportunities, financial literacy training, affordable health and mental healthcare, as well as access to safer, more affordable homes. Amidst the challenges and uncertainty of these past few years, we never lost sight of our mission: to be a strong ally and support system for all San Diegans.

Thank you to our staff, volunteers, and partners, who exemplify the core values of our organization and sustain our commitment to the families and individuals in our care. Because of your support, I’m proud to say that MAAC continuously rises to the challenges set before us and we are working harder than ever to build a stronger and more vibrant community where children, adults, and seniors can thrive.

Sinceramente,

Arnulfo Manriquez
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ABOUT MAAC CHILD DEVELOPMENT PROGRAM

MAAC has provided early childhood education services to communities in north San Diego County for over forty-five years.

We work diligently to serve diverse populations within our community, including families who are dual language learners, children and parents with disabilities, and families experiencing homelessness or 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 as their child’s first and life-long teachers. We foster their engagement 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 2020-2021, MAAC’s Child Development Program served 1,346 children and their families across forty-five locations in the communities of Carlsbad, Escondido, Fallbrook, Oceanside, San Marcos, San Ysidro, Pauma, Rincon, and Vista.
2019-2024 CHILD DEVELOPMENT PROGRAM
STRATEGIC GOALS & OBJECTIVES

ONE
Develop families’ and staff’s knowledge and skills to promote safe behavior and healthy lifestyles in their home, school, and communities.

OBJECTIVES
- Decrease the amount of screen time for families and staff through awareness of its impact on social-emotional development.
- Create and maintain an individualized health and safety plan for each family.
- Reduce the stigma associated with mental health services through developmentally appropriate and culturally sensitive approaches.

TWO
Provide staff with opportunities to acquire knowledge, skills, and credentials to enter, remain, and advance in the field of Early Childhood Education.

OBJECTIVES
- Educate staff on requirements to maintain education positions in the Early Head Start and Head Start programs.
- Create career development pathways for staff.

THREE
Strengthen the transition to school process for children and families in order to promote lifelong learning.

OBJECTIVES
- Develop a process for data sharing with our local educational agencies (LEAs) or school districts.
- Complete transition plans with all receiving schools. If applicable, plans will include language on special needs or Every Student Succeeds Act (ESSA) requirements.
- Ensure that parents are included in the transition process that spans from prenatal care to Kindergarten.

FOUR
Promote, implement, and monitor practices to ensure that children are being actively supervised while in the care of MAAC.

OBJECTIVES
- Implement active supervision training for staff on an annual basis.
- Provide support to teaching staff on the use of transition time requirements.
received transportation, translation services, and technical support to access the COVID-19 vaccine

$4.6M in Direct Aid given to individuals and families who were financially impacted by COVID-19

More than 100K Personal Protective Equipment Kits distributed at sites across the county

Reached 45K people per month with COVID-19 Education and Resources in partnership with County of San Diego and other key community organizations
COVID-19
AND OUR WORK

MAAC has been at the forefront of the COVID-19 response in San Diego County since the start of the pandemic in March 2020 and continued to remain a key player through the 2020-2021 program year. As centers began to reopen for in-person learning, we followed guidelines set forth by the California Department of Public Health and the Office of Head Start and worked with families to ensure the health and safety of our staff and the children in our care.

In Summer 2021, when medical and dental clinics had begun to reopen and conduct limited medical services, MAAC CDP partnered with local clinics to provide on-site drive-through oral and medical screenings for children enrolled in our program. The program also purchased seven state-of-the-art vision screening devices, which allowed staff to hold regular drive-through vision screenings for children who are most risk or who were not ready to re-connect with their medical provider.

MAAC has remained a trusted advocate on issues related to the pandemic’s impacts on the communities we serve, and we’ve stepped up to lead COVID-19 relief efforts in significant ways. Whether it be through direct aid given to families, or PPE kits distributed at sites across the county, MAAC has ensured that people had access to the education, equipment, and economic support they needed to confront the ongoing public health crisis.
MAAC’s primary focus for our Child Development Program continues to be providing children with the foundational skills needed to achieve academic success during their school years and throughout life. MAAC understands that School Readiness requires children to be cognitively, physically, socially, and emotionally prepared to succeed in school and their families must be ready and willing to support their child’s learning.

In order to help children gain the social and emotional competence skills and confidence necessary to be prepared to succeed in their present environment and with later responsibilities in school and life, the approach to child development and education is developmentally and linguistically appropriate, recognizing that children have individual rates of development as well as individual interests, temperaments, languages, cultural backgrounds, and learning styles.

We use the Desired Results Development 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 completely changed our lives. My daughter learned so much at MAAC to prepare her for kindergarten, the resources they provided helped me become a better parent, and I gained a support system I could truly trust. We love MAAC, the staff has done so much for us and have become part of our family. My daughter still talks about them to this day!

Samantha, CDP Parent

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HEAD START & EARLY HEAD START 2021/21 SCHOOL READINESS GOALS

Approaches to Learning:
Children will develop divergent thinking skills by displaying persistence and curiosity in all learning environments.

Cognition:
Children will develop scientific reasoning skills and a developmentally appropriate understanding of numbers and quantity.

Language and Literacy:
Children will gain competency in home language while acquiring English.

Perceptual, Motor and Physical Development:
Children will develop knowledge and skills that promote safe behavior, self-care skills and healthy eating habits throughout the daily routine.

Social Emotional:
Children will achieve developmental social and emotional competence.
During the first year of the pandemic, our education staff met the unique needs of our families by providing individualized learning plans during in-person class time and, later, virtually. When MAAC Child Development Centers were closed, staff across all program options—including our Home Based, Center Based, and Family Child Care providers—created activities for families to do with their children while they sheltered in place. Families received weekly packets of activities that included art materials, books, as well as items to make games and other manipulatives for children to use in the home.

**Ready Rosie Parent Curriculum**

In 2020, MAAC provided families with access to Ready Rosie Parent Curriculum. Ready Rosie is a web-based software platform with over 2,500 short videos designed to support parents in their role as their child’s most important teacher. Videos show real parents interacting with their own children in everyday learning activities in their homes and the community. These videos are accessible in English and Spanish and have subtitles in multiple languages. Parents receive a weekly playlist from Ready Rosie and teachers were able to create custom playlists for enrolled families.

**Children’s Learning Outcomes**

As expected during the pandemic, fewer children were able to display the gains typically seen when participating in the program. The charts on this page show the percentage of children who were scored at or above California Learning Foundation expectations for their age level.

### 2020-2021 Percentage of Early Head Start Children at or Above Foundation Expectations

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall</th>
<th>Winter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning: Self-Reg</td>
<td>64%</td>
<td>75%</td>
</tr>
<tr>
<td>Social &amp; Emotional</td>
<td>58%</td>
<td>73%</td>
</tr>
<tr>
<td>Language &amp; Literacy</td>
<td>46%</td>
<td>56%</td>
</tr>
<tr>
<td>Cognition, Math &amp; Science</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>Physical Development/Health</td>
<td>73%</td>
<td>85%</td>
</tr>
</tbody>
</table>

### 2020-2021 Percentage of Head Start Children at or Above Foundation Expectations

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall</th>
<th>Winter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning: Self-Reg</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Social &amp; Emotional</td>
<td>44%</td>
<td>58%</td>
</tr>
<tr>
<td>Language</td>
<td>34%</td>
<td>47%</td>
</tr>
<tr>
<td>Literacy</td>
<td>39%</td>
<td>54%</td>
</tr>
<tr>
<td>Mathematics</td>
<td>40%</td>
<td>50%</td>
</tr>
<tr>
<td>Science</td>
<td>30%</td>
<td>39%</td>
</tr>
<tr>
<td>Physical Development/Health</td>
<td>66%</td>
<td>77%</td>
</tr>
<tr>
<td>Health</td>
<td>57%</td>
<td>72%</td>
</tr>
<tr>
<td>History-Social Science</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>English Language</td>
<td>73%</td>
<td>90%</td>
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**Number of Videos Streamed by Families to Support Children in their School Readiness Progress**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Videos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language and Literacy</td>
<td>31,632</td>
</tr>
<tr>
<td>Math</td>
<td>16,073</td>
</tr>
<tr>
<td>Social Emotional</td>
<td>14,231</td>
</tr>
<tr>
<td>Health and Well-Being</td>
<td>32,219</td>
</tr>
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</table>
2021 FEDERAL MONITORING REVIEW

In May 2021, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the MAAC Child Development Program. This review allows the Office of Head Start (OHS) to understand how programs are progressing in providing services that promote quality outcomes for children and families.

The review focused on the following areas:

- Program Management and Quality Improvement
- Monitoring and Implementing Quality Education and Child Development Services
- Monitoring and Implementing Quality Health Services
- Monitoring and Implementing Quality Family and Community Engagement Services
- Monitoring and Implementing Fiscal Infrastructure
- Monitoring ERSEA: Eligibility, Selection, Enrollment, and Attendance

MAAC met and exceeded all of the Head Start Program Performance Standards (HSPPS), laws, regulations, and policy requirements under this monitoring review. It is notable to mention that the auditor assigned to MAAC’s monitoring review had only seen one other agency perform exceptionally well in her 20-year career. This speaks highly to the commitment of our program staff and the quality of service we provide to our families.

Note: To request a copy of the complete Program Performance Summary Report for this monitoring review, please email info@maacproject.org.
According to the US Census Bureau: 2019 American Community Survey 1 Year Estimates, there are 23,943 children under 5 living below poverty level in MAAC Service Area which now includes San Ysidro. This is a decline from the 27,661 estimate in 2018.

In 2020/21, MAAC CDP served 5.6% of eligible children.

1. Early Head Start-Child Care Partnership. EHS-CCPII denotes the EHS expansion granted to MAAC in PY2019.
2. Bi/Multi-Racial, African American, American Indian, Asian, or other.
3. With the lingering impact of clinic closures and canceled office visits due to the pandemic, the backlog impacted the completion and accessibility of well-baby checks and routine physical and dental exams. Parents expressed a concern and fear to resume in-person visits as reported by Health Service Advisory Committee. Clinics relied on our program to get the word to the families that it was safe to return to their pediatrician and medical home, however the hesitancy and backlog continues to impact timely preventative care.
6% of enrolled families identified as experiencing homelessness

1,346 children served in PY 2020-2021

129K meals served to children during program year

24 MAAC child development center locations

210 children with special needs served

4% of enrolled children are foster youth

99% of parents of enrolled children participated in one or more parenting education classes.

61% Parents who received training/participated in workshops to enhance their job skills and/or gain employment opportunities.

48% Parents who were able to accept a better paying job as a result of attending education and/or job-training classes.

AVERAGE MONTHLY ENROLLMENT

83% Head Start

81% Early Head Start

79% EHS-CCP I

81% EHS-CCP II
MAAC strongly believes that children do best in life when they grow up with the active and positive engagement of their parents or guardians. Our dedicated staff work in partnership with families from their very first meeting until their child transitions to kindergarten. At the end of each program year, parents are asked to complete a Family Outcome Survey to provide feedback on their experiences with our program.

**Family Well-Being**

Our program staff work with each family to help them reach goals that focus on their family’s well-being. During the 2020-2021 program year, bi-monthly email communications were sent to families, with an emphasis on providing resources for assistance with finding jobs, accessing health/dental care, healthy food options, financial literacy, substance abuse prevention, dealing with emotional health issues, and finding a better/safer place to live.

The program also leveraged the power of social media to create the MAAC Parents in Action Facebook group wherein timely and relevant information regarding public health, access to resources, and program updates are shared on a regular basis. Our work with families helps them to understand the value of their child’s strengths and how children
learn. Parents are also taught how to do creative play at home and to understand the importance of maintaining their child’s regular attendance. With the transition to distance learning mid-year, our staff assessed each family’s needs to ensure that children could continue to connect to their virtual lessons and parents could attend monthly parent meetings. Families without secure and stable access to technology were provided support in the form of loaner tablets and hotspots.

**Parent-Child Relationships**

Through MAAC, parents learn the value of their child’s strengths—as reported by 97% of families. The Positive Parenting Program (Triple P) curriculum gives parents simple and practical strategies to help them build strong, healthy relationships, confidently manage their child’s behavior, and prevent problems with their development. In addition to weekly take-home activities provided to parents and the Triple P course offerings, MAAC extended a range of options and opportunities for families to engage in parenting curriculum such as Ready Rosie & Community Services for Families.

**Ready Rosie** is an online service that provides research-based parenting curriculum that builds on parents’ knowledge utilizing video and mobile technology, in alignment with the Head Start Early Learning Outcomes Framework, and the Parent, Family and Community Engagement Framework. All families were given access to the platform upon enrollment. Our teachers created weekly playlists for families to follow based on the curriculum being taught in classrooms; parents could also freely search the database for lesson or topics that were of specific interest to them and their families.

Through a partnership with North County Lifeline, MAAC offers referrals to Community Services for Families (CSF), as a supplement to our existing parenting curriculum options. Through CSF, families can access 8-week parenting classes that are based on the Systematic Training for Effective Parenting (STEP) curriculum. Topics include child development stages, understanding a child’s behavior, alternative discipline, effective communication, and building healthy relationships. For multi-generational MAAC families, CSF also offers the SafeCare curriculum, which focuses on families with children ages 12-17.

MAAC also partners with families to identify and support the positive male role models in each child’s life. Fathers and father figures are encouraged to engage in their child’s learning, whether at the center-level or through the Fathers in Action workshop series. The Fathers in Action workshop series hosts events, activities, and informational sessions throughout the program year to promote school readiness, provide space for

<table>
<thead>
<tr>
<th>Family Learning Outcomes</th>
<th>Number of Videos Streamed by Families to Support and Encourage Family &amp; Community Engagement</th>
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</thead>
<tbody>
<tr>
<td>Family Well-Being</td>
<td>5,148</td>
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<tr>
<td>Positive Parent-Child Relationships</td>
<td>23,199</td>
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<tr>
<td>Families as Lifelong Educators</td>
<td>22,508</td>
</tr>
<tr>
<td>Families as Learners</td>
<td>22,792</td>
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<tr>
<td>Family Engagement in Transition</td>
<td>1,884</td>
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<tr>
<td>Family Connections to Peers</td>
<td>1,254</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Videos Streamed by Families to Support and Encourage Family &amp; Community Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Learning Outcomes</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Family Well-Being</td>
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<td>Positive Parent-Child Relationships</td>
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<tr>
<td>Families as Lifelong Educators</td>
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<tr>
<td>Families as Learners</td>
</tr>
<tr>
<td>Family Engagement in Transition</td>
</tr>
<tr>
<td>Family Connections to Peers</td>
</tr>
</tbody>
</table>

96% of parents said the Positive Parenting Program curriculum helped them to deal more effectively with their child’s behavior and with problems that arise in their family.
Families as L earners

Volunteering with us provides parents with an opportunity to learn about the early childhood education field while developing a closer bond with their children. Staff identified and connected families to English as a Second Language (ESL) classes, community college, adult education school and/or training opportunities offered in a virtual format.

Due to the ongoing pandemic, the 2021 Parent Engagement Summit was held virtually, over the span of four months. Families were able to participate from the comfort of their own homes and workshop topics ranged from: Kindergarten Readiness, Healthy Eating, Mental Wellness & Mindfulness, Oral Health and more. These workshop topics were selected based on families’ identified areas of interest and need.

Male leaders are recruited each year to participate in the Fathers in Action Planning Committee.

Families as Lifelong Educators

At MAAC, parents are deeply involved in the implementation of curriculum through their child’s individual plan, classroom activities and home. Staff also encourage parents and provide resources to understand the value of home language in their child’s learning.

In 2020-2021, our Parent Intern Program piloted a virtual training plan to help participants prepare for the workforce and partake in early childhood education courses through California Early Childhood Online. Additionally, MAAC provided support and case management for five parent interns enrolled in college-level child development courses. At the end of the program year, our parent interns transition from the program with first-hand knowledge and experience for potential employment or higher education pursuits in the field of Early Childhood Education.

99% of families said MAAC helped them understand the ways their children learn and were able to implement those techniques at home through creative play.

91% of parents/family members said they learned how to set their educational or career goals and work towards achieving those goals.
Family Engagement in Transitions

Our program staff support families through all transitions by providing resources about moving their children to kindergarten or a new preschool. Midway through the program year, MAAC provides enrolled families with a resource packet to assist them with the transition from Early Head Start to Head Start, and Head Start to kindergarten.

These packets provide important information on how to prepare children for the transition, along with logistics such as registration deadlines and requirements.

During the 2021 Parent Engagement Summit, a panel discussion on kindergarten readiness & registration was held with support from six local school districts. Additionally, the program hosted the “Kindergarten, Here We Come!” workshop series in both English and Spanish.

Family Connection to Peers and Community

MAAC provides several opportunities to help connect families to their peers and community such as parent meetings and parent engagement events. During the 2020-2021 program year, we offered various methods for families to connect with one another in a virtual setting.

Opportunities to engage as a community included the Parent Engagement Summit, our Fathers in Action workshop series, parent meetings, and the Parents in Action Facebook group.

Families as Advocates and Leaders

Parents lead monthly parent meetings and plan parent engagement events. Each center also elects a policy council representative who participates in decision making of our Child Development Program. One member is also elected to serve on the MAAC Board of Directors, and he was able to participate in the organization’s strategic planning process.

Due to Public Health Regulations, Policy Council business was conducted via Zoom in 2020-2021; parent representatives who needed additional technological support to connect to meetings were provided with a loaner tablet and hotspot.
## HEAD START FISCAL YEAR 2020

<table>
<thead>
<tr>
<th></th>
<th>HS Basic</th>
<th>T/TA HS</th>
<th>Total</th>
<th>Basic &amp; T/TA</th>
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<td>$5,677,373</td>
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<td>$1,801,251</td>
<td>$2,023,983</td>
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<td>$147,959</td>
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## EARLY HEAD START FISCAL YEAR 2020

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<th>T/TA EHS</th>
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<tbody>
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<td>$3,966</td>
<td>$1,805,217</td>
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<tr>
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<td>Equipment</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<td>Supplies</td>
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<td>$8,711</td>
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<tr>
<td>Other</td>
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<td>$1,541,065</td>
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<td>Total Direct</td>
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<td>$125,812</td>
<td>$8,702,693</td>
<td>$8,889,876</td>
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<td>Total Expenditures</td>
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<td>$135,131</td>
<td>$9,487,443</td>
<td>$9,752,194</td>
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## EHS CHILD CARE PARTNERSHIP I FISCAL YEAR 2019/2020

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<th>EHS CCP Basic</th>
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<td>$42,375</td>
<td>$64,713</td>
</tr>
<tr>
<td>Travel</td>
<td>$ -</td>
<td>$3,876</td>
<td>$3,876</td>
<td>$6,640</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,054</td>
<td>$656</td>
<td>$1,710</td>
<td>$4,000</td>
</tr>
<tr>
<td>Contractual</td>
<td>$890,242</td>
<td>$3,978</td>
<td>$894,220</td>
<td>$894,772</td>
</tr>
<tr>
<td>Other</td>
<td>$18,800</td>
<td>$17,887</td>
<td>$36,687</td>
<td>$28,187</td>
</tr>
<tr>
<td>Total Direct</td>
<td>$1,088,412</td>
<td>$26,397</td>
<td>$1,124,808</td>
<td>$1,161,676</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,204,958</td>
<td>$28,857</td>
<td>$1,233,815</td>
<td>$1,274,358</td>
</tr>
</tbody>
</table>

## EHS CHILD CARE PARTNERSHIP II FISCAL YEAR 2019/2020

<table>
<thead>
<tr>
<th></th>
<th>EHS CCP Basic</th>
<th>T/TA EHS-CCP</th>
<th>Total</th>
<th>Basic &amp; T/TA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$185,114</td>
<td>$ -</td>
<td>$185,114</td>
<td>$254,992</td>
</tr>
<tr>
<td>Fringe</td>
<td>$52,861</td>
<td>$ -</td>
<td>$52,861</td>
<td>$97,024</td>
</tr>
<tr>
<td>Travel</td>
<td>$ -</td>
<td>$1,509</td>
<td>$1,509</td>
<td>$10,930</td>
</tr>
<tr>
<td>Equipment</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Supplies</td>
<td>$156,850</td>
<td>$796</td>
<td>$165,646</td>
<td>$7,475</td>
</tr>
<tr>
<td>Contractual</td>
<td>$894,220</td>
<td>$2,725</td>
<td>$896,945</td>
<td>$677,258</td>
</tr>
<tr>
<td>Other</td>
<td>$11,935</td>
<td>$13,456</td>
<td>$25,390</td>
<td>$27,802</td>
</tr>
<tr>
<td>Total Direct</td>
<td>$1,062,509</td>
<td>$18,485</td>
<td>$1,080,994</td>
<td>$1,075,479</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,148,397</td>
<td>$20,278</td>
<td>$1,168,675</td>
<td>$1,179,800</td>
</tr>
</tbody>
</table>
# Sources of Funding

**January 1 — December 31, 2020**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACF Head Start</td>
<td>$15,003,653</td>
<td>49.6%</td>
</tr>
<tr>
<td>ACF Early Head Start</td>
<td>$9,487,443</td>
<td>31.3%</td>
</tr>
<tr>
<td>USDA – CACFP</td>
<td>$496,944</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

**July 1, 2019 — June 30, 2020**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACF Early Head Start CCPI</td>
<td>$1,233,915</td>
<td>4.0%</td>
</tr>
<tr>
<td>ACF Early Head Start CCPII</td>
<td>$1,168,675</td>
<td>3.9%</td>
</tr>
<tr>
<td>CDE – CA Department of Education</td>
<td>$2,192,471</td>
<td>7.3%</td>
</tr>
<tr>
<td>SDCOE – CDE Subcontract</td>
<td>$528,851</td>
<td>1.8%</td>
</tr>
<tr>
<td>SDCOE – First 5 San Diego Subcontract</td>
<td>$147,632</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

**Total**                                          | **$30,289,583** | **100%**   |
# MAAC AUDITED FINANCIAL STATEMENTS

For the Fiscal Period January 1 — December 31, 2020

## STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$57,903,942</td>
</tr>
<tr>
<td>Investments &amp; Other Assets</td>
<td>$86,851,893</td>
</tr>
<tr>
<td>Property &amp; Equipment</td>
<td>$23,345,457</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$168,101,292</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$50,847,132</td>
</tr>
<tr>
<td>Long-Term Liabilities and Debt</td>
<td>$84,183,959</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$135,031,091</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Unrestricted</td>
<td>$17,042,836</td>
</tr>
<tr>
<td>Temporary Restricted</td>
<td>$516,983</td>
</tr>
<tr>
<td>Non-Controlling Interest in Affiliates</td>
<td>$15,510,382</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$33,070,201</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Liabilities and Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$168,101,292</td>
</tr>
</tbody>
</table>

## STATEMENT OF ACTIVITIES

### Revenue & Support

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Revenue</td>
<td>$35,941,636</td>
</tr>
<tr>
<td>Contributions</td>
<td>$780,684</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>$1,005,788</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$3,829,627</td>
</tr>
<tr>
<td>Charter School Apportionments</td>
<td>$3,106,866</td>
</tr>
<tr>
<td>Rents and Tenant Fees — Real Estate</td>
<td>$9,475,098</td>
</tr>
<tr>
<td>Equity in Earnings of Joint Ventures &amp; other</td>
<td>$162,079</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$351,445</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$799,668</td>
</tr>
<tr>
<td><strong>Total Revenue and Support</strong></td>
<td>$55,452,891</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$51,009,745</td>
</tr>
<tr>
<td>Supporting Services:</td>
<td></td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$5,058,375</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$394,034</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$56,462,154</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Change in Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Change in Net Assets</strong></td>
<td>$(1,009,263)</td>
</tr>
</tbody>
</table>

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, 2020. 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 above statements only represent a portion of the complete report, which is available for public inspection at www.MAACproject.org.
I am beyond thankful to MAAC for the support provided to my family. While my child received great care, I was able to enroll in the parent internship program. I received hands-on, tailored trainings that helped me start a career in early care and education. Thanks to MAAC for opening doors to new opportunities!

Elizabeth, CDP Parent
Volunteering on the Parent Policy Council and MAAC Board has been a wonderful experience for me as a father, husband, and community member. Being involved in my children’s education and development is important to me, and I appreciated being able to participate in decision-making for the program and helping to ensure compliance and transparency. I am very grateful to the MAAC for these great learning and leadership opportunities.

Carlos,
2020-2021 Policy Council Secretary and MAAC Board Member
2020/2021 MAAC Board of Directors

Rodrigo Guevara
Chair

Shreya Sasaki
Secretary

Gustavo Perez
Vice Chair

Patricia Prado-Olmos
Treasurer

Alethea Arguilez
Jeffrey Dziedzic
John Muñoz
Kirby Brady
Darjené Graham-Perez
Carlos Solorzano
Vanessa Cadena
Noerena Limon
Nhu Tran

2020/2021 Policy Council

Denise Mejia
President

Ivette Renteria
Vice President

Carlos Solorzano
Secretary

Andrea Carrazco-Hernandez
Treasurer

Cassandra Clouser
Parliamentarian

Lorenza Aguilar
Gabby Hernandez
Maudelina Roblero
Aura Castro
Adriana Jones
Autumn Weidman
Angelica Hernandez
Cosette Patterson
Anna Zayas
OUR CENTER LOCATIONS

CARLSBAD
EUREKA
3368 Eureka Place
Carlsbad, CA 92008
HS Lic. 376700775
(760) 720-4378

LAUREL TREE
1307 Laurel Tree Lane
Carlsbad, CA 92011
HS Lic. 376700768
(760) 930-0749

ESCONDIDO
DEL DIOS
835 W. 15th Avenue
Escondido, CA 92025
EHS Lic. 376701309
HS Lic. 376700772
(760) 747-7027

HICKORY
635 N. Hickory Street
Escondido, CA 92025
EHS Lic. 376701307
HS Lic. 376700770
(760) 741-0541

LOS NIÑOS
221 W. 7th Avenue
Escondido, CA 92025
HS Lic. 376700771
(760) 738-4876

ECCDC*
613 E. Lincoln Ave.
Escondido, CA 92026
Lic. 376600817
(760) 839-9330

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

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

OCEANSIDE
ISLAND CLUB
2322 Catalina Circle
Oceanside, CA 92056
HS Lic. 372006461
(760) 941-7616

NORTH COAST
1501 Kelly Street
Oceanside CA 92054
HS Lic. 376700061
(760) 966-7135

OLD GROVE
235 Via Pelicano
Oceanside, CA 92054
HS Lic. 376600980
(760) 433-7589

SAN MARCOS
GOSNELL
139 Gosnall Way
San Marcos, CA 92069
EHS Lic. 376701254
HS Lic. 376600278
(760) 736-3066

LINDA VISTA
1587 Linda Vista Drive
San Marcos, CA 92078
EHS Lic. 376600691
(760) 744-7995

WESTLAKE
415 Autumn Drive
San Marcos, CA 92069
EHS Lic. 376701118
(760) 631-2695

SAN YSIDRO
MAOF SAN YSIDRO EARLY LEARNING CENTER*
1901 Del Sur Boulevard, 1st Fl
San Ysidro, CA 92173
Lic. 376701072
(619) 621-2525

VALLEY CENTER
PAUMA
33158 Cole Grade Road
Pauma Valley, CA 92061
HS Lic. 376700371
(760) 615-2000

RINCON
33509 Valley Center Road
Valley Center, CA 92082
EHS Lic. 376600656
HS Lic. 376600189
(760) 749-5190

VISTA
OLIVE
739 Olive Avenue
Vista, CA 92084
EHS Lic. 376600655
HS Lic. 376600393
(760) 726-4272

FOOTHILL
1410 Foothill Drive
Vista, CA 92084
EHS Lic. 376701308
(760) 639-4465

MAAC CHILD DEVELOPMENT PROGRAM ADMINISTRATIVE OFFICES
NORTH CAMPUS
956 Vale Terrace Drive
Vista, CA 92084
(760) 471-4210

*MAAC CDP Partner Location