

# ANNUAL REPORT 2012-2013



CHILDHOOD DEVELOPMENT SERVICES, INC.  
**HEAD START/EARLY HEAD START**  
Serving Alachua, Citrus, Dixie, Gilchrist,  
Levy and Marion Counties



## Childhood Development Services, Inc.

Incorporated in 1965 and accredited by the Council on Accreditation, Childhood Development Services, Inc. (CDS) is a 48 year old nonprofit agency that strives to offer comprehensive high-quality services to children and support families and staff toward personal growth and self-sufficiency. CDS is a full-service resource for families. To meet the needs of families, CDS takes a holistic approach through childcare partners, family support, family education, and the development of quality early childhood education programs. CDS programs provide unique choices for families in communities. These programs include: • Pre-school Head Start • Early Head Start • Florida State Mandated Child Care Training • IACET Continuing Education • Child Care Food Program • USDA Food Program • KidCare Outreach (insurance for uninsured children birth through age 18) • Healthy Start • Healthy Families • Print Shop and LiveScan Finger Printing services.

The agency reflects integrity, honesty, fairness, and a professional image through strong community and collaborates with community partners to provide an environment which fosters school readiness through quality early childhood programs and family participation. The agency builds long-term commitments through fair and respectful treatment of employees, quality training programs and a productive work environment.

### Vision

To strengthen families and nurture children

### Mission

To improve the quality of life for children and families by  
Working hand-in-hand with public and private partners

### Purpose

To help people achieve and maintain self-sufficiency



## Head Start/Early Head Start Program Philosophy

Our Head Start Program is child-focused. It's overall goal is to increase competence of young children in low-income families. Head Start services are also family-centered, following the tenets that children develop in the context of their families and cultures. Parents are respected as the primary educators and nurturers of their children. To support the above overall goal, we are committed to:

- Establish a safe, stimulating, and supportive environment of children, families, and staff.
- Empower families by sharing the responsibility of program governance.
- Promote positive, culturally relevant health behaviors that enhance life-long well-being in children, families, and staff.
- Respect the importance of all aspects of any individual's development, including social, emotional, cognitive, and physical growth.
- Foster community partnerships so that staff, children and families are served accordingly.
- Develop a continuum of care, education, and service that allows stable, uninterrupted support to families and children during and after their Head Start experience.
- Treat each child and adult as an individual, while at the same time reinforcing a sense of belonging to the group.

*This philosophy has been drawn from the Head Start Performance Standards.*

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## A Message From the Head Start Director

Dear Parents, Families, Friends and Community Partners,

It is a pleasure to provide our 2012—2013 Head Start Program Annual Report.

Fiscal year 2012—2013 concludes my first year as the new Head Start/Early Head Start Director. My commitment to maintaining the high standard of excellence set by my predecessor remains. I am confident that with the strengths of the program and the commitment of the Board of Directors, Policy Council, community partners, parents and staff, we will continue to enrich the lives of children and families participating in the Head Start/Early Head Start Program.



Childhood Development Services, Inc. (CDS) continues to operate the **Head Start** (HS) program in five Counties, Marion, Citrus, Dixie, Levy and Gilchrist and the **Early Head Start** (EHS) program in six Counties, Marion, Citrus, Dixie, Levy, Gilchrist and Alachua. The funded enrollment is 1,348 families, 907 HS and 441 EHS.

The planned reorganization of staff to better meet the needs of our children and families went smoothly. Training was provided to strengthen skills and capacities. Existing systems were heightened to fully implement requirements to meet new mandates and ensure school readiness for all HS/EHS children and successful outcomes for families.

As I reflect on Fiscal Year 2012—2013 and all we have encountered, along with the upcoming Sequestration challenge, on behalf of CDS, I would like to take this time to commend the Board of Directors, Policy Council, community partners, parents and staff for their efforts to continue to achieve excellence in the face of program changes, economic challenges and continued rising expectations. We honestly thank you for your continued commitment and ongoing support to enhancing the quality of life for all HS/EHS children and their families. Working together today, we can make a better tomorrow for our children.

Sincerely,

*Luzonia Waters*

Luzonia Waters

CDS Head Start Program Director

# ANNUAL REPORT 2012-2013

## BOARD OF DIRECTORS

### Officers

**Chief Executive Officer**.....Curt Bromund

**President**.....Charles Hiatt

**Vice-President**.....Jeremy T. Powers  
(Licensed Attorney)

**Treasurer**.....Rusty Branson  
(Accounting and Fiscal Management)

**Secretary**.....Adam Lombardo  
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Jeannie Shipp

Michael Wilkerson

Jeff Feller

Sarah M. Greene

Merrit Sinclair Okoh

Linda Daymon

Nancy Young  
(Early Childhood Education)

Jermaine Orr



**Charles Hiatt**



**Curt Bromund**

## POLICY COUNCIL

### Officers

**President**.....Jermaine Orr

**Vice-President**.....Julie Williams

**Secretary**.....Candace Cooke

Angel Rochelle Howgate

**Sargent at Arms**.....Jamette Curley

Felicia Davis

Nicole Taylor

Amber Godbolt

Kimberly Bartley



**Jermaine Orr**



**Julie Williams**

**Policy Council membership consists of two representatives  
from each Head Start/Early Head Start classroom.**

**Head Start**, *“the start that never stops”*, is a comprehensive child development school readiness opportunity and family-centered services for children from birth to age five (including children with mild to severe disabilities) and pregnant women. The experience and knowledge gained *“never stops”*, even after the family leaves the program.”

## Head Start Program

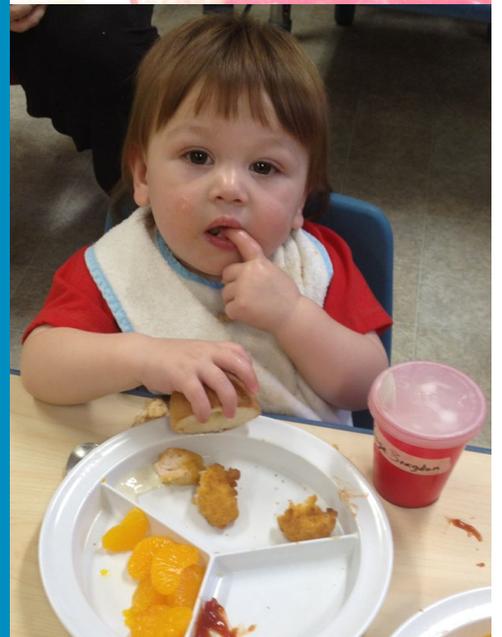
The **HEAD START PROGRAM** is a federally funded community-based program that provides comprehensive child development services (education, health/mental health, disability, nutrition and family support) to economically disadvantaged pre-school children ages three to five and social services for their families, with a special focus on helping preschoolers develop the early reading and math skills they need to be successful in school. The cornerstone of the program is parent and community development.

In 1995, the **EARLY HEAD START PROGRAM**, an addition to the HEAD START PROGRAM, was established to serve low-income pregnant women and families with infants and toddlers from birth to three years of age in recognition of the mounting evidence that the earliest years matter a great deal to children's growth and development.

Early Head Start's mission is simply to promote healthy prenatal outcomes for pregnant women, enhance the development of very young children, and promote healthy family functioning.

Head Start and Early Head Start, both, provide a range of individualized services to children and their families. Ten percent (10%) of the programs' total enrollment opportunities are made available to children with disabilities. An enormous amount of support is offered for children with disabilities. Parent involvement is highly emphasized.

# NUTRITION IS FUN



# ANNUAL REPORT 2012-2013

## Head Start/Early Head Start Services and Enrollment

Childhood Development Services, Inc. operates the **Head Start (HS)** program in five Counties, Marion, Citrus, Dixie, Levy and Gilchrist and the **Early Head Start (EHS)** program in six Counties, Marion, Citrus, Dixie, Levy, Gilchrist and Alachua.

### Funded Enrollment

Head Start	907
Early Head Start (+Expectant Families)	<u>441</u>
Total	1,348

### Cumulative Enrollment

Head Start	1,053
Early Head Start	573
EHS Expectant Families	<u>63</u>
Total	1,689

### FUNDED ENROLLMENT LOCATION

COUNTY	HEAD START	EARLY HEAD START	TOTAL
ALACHUA	N/A	147	147
CITRUS	98	24	122
DIXIE	37	16	53
GILCHRIST	19	8	27
LEVY	191	78	269
MARION	562	168	730
<b>TOTAL</b>	907	441	1,348

## Head Start/Early Head Start Program Operation and Classrooms

**Days and Hours of Operation** **Head Start (HS) and Early Head Start (EHS) operates full-year/full-day** in all Counties. HS operated for a total of one hundred and sixty (160) days during the past year while EHS operated an average of (185) days. Regular classroom hours are 8:00 a.m. to 2:00 p.m., Monday–Friday. Extended-day services are offered where needed, which is currently in Marion County only. The extended-day classrooms operate for 11.5 hours, that is, from 6:30 a.m. to 6:00 p.m. at the CDS Skylark Center. The program also collaborates with the Early Learning Coalition of Marion County to provide Voluntary Pre-Kindergarten (VPK) classes in three classrooms for 53 four-year old children at our CDS Skylark and Boynton Centers.

### Classrooms

There are currently a total of 104 classrooms in the six counties, 51 are HS and 53 are EHS. Our program directly operates 30 Head Start classrooms and 21 are operated on contract with our partners in childcare centers. In EHS, we directly operate 43 classrooms while seven classrooms are in centers owned and operated by our child care partners and three classrooms are located with our Family Child Care Homes partners. There are a total of 16 infants and toddlers being served by our Family Child Care Home partners.

### CLASSROOMS

CLASSROOMS	
HEAD START	51
EARLY HEAD START	53
<b>TOTAL</b>	104

### HEAD START CLASSROOMS

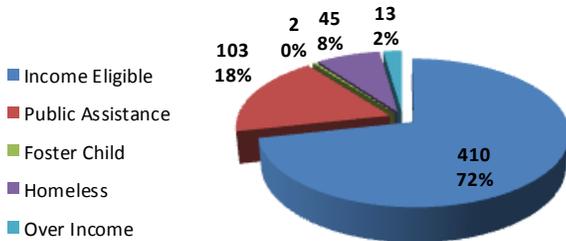
COUNTY	DIRECTLY OPERATED	SUB-CONTRACTED PARTNERS	TOTAL
ALACHUA	N/A	N/A	N/A
CITRUS	2	4	6
DIXIE	2	0	2
GILCHRIST	1	0	1
LEVY	4	6	10
MARION	21	11	32
<b>TOTAL</b>	30	21	51

### EARLY HEAD START CLASSROOMS

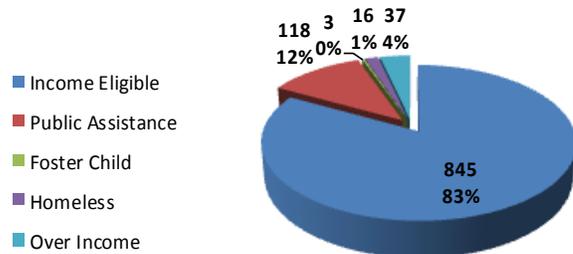
COUNTY	DIRECTLY OPERATED	SUB-CONTRACTED CENTERS	SUB-CONTRACTED FAMILY CHILD CARE HOMES	TOTAL
ALACHUA	17	0	0	17
CITRUS	3	0	0	3
DIXIE	2	0	0	2
GILCHRIST	1	0	0	1
LEVY	2	6	0	8
MARION	18	1	3	22
<b>TOTAL</b>	43	7	3	53

## Eligibility

### Early Head Start

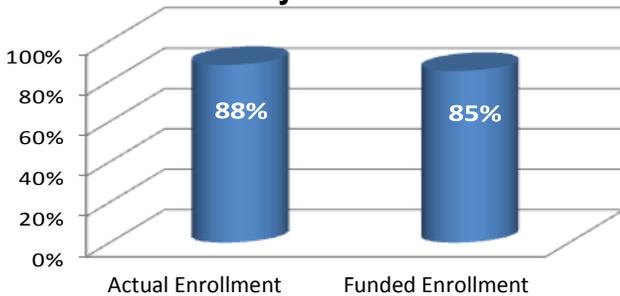


### Head Start

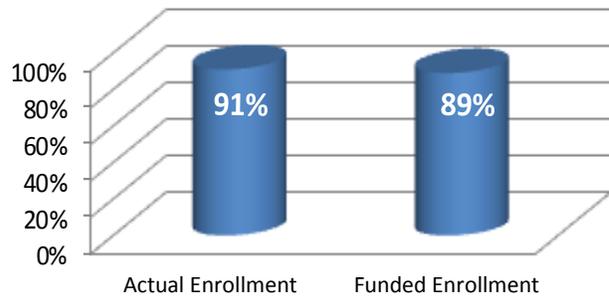


## Attendance (Average Daily)

### Early Head Start



### Head Start



## Sensory Screenings

### Children Completed 45-Day Sensory Screenings



## Medical Home

### Children With A Health Home



## Health Insurance

### Children With Health Insurance



## Dental Service

- 929 (88%) Head Start (HS) children received a dental exam.
- 96 HS children were diagnosed as needing follow up treatment.
- 100% of HS children received needed follow up treatment.
- 92% of Head Start children had a dental home at the end of enrollment.
- 27 pregnant women served received a professional dental exam and/or treatment.

## Physicals

### Children With Up-To-Date Physicals



## Immunizations

### Children With Up-to-Date Immunizations



## Disabilities

- 96 (7%) of Head Start/Early Head Start children were diagnosed with a disability.

## Mental Health

- 71 Head Start families were referred for outside services. 51 opted to and received services.
- 16 Early Head Start families were referred for outside services. 8 opted to and received services.

## Child Outcomes—Preparing Children for Kindergarten

The Galileo G3 Assessment system is used to measure child outcomes and kindergarten readiness. The skills identified in this system are aligned with the Head Start Child Development Framework and the State VPK Standards. The annual goal is for children to make a 60 point gain in each of the 11 developmental domains. The below 2012—2013 Developmental Scores reflect those children eligible to enter kindergarten, which show gains of 66 points or higher on all 11 domains of the Galileo assessment tool.

### 2012-2013 Developmental Scores

Domain	Entry	Finish	Point Gain	Percentage Gain
Approaches to Learning	513	598	85	17%
Creative Arts	546	645	99	18%
Early Math	494	577	83	17%
English Language Acquisition	536	602	66	12%
Language	473	569	96	20%
Literacy	483	566	83	17%
Logic and Reasoning	547	619	72	15%
Nature and Science	475	554	79	16%
Physical Development & Health	474	547	73	15%
Social & Emotional Development	463	534	71	15%
Social Studies	513	580	67	13%



*A total of 415 Head Start children are projected to be entering kindergarten the following school year.*

## Parent Engagement



Parents are fully engaged in the activities of the program through the Head Start/Early Head Start (HS/EHS) Policy Council, the classroom Parent Committees and as volunteers for the program. During the 2012—2013 school year, there were a total of 168 Policy Council representatives from 104 classrooms serving on the HS/EHS Policy Council. These members are selected from each classroom Parent Committee to represent them on the Head Start/Early Head Start Policy Council. One parent can be selected by parents to represent up to three classrooms. From this group the officers of the Policy Council are elected. The Chairperson of the HS Policy Council is also a voting member of the agency's Board of Directors.

Parents are also engaged in the HS/EHS program through family goal setting, home visits, program planning, training and direct participation in their child's classroom.

### 2012 –2013 Volunteers

<b>Total Volunteers</b>	1,783
<b>Total Parent Volunteers</b>	1,213

## Most Recent Federal Review Results



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 8th Floor Portals Building, 1250 Maryland Ave, SW, Washington DC 20024 | [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

The Head Start/Early Head Start (HS/EHS) program's Triennial Federal Review was conducted in December of 2012. During the review, a deficiency regarding the administration of medication, and a noncompliance concerning playground safety, were identified. The deficiency and noncompliance were both immediately addressed and corrected prior to the conclusion of the Federal Review; however, both were noted findings requiring follow-up.

The Administration for Children and Families (ACF) conducted a follow-up visit in April of 2013 and concluded that the cited deficiency had been successfully corrected, requiring no additional action. In November of 2013, an AFC Desk Review concluded that the noncompliant playground finding had been successfully corrected, also requiring no additional action.

The 2012 Triennial Federal Review was completed and signed by ACF, with the HS/EHS program being in full compliance. The next Triennial Federal Review is anticipated in 2015. After 30 years of being a HS/EHS Grantee, and prior to our 2012 HS/EHS Triennial Federal Review, Childhood Development Services, Inc. (CDS) experienced 12 years of successful Federal Reviews. Efforts to ensure proper management systems are in place to secure the safety of all children and staff, through the provision of high quality HS/EHS services, are ongoing. These efforts are also our assurance that the cited incidents will not re-occur.

*The Education Team says life in Head Start is never boring...it's simply the best!*



## Classroom Assessment Scoring System (CLASS)

The **C**lassroom **A**ssessment **S**coring **S**ystem (CLASS) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. Based on research from the University of Virginia’s Curry School of Education, the CLASS tool aligned with professional development helps teachers recognize and understand the power and effectiveness of their interactions with students.

The Office of Head Start (OHS) has established the following minimum threshold for each of the three domains of CLASS: Emotional Support 4, Classroom Organization 3, and Instructional Support 2. We conduct CLASS observations three time a year and use the data to support teacher’s professional development to enhance performance. However, CLASS is not used as a stand-alone tool for training and professional development decisions, but has been included in our annual self-assessment for planning and establishing overall program wide goals to ensure the provision of high-quality school readiness services. Below are our CLASS scores for the 2012-2013 program year.

CLASS Observations Data		
Date	Domain	Score
February 2013-CLASS Scores Overall	Emotional Support	3.79
	Classroom Organization	4.16
	Instructional Support	2.95
October 2012-CLASS Scores Overall	Emotional Support	3.85
	Classroom Organization	4.40
	Instructional Support	2.98

The Head Start/Early Head Start (HS/EHS) program’s 2012 Triennial Federal Review consisted of an onsite CLASS review of the Head Start program. Following are the results from our 2012 Triennial Federal Review, which are above the OHS established minimum threshold.

CDS 2012 Triennial Federal Review Head Start Program CLASS Data		
Date	Domain	Score
December 2, 2012 to December 7, 2012	Emotional Support	5.8320
	Classroom Organization	5.3542
CLASS Scores Overall	Instructional Support	2.1719



## TYESHIA SWAIN'S STORY THANKS HEAD START

When I was first introduced to the Head Start program six years ago my daughter, now in second grade, attended. My son is currently in the Head Start program at the Mildred Boynton Center. I thank God for programs like this, because I am not married and didn't finish school, but only want the best education for my children.

I was told that Ms. Dorothy Welcome would be my Family Service Advocate (FSA). I let Mrs. Welcome know the different things I've experienced and appreciate the fact that when you walk into the Mildred Boynton Center, her door is always open, and she is always there to hear any concerns, and provide assistance, as needed, for your child or personally for yourself, regardless of the reasons.

When Ms. Welcome asked me my goals, I explained to her that I needed to finish school, because I want to become a nurse and own my own home someday. Ms. Welcome was one of the first people that convinced me that I could do it! So that's just what I did! I applied myself for the sake of my children's future.

In conclusion, I am now a student at the College of Central Florida. My GPA is 3.0 and rising. I am expected to graduate as a Registered Nurse in December 2014. Because of the support of my FSA and the Head Start program, my future is a lot clearer. I can honestly say, I can see my way and will earn my degree.

Thank you Head Start!

*Tyeshia Swain*

Head Start Parent



## AMYA HELPS HER MOTHER!

Amya is a 4 year old enrolled in the Head Start program. Each day her mom brings her to school she would always hear her teachers ask her mom about the Blue Sheets. The Blue Sheet is utilized for parents to log and track educational activities they complete at home with their children to enhance their school readiness skills, which is also a way for the program to generate Non-Federal Share.

After working all day, Amya's mom would read books to her at home, but was always too tired to record the activities on the Blue Sheet. With Amya knowing how important it was for her mother to complete the Blue Sheets, she decided to take matters into her own hands to help her mother. Below are two Blue Sheets completed by Amya. Can you identify the title of the books her mother read to her? Also, surely you are impressed with how well Amya wrote her name and numbers.

Page 1 of 1  
Revised July 2011  
PE-04 School Readiness Skills Form

Parent/Guardian Signature: Amya

DATE	TITLE	HOURS
2	MAGICAL WORLD	
3	OF READING	
4	BARNERSINOUT	
5	TWINKLE LITLES	
6	CLIFFORD BIG D	
7	TEN LITTLE MONKS	
8	BILL COSBY KONG	
9	MOOSE CHASE	
10	ALL THE COLORS	
11	DOG GOB	
12	THE HELLO GOODBYE	
13	I CAN READ A BISCUIT	
14	GOOD NIGHT MOON	
15	ITSA HIT!	
16	IF YOU GIVE	
17	DONK DONK STAL	
18	THE LION KING	
19	LAKLA THE	
20	JUNGLE BOOK	
21		

PLEASE PRINT  
The below listed activities were completed by my child and me. The activities selected and the amount of time spent were suggested to me by the Head Start Staff and reflect Head Start goals. I am serving as a Head Start teacher in my home.

Child's Name: \_\_\_\_\_ Parent/Guardian: \_\_\_\_\_  
Classroom Number: \_\_\_\_\_ Month: \_\_\_\_\_ Year: \_\_\_\_\_

Childhood Development Services, Inc.  
Head Start/Early Head Start Program

Childhood Development Services, Inc.  
Head Start/Early Head Start Program

MONTHLY SCHOOL READINESS SKILLS

Child's Name: \_\_\_\_\_ Parent/Guardian: \_\_\_\_\_  
Classroom Number: Amya Month: \_\_\_\_\_ Year: \_\_\_\_\_

The below listed activities were completed by my child and me. The activities selected and the amount of time spent were suggested to me by the Head Start Staff and reflect Head Start goals. I am serving as a Head Start teacher in my home.

PLEASE PRINT

DATE	TITLE	HOURS
1	JUNGLE BOOK	
2	THE LION KING	
3	LION KING	
4	DONK DONK STAL	
5	ITSA HIT!	
6	GOOD NIGHT MOON	
7	BISCUIT I CAN READ	
8	MOUSE TRAP	
	IF YOU GIVE A MOUSE	
	A COOKIE	
	BILL COSBY KONG	
	ALL NIGHT	
	CLIFFORD TWINKLE	
	LITLES	
	BARNERSINOUT	
	PIANON	
	MAGICAL BAMB	
	THE HELLO GOODBYE	
	ALL THE COLORS	
	TOTALS	

Parent/Guardian Signature: \_\_\_\_\_

PE-04 School Readiness Skills Form  
Revised July 2011  
Page 1 of 1

## CHANAЕ JACKSON-BAKER'S STORY 10 YEARS AFTER HEAD START

"IF YOUR DREAMS DON'T SCARE YOU, THEY AREN'T BIG ENOUGH..." My name is Chanae Jackson-Baker, I am a mother of four that is currently employed as a Licensed Practical Nurse and an Office Manager at a Pediatric Occupational Therapy Office. I am also a fulltime student that will be graduating from Saint Leo University (majoring in Psychology) and will be seeking Master's degrees in Business (with a Concentration in Marketing) and Non-profit Management. Additionally, I am in the beginning phases of starting my own businesses. My goal is to start up and run an organization with a to positively impact our community by empowering every member of the family unit. From this desire, Momentous Occasions event planning company and ElevateUS, Inc was created. I have been an active member of the community as a counselor, mentor, advocate, consultant, spokes-person and friend for over 12 years. Positively impacting the lives of families is very important to me because I am a FORMER HEAD START PARENT.



When I enrolled my sons into Head Start, I did not know much about Head Start except that they would be in school during the day, which gave me freedom to focus on other things. However, Head Start was so much more. I was encouraged to participate in home visits, parenting classes, volunteer in the classroom, and develop and achieve some goals. I also

noticed that one of my children was exhibiting learning difficulties in school. The Head Start program worked with me to find resources to assist my son and transition him into the school system. I also began to follow the rules/suggestions out of obligation. I volunteered in the classroom, attended the parenting classes, went to the parent resource center, read to my children, did educational activities at home, etc. and soon discovered that I was happier and wanted to do and learn more. I also noticed that my children seemed happier and excelled more in school. It was at this time that I realized that Head Start was effecting multiple aspects of my life. That was also when I realized that I wanted more for my children.

Fast forward 10 years... My sons are now 13 and 14 years old, I have a nine year old daughter, an eight year old step-daughter, a four year old god-daughter, and a loving husband. My oldest son is an honors student who attends Westport High School with a focus on the MECCA Arts, Early College, and BioMedical magnet programs. My younger son was diagnosed with Sensory Processing Disorder, Auditory Processing Disorder, and Dyslexia; however, he is a very successful student who is working on grade level that achieves A's, B's, and C's and leads the normal life of a 13 year old. My daughters attend Meadowbrook Academy and also excel. I realized that the seed planted by Head Start is what empowered me to mature as a parent and a woman. I learned how to instill a desire to succeed in my children because someone helped me.

# ANNUAL REPORT 2012-2013

## Waldo Road Early Head Start Promoting School Readiness & Parent Engagement



# ANNUAL REPORT 2012-2013

(Actual)

## 2012-2013 Head Start/Early Head Start Revenue and Expenditures

### Revenue

Grant Award	Head Start	Early Head Start	Total
Federal Funds	\$ 7,754,941	\$ 5,503,481	\$ 13,258,422
<b>Revenue and Support</b>	<b>Head Start</b>	<b>Early Head Start</b>	<b>Total</b>
Federal Funds	\$ 7,754,941	\$ 5,503,481	\$ 13,258,422
* Other Income	\$ 446,170	\$ 179,202	\$ 625,372
<b>Total Revenue</b>	<b>\$ 8,201,111</b>	<b>\$ 5,682,683</b>	<b>\$ 13,883,794</b>

\* Other Income includes:

- In-Kind
- State of Florida
- Subsidized Child Care and Co-Pay
- United Way & Other Income

### Expenses

	Head Start	Early Head Start	Total
Wages and Benefits	\$ 4,364,077	\$ 3,704,213	\$ 8,068,290
Temporary Employees	\$ 16,260	\$ 17,418	\$ 33,678
Travel	\$ 78,627	\$ 22,343	\$ 100,970
Property & Equipment	\$ 144,636	\$ 48,934	\$ 193,570
Telephone and Internet	\$ 68,069	\$ 31,522	\$ 99,591
Supplies	\$ 230,872	\$ 158,724	\$ 389,596
Occupancy	\$ 603,055	\$ 295,439	\$ 898,494
Education/Training	\$ 81,217	\$ 48,744	\$ 129,961
Contacted Child Care	\$ 1,265,125	\$ 351,387	\$ 1,616,512
Other	\$ 325,138	\$ 146,938	\$ 472,076
Indirect Cost	\$ 803,351	\$ 701,143	\$ 1,504,494
In-Kind	\$ 220,684	\$ 155,878	\$ 376,562
<b>Total Expenses</b>	<b>\$ 8,201,111</b>	<b>\$ 5,682,683</b>	<b>\$ 13,883,794</b>

# ANNUAL REPORT 2012-2013

(Estimated)

## 2013-2014 Head Start/Early Head Start Revenue and Expenditures

### Revenue

Grant Award	Head Start	Early Head Start	Total
Federal Funds	\$ 7,715,575	\$ 5,202,974	\$ 13,172,744
<b>Revenue</b>	<b>Head Start</b>	<b>Early Head Start</b>	<b>Total</b>
Federal Funds	\$ 7,715,575	\$ 5,377,136	\$ 13,092,711
State of Florida	\$ 100,000	\$ —	\$ 100,000
In-Kind Revenue	\$ 1,928,894	\$ 1,344,284	\$ 3,273,178
Subsidized Child Care	\$ 20,000	\$ 15,000	\$ 35,000
Other Income	\$ 80,000	\$ —	\$ 80,000
<b>Total Revenue</b>	<b>\$ 9,844,469</b>	<b>\$ 6,736,420</b>	<b>\$ 16,580,889</b>

### Expenses

	Head Start	Early Head Start	Total
Wages and Benefits	\$ 4,289,972	\$ 3,214,710	\$ 7,504,682
Temporary Employees	\$ 25,000	\$ 17,450	\$ 42,450
Travel	\$ 50,510	\$ 60,006	\$ 110,516
Property & Equipment	\$ 259,350	\$ 76,820	\$ 336,170
Telephone and Internet	\$ 68,280	\$ 35,200	\$ 103,480
Supplies	\$ 278,213	\$ 182,451	\$ 460,664
Occupancy	\$ 433,240	\$ 207,530	\$ 640,770
Education/Training	\$ 75,433	\$ 141,035	\$ 216,468
Contacted Child Care	\$ 1,208,914	\$ 691,222	\$ 1,900,136
Other	\$ 439,998	\$ 176,136	\$ 616,134
Indirect Cost	\$ 786,665	\$ 589,576	\$ 1,376,241
In-Kind	\$ 1,928,894	\$ 1,344,284	\$ 3,273,178
<b>Total Expenses</b>	<b>\$ 9,844,469</b>	<b>\$ 6,736,420</b>	<b>\$ 16,580,889</b>

# ANNUAL REPORT 2012-2013

## CDS Statement of Financial Position (June 30, 2013)

	<b>2013</b>	<b>2012</b>
<b>ASSETS</b>		
Current Assets	\$ 2,510,719	\$ 2,655,283
Property and Equipment - Net	\$ 2,258,429	\$ 2,363,440
Property and Equipment - Temporary Restricted	\$ 3,540,548	\$ 3,645,184
Other Assets	\$ 13,845	\$ 15,725
<b>Total Assets</b>	<b>\$ 8,323,541</b>	<b>\$ 8,679,632</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$ 1,165,440	\$ 1,143,489
Long-Term Debt	\$ 332,103	\$ 420,788
<b>Total Liabilities</b>	<b>\$ 1,497,543</b>	<b>\$ 1,564,277</b>
Unrestricted	\$ 3,249,887	\$ 3,432,613
Temporarily Restricted - Operating, Property & Equipment	\$ 3,576,111	\$ 3,682,742
<b>Total Net Assets</b>	<b>\$ 6,825,998</b>	<b>\$ 7,115,355</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 8,323,541</b>	<b>\$ 8,679,632</b>
<b>STATEMENTS OF ACTIVITIES</b>		
<b>REVENUE AND SUPPORT</b>		
Head Start	\$ 7,754,941	\$ 7,601,882
Early Head Start	\$ 5,503,481	\$ 5,473,658
USDA	\$ 3,901,218	\$ 3,950,532
Teen Parent/Bldg Strong Families	\$ 41,974	\$ 49,188
State Mandated Training	\$ 116,435	\$ 113,145
In-Kind Contributions	\$ 391,749	\$ 546,671
Healthy Families	\$ 190,076	\$ 192,000
Healthy Start	\$ 240,459	\$ 163,420
Interest Income	\$ 10,160	\$ 5,487
Miscellaneous Income	\$ 416,117	\$ 397,334
Donations	\$ 88,223	\$ 23,820
<b>Total Revenue and Support</b>	<b>\$ 18,654,833</b>	<b>\$ 18,517,137</b>
<b>EXPENSES</b>		
Program Services		
Child Care	\$ 13,690,224	\$ 13,709,335
USDA	\$ 3,936,039	\$ 3,980,414
State Mandated Training	\$ 217,556	\$ 224,173
Other Programs	\$ 502,977	\$ 465,719
<b>Total Program Services</b>	<b>\$ 18,346,796</b>	<b>\$ 18,379,641</b>
General and Administrative—Unallocated	\$ 597,394	\$ 582,523
<b>Total Expenditures</b>	<b>\$ (18,944,190)</b>	<b>\$ (18,962,164)</b>
Change in Net Assets	\$ (289,357)	\$ (445,027)
Net Assets, Beginning of Year	\$ 7,115,355	\$ 7,560,382
<b>Net Assets, End of Year</b>	<b>\$ 6,825,998</b>	<b>\$ 7,115,355</b>

Contact CDS Finance Department for a full Audit Report.

Board of Directors  
Childhood Development Services, Inc.  
Ocala, Florida

### Report on the Financial Statements

We have audited the accompanying financial statements of Childhood Development Services, Inc. (the Corporation), a nonprofit organization, which comprise the statement of financial position as of June 30, 2013, and the related statement of activities, functional expenses, and cash flows for the year then ended and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Corporation as of June 30, 2013, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### Report on Summarized Comparative Information

We have previously audited the Corporation's 2012 financial statements, and our report dated September 20, 2012, expressed an unmodified opinion on those audit financial statements. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2012, is consistent, in all material respects, with the audited financial statements from which it has been derived.

*Purvis, Gray and Company, LLP*

October 9, 2013  
Ocala, Florida

**Childhood Development Services, Inc.**  
**1601 NE 25th Avenue, Suite 900**  
**Ocala, Florida 34470**  
**(352) 629-0055**  
**www.discovercdds.org**

## Early Head Start Centers

### Marion County

Skyark Center  
 1601 NE 25th Ave., Ste. 900  
 Ocala, FL 34470  
 352-629-0055

Mary's Family Child Care Home  
 200 Willow Rd.  
 Ocala, FL 34472  
 352-533-8612

ABC Children's Country Club  
 13160 SE CR 484  
 Belleview, FL 34420  
 352-245-4788

Thelma C. Griffith Center  
 1601 NE 25th Ave., Ste. 1000  
 Ocala, FL 34470  
 352-789-6323

Magical Moments Family Child Care Home  
 1652 NW 100th Ave.  
 Ocala, FL 34482  
 352-237-7624

### Citrus County

Hernando Center  
 2435 N. Florida Ave.  
 Hernando, FL 34442  
 352-860-1555

### Dixie, Levy, Gilchrist Counties

White Rose Nursery  
 21270 NE 40th St.  
 Williston, FL 32696  
 352-528-6060

Kids & Company  
 357 N. Main St.  
 Williston, FL 32696  
 352-528-4528

Bronson II  
 9051 NE Hwy 27 Alt  
 Bronson, FL 32621  
 352-486-1229

Clyatt House  
 3690 NW 120th St.  
 Chiefland, FL 326216  
 352-490-0871

Trenton Elem  
 1350 SW State Rd. 26  
 Trenton, FL 32693  
 352-463-9329

### Alachua County

Waldo Road  
 530 NE Waldo Rd.  
 Gainesville, FL 32641  
 352-672-6979

Prairie View  
 1700 SE 35th Ave.  
 Gainesville, FL 32641  
 352-377-3470

### Marion County

Boynton Center  
 17101 NW 10th St.  
 Ocala, FL 34475  
 352-368-6914

Reddick/Collier Elem  
 4595 W. Hwy 316  
 Reddick, FL 32686  
 352-591-5054

Future Stars Academy  
 5302 SW 110th St.  
 Belleview, FL 34420  
 352-347-3055

Belleview Playland  
 7300 SE CO Hwy C-25  
 Belleview, FL 34420  
 352-2245-0339

Fessenden Elem  
 4200 NW 89th Place  
 Ocala, FL 34482  
 352-402-9716

### Citrus County

Carter Street  
 2285 Carter St.  
 Inverness, FL 34453  
 352-344-9338

White Rose Nursery  
 21270 NE 40th St.  
 Williston, FL 32696  
 352-528-6060

Joyce Bullock Elem  
 130 SW 3rd Ave.  
 Williston, FL 32696  
 352-528-4280

Trenton Elem  
 1350 SW St Rd. 26  
 Trenton, FL 32693  
 352-463-9329

## Head Start Centers

### Marion County

Howard Academy  
 306 NW 7th Ave.  
 Ocala, FL 34475  
 352-629-6405

Ft. McCoy Elem  
 16160 NE Hwy 315  
 Ft. McCoy, FL 32134  
 352-671-6341

Future Stars Academy  
 1945 SW 31st Ave.  
 Ocala, FL 34474  
 352-237-7022

Kids Academy  
 2514 NE 12th Ct.  
 Ocala, FL 34470  
 352-622-3913

Koala-Tee  
 51640 S. Florida Ave.  
 Floral City, FL 34436  
 352-637-3933

Crystal River  
 639 NE 1st St.  
 Crystal River, FL 34429  
 352-795-2266

Kids & Company  
 357 N. Main St.  
 Williston, FL 32696  
 352-528-4528

Chiefland Elem  
 1205 NW 4th Ave.  
 Chiefland, FL 32626  
 352-493-0735

Clyatt House  
 3690 NW 120th St.  
 Chiefland, FL 32626  
 352-493-7304

### Marion County

Skyark Center  
 1601 NE 25th Ave., Ste. 900  
 Ocala, FL 34470  
 352-629-0055

New Beginnings  
 2746 NE 14th St.  
 Ocala, FL 34470  
 352-402-9200

Stanton/Weirsdale Elem  
 16700 SW 134th Terr.  
 Weirsdale, FL 32195  
 352-821-6826

ABC Children's Country Club  
 13160 SE CO Rd 484  
 Belleview, FL 34420  
 352-245-4788

