

# ANNUAL REPORT 2013–2014



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 49 year old nonprofit agency that strives to offer comprehensive high-quality services to children and supports families and staff towards 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. 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 • Healthy Families • Building Strong Families (a shelter for homeless moms with children under age five) • Teen Parent Program • Print Shop and LiveScan Finger Printing services.

The agency reflects integrity, honesty, fairness, and a professional image through strong community partnerships and collaboration while providing environments that foster school readiness through quality early childhood education 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.*

# ANNUAL REPORT 2013-2014

## TABLE OF CONTENTS

	Page
1. A Message From the Head Start/Early Head Start Director .....	4
2. Board of Directors & Policy Council .....	5
3. Head Start Program .....	6
4. Head Start/Early Head Start Services and Enrollment .....	7
Funded Enrollment.....	7
Cumulative Enrollment.....	7
Funded Enrollment Location .....	7
5. Head Start/Early Head Start Program Operation and Classrooms.....	7
Days and Hours of Operation.....	7
Classrooms.....	7
Head Start Classrooms .....	7
Early Head Start Classrooms.....	7
6. Eligibility .....	8
7. Attendance (Average Daily) .....	8
8. Sensory Screenings.....	8
9. Medical Home .....	8
10. Health Insurance.....	8
11. Dental Services.....	8
12. Physicals.....	8
13. Immunizations.....	8
14. Disabilities.....	8
15. Mental Health.....	8
16. Health Chronic Conditions .....	9
17. Body Mass Index (BMI).....	9
18. Child Outcomes—Preparing Children for Kindergarten.....	10
2013-2014 Developmental Scores .....	10
19. Parent Engagement—2013-2014 Volunteers .....	10
Classroom Assessment Scoring System (CLASS) .....	11
20. Most Recent Federal Review Results .....	12
21. Head Start Fairytale Characters.....	13
22. A Letter From Florida Governor Rick Scott .....	14
23. Skylark Head Start and Early Head Start—Promoting School Readiness Through Community Engagement .....	15
24. 2013-2014 Head Start/Early Head Start Revenue and Expenditures.....	16
25. 2014-2015 Head Start/Early Head Start Revenue and Expenditures.....	17
26. Audit Statement .....	18
27. Statement of Financial Position.....	19
28. List of Head Start/Early Head Start Centers, Partners and Supporters.....	Back Cover

# ANNUAL REPORT 2013-2014

## A Message From the Head Start/Early Head Start Director

Dear Parents, Families, Friends and Community Partners,

It is a pleasure to provide our 2013—2014 Head Start Program Annual Report.

Fiscal year 2013—2014 concludes my second year as the new Head Start/Early Head Start Director. My commitment to maintaining the highest standard of excellence 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 1,194 children, 797 HS and 397 EHS.

The enhancement of efforts to better meet the needs of our children and families continues. Training to strengthen skills and capacities remains ongoing, as the many evolving changes of Head Start are constant. The heightening of existing systems to implement requirements to meet new mandates and ensure school readiness for all HS/EHS children and successful outcomes for families is at the forefront of our target.

As I reflect on Fiscal Year 2013—2014 and all we have encountered, along with the 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 is our key to success! Unity generates the strong force needed to make a powerful difference to positively impact the future of our children.

Sincerely,

*Luzonia Waters*

Luzonia Waters

CDS Head Start/Early Head Start Director



# ANNUAL REPORT 2013-2014

## 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  
(Accounting and Fiscal Management)

### Members

Ivan F. Young

Jeannie Shipp

Michael Wilkerson

Jeff Feller

Sarah M. Greene

Merrit Sinclair Okoh

Linda Daymon

Nancy Young  
(Early Childhood Education)

Julie Williams



**Charles Hiatt**



**Curt Bromund**

## POLICY COUNCIL

### Officers

**President**.....Julie Williams

**Vice-President**.....Mary Baptiste

**Secretary**.....Sarah Yeager

Stacey Medrano

**Sargent at Arms**.....Nathaleen Maxwell

Nicole Taylor

Regina Jackson

Koko Frazie

Mary Smith



**Julie Williams**



**Mary Baptiste**

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

# ANNUAL REPORT 2013-2014

**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.

FIRE TRUCK VISIT FUN



# ANNUAL REPORT 2013-2014

## Head Start/Early Head Start Services and Enrollment

Childhood Development Services, Inc. operated 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		FUNDED ENROLLMENT LOCATION				Average Daily Enrollment
		COUNTY	HEAD START	EARLY HEAD START	TOTAL	
Head Start	797	ALACHUA	N/A	72	72	Head Start 797
Early Head Start (+Expectant Families)	397	CITRUS	100	40	140	
Total	1,194	DIXIE	20	24	44	
Cumulative Enrollment		GILCHRIST	19	8	27	
Head Start	924	LEVY	190	65	255	
Early Head Start	500	MARION	468	188	656	Early Head Start 397
EHS Expectant Families	5	TOTAL	797	397	1,194	
Total	1,429					

## 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 46 weeks. Regular classroom hours were 8:00 a.m. to 2:00 p.m., Monday–Friday. Extended-day services were offered where needed, which is currently in Marion County only. The extended-day classrooms operated for 11.5 hours, that is, from 6:30 a.m. to 6:00 p.m. at the CDS Skylark Center. The program also collaborated 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 were a total of 96 classrooms in the six counties, 45 were HS and 51 were EHS. Our program directly operated 23 Head Start classrooms and 22 were operated on contract with our partners in childcare centers. In EHS, we directly operated 40 classrooms while nine classrooms were in

CLASSROOMS	
HEAD START	45
EARLY HEAD START	51
TOTAL	96

centers owned and operated by our child care partners and two classrooms were located with our Family Child Care Homes partners. There were a total of 8 infants and toddlers being served by our Family Child Care Home partners.

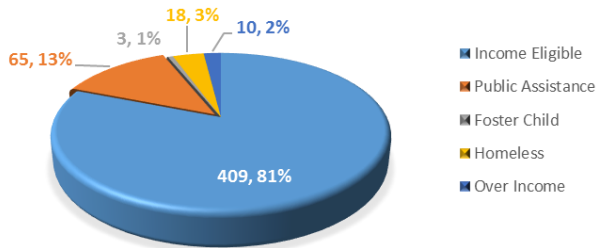
HEAD START CLASSROOMS				EARLY HEAD START CLASSROOMS				
COUNTY	DIRECTLY OPERATED	SUB-CONTRACTED PARTNERS	TOTAL	COUNTY	DIRECTLY OPERATED	SUB-CONTRACTED CENTERS	SUB-CONTRACTED FAMILY CHILD CARE HOMES	TOTAL
ALACHUA	N/A	N/A	N/A	ALACHUA	9	0	0	9
CITRUS	2	4	6	CITRUS	3	2	0	5
DIXIE	1	0	1	DIXIE	3	0	0	3
GILCHRIST	1	0	1	GILCHRIST	1	0	0	1
LEVY	4	6	10	LEVY	2	6	0	8
MARION	15	12	27	MARION	22	1	2	25
TOTAL	23	22	45	TOTAL	40	9	2	51



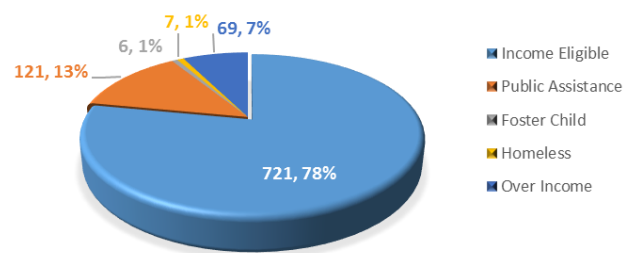
# ANNUAL REPORT 2013-2014

## Eligibility

### Early Head Start

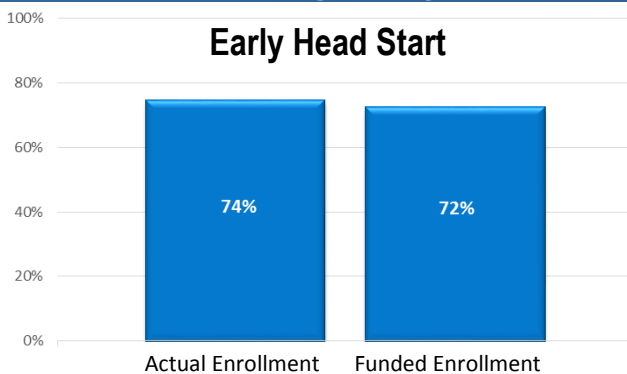


### Head Start

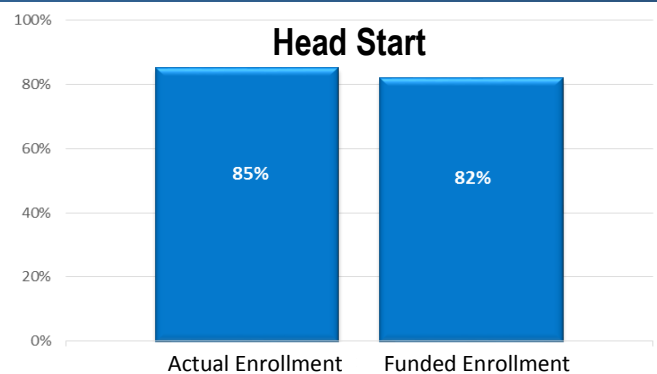


## Attendance (Average Daily)

### Early Head Start

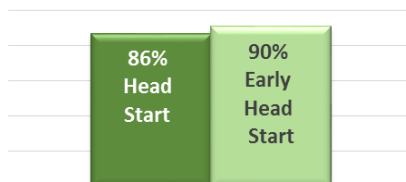


### Head Start



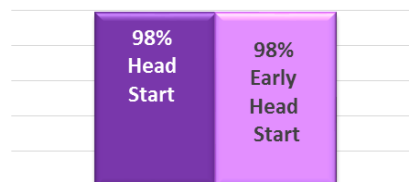
## Sensory Screenings

Children Completed  
45-Day Sensory Screenings



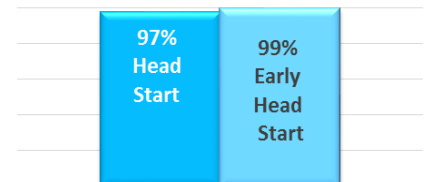
## Medical Home

Children Completed  
A Health Home



## Health Insurance

Children With  
Health Insurance

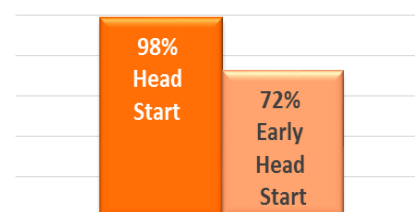


## Dental Service

- 802 (87%) Head Start (HS) and 428 (85%) Early Head Start (EHS) children received a dental exam.
- 276 HS children were diagnosed as needing follow up treatment.
- 120 (43%) of HS children received needed follow up treatment.
- 415 (45%) HS children had a dental home at enrollment, while 812 (88%) had a dental home at the end of enrollment.
- 119 (23%) EHS children had a dental home at enrollment, while 433 (86%) had a dental home at the end of enrollment.
- 2 (40%) of 5 pregnant women served received a professional dental exam and/or treatment.

## Physicals

Children With  
Up-To-Date Physicals

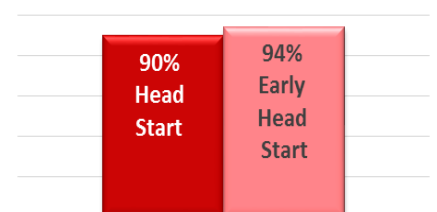


## Disabilities

- 96 (8%) of Head Start/Early Head Start children were diagnosed with a disability.

## Immunizations

Children With  
Up-To-Date Immunizations



## Mental Health

- 66 Head Start families were referred for outside services. 39 (59%) opted to and received services.
- 24 Early Head Start families were referred for outside services. 15 (63%) opted to and received services.



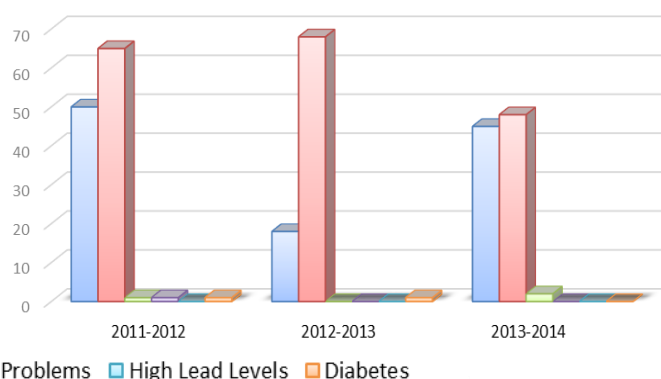
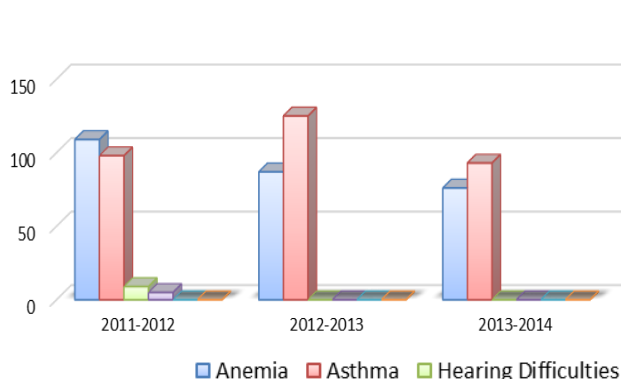
# ANNUAL REPORT 2013-2014

## Health Chronic Conditions

Asthma continues to be a growing concern in our Head Start and Early Head Start Program. This is also true in children 0-4 based on high emergency department visits and hospitalizations in the State of Florida. The number of Head Start and Early Head Start children diagnosed by a health professional who received medical treatment for the chronic health condition for the 2013-2014 and the last two previous years program years are listed in the below charts.

Head Start			
	2013-2014	2012-2013	2011-2012
Anemia	76	87	109
Asthma	93	125	98
Hearing Difficulties	0	0	9
Vision Problems	0	0	5
High Lead Levels	0	0	0
Diabetes	0	0	0

Early Head Start			
	2013-2014	2012-2013	2011-2012
Anemia	45	18	50
Asthma	48	68	65
Hearing Difficulties	2	0	1
Vision Problems	0	0	1
High Lead Levels	0	0	0
Diabetes	0	1	1



### In 2013—2014...

- ◆ 10.06% of Head Start children were diagnosed with asthma and 8.26% of Head Start children were diagnosed with anemia
- ◆ 9.50% of Early Head Start children were diagnosed with asthma, and 8.91% were diagnosed with anemia

## Body Mass Index (BMI)

Body Mass Index (BMI) is a number calculated from a child's weight and height. BMI is a reliable indicator of body fatness for most children and teens. BMI does not measure body fat directly, but research has shown that BMI correlates to direct measures of body fat. The CDC and the American Academy of Pediatrics (AAP) recommend the use of BMI to screen for overweight and obesity in children beginning at 2 years old. BMI is used as a screening tool in Head Start for obesity, overweight, healthy weight, or underweight. However, BMI is not a diagnostic tool. The chart below shows the Head Start children's BMI for 2013-2014.

### Body Mass Index for Head Start Children 2013-2014

	Number	Percent
Underweight (BMI less than 5 <sup>th</sup> percentile for child's age)	46	4.98%
Healthy weight/at or above 5 <sup>th</sup> percentile and below 85 <sup>th</sup> percentile for child's age and sex	729	78.90%
Overweight (BMI at or above 85 <sup>th</sup> percentile and below 95 <sup>th</sup> percentile for child's age and sex)	54	5.84%
Obese (BMI at or above 95 <sup>th</sup> percentile for child's age and sex)	95	10.28%

### In 2013—2014...

- ◆ 16.13% of Head Start children fell into the overweight or obese range on the BMI scale.

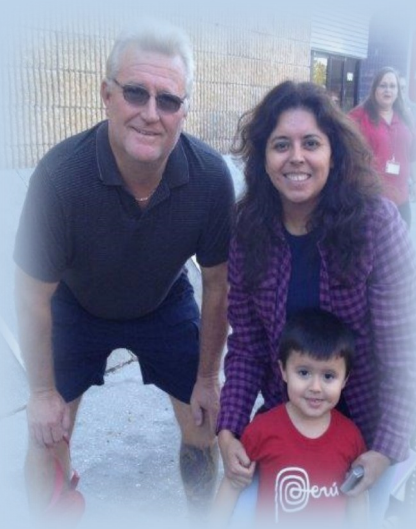
# ANNUAL REPORT 2013-2014

## Child Outcomes—School Readiness-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 2013—2014 Developmental Scores reflect those children eligible to enter kindergarten, which show gains of 75 points or higher on all 11 domains of the Galileo assessment tool.

### 2013-2014 Developmental Scores

Domain	Entry	Finish	Point Gain	Percentage Gain
Approaches to Learning	516	607	91	18%
Creative Arts	549	650	101	18%
Early Math	497	587	90	18%
English Language Acquisition	487	579	92	19%
Language	474	572	98	21%
Literacy	485	580	95	20%
Logic and Reasoning	545	626	81	15%
Nature and Science	478	570	92	19%
Physical Development & Health	483	558	75	16%
Social & Emotional Development	467	549	82	18%
Social Studies	515	592	77	15%



*A total of 371 Head Start children were projected to be entering kindergarten the following school year.*

## Parent Engagement

### Joyce Bullock Head Start Parent Committee Meeting



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 2013—2014 school year, there were a total of 124 Policy Council representatives from 96 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.

### 2013 –2014 Volunteers

Total Volunteers	2,197
Total Parent Volunteers	1,326

# ANNUAL REPORT 2013-2014

## 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 2013-2014 and 2012-2013 showing a continued increase.

### CLASS Observations Data

Date	Domain	Score
2013—2014 CLASS Scores Overall	Emotional Support	5.73
	Classroom Organization	4.97
	Instructional Support	3.73
2012—2013 CLASS Scores Overall	Emotional Support	3.79
	Classroom Organization	4.16
	Instructional Support	2.95

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
	Instructional Support	2.1719





## Most Recent Federal Review Results



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

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

**Help! Help! Help! Who are these people wearing the funny hats?**  
**Yes, they work for CDS Head Start!**





# ANNUAL REPORT 2013-2014

Can you identify the fairytale character of each Teacher and the Education Manager?







**RICK SCOTT**  
GOVERNOR

November 22, 2013

Dear Early Learning Provider:

Thank you for serving Florida families and helping to ensure our youngest students have the foundation they need to succeed when they enter kindergarten and beyond. Please allow me to take this opportunity to share good news with you regarding early learning in Florida.

Earlier this year, I signed legislation that restructures the state's early learning system. House Bill 7165 prioritizes early learning education by increasing accountability and transparency for early learning programs.

In addition, I am proud that the Florida Families First budget I signed this year provides more than \$1 billion for early learning, including an additional \$5 million – the *first* increased investment in Florida's children through early learning programs in 10 years. This is certainly great news for Florida families.

Early learning is important to Florida families because it supports both education and jobs. Thank you for your efforts to provide universal access to quality educational preparation, regardless of family income, to four-year-olds through Florida's free Voluntary Prekindergarten (VPK) Education Program. Thank you also for helping low-income families struggling to be part of the workforce by providing child care through the School Readiness Program.

Your efforts are helping make the Sunshine State the best place for Florida families to live, work, and play and for our children to get the education needed to pursue their dreams.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Scott".

Rick Scott  
Governor



# ANNUAL REPORT 2013-2014

Skylark Head Start and Early Head Start Fire Truck Visit  
Promoting School Readiness Through Community Engagement



# ANNUAL REPORT 2013-2014

(Actual)

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

### Revenue

Grant Award	Head Start	Early Head Start	Total
Federal Funds	\$ 7,268,110	\$ 4,926,281	\$ 12,194,391
<b>Revenue and Support</b>	<b>Head Start</b>	<b>Early Head Start</b>	<b>Total</b>
Federal Funds	\$ 7,268,110	\$ 4,926,281	\$ 12,194,391
* Other Income	\$ 634,892	\$ 214,487	\$ 849,379
<b>Total Revenue</b>	<b>\$ 7,903,002</b>	<b>\$ 5,140,768</b>	<b>\$ 13,043,770</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	\$ 4,184,195	\$ 3,151,775	\$ 7,335,970
Temporary Employees	\$ 2,610	\$ —	\$ 2,610
Travel	\$ 80,279	\$ 30,990	\$ 111,269
Property & Equipment	\$ 12,516	\$ 4,681	\$ 17,197
Telephone and Internet	\$ 68,112	\$ 28,980	\$ 97,092
Supplies	\$ 195,050	\$ 133,384	\$ 328,434
Occupancy	\$ 536,336	\$ 267,922	\$ 804,258
Education/Training	\$ 78,769	\$ 80,891	\$ 159,660
Contacted Child Care	\$ 1,238,898	\$ 518,759	\$ 1,757,657
Other	\$ 322,919	\$ 141,307	\$ 464,226
Indirect Cost	\$ 777,794	\$ 586,326	\$ 1,364,120
In-Kind	\$ 405,524	\$ 195,753	\$ 601,277
<b>Total Expenses</b>	<b>\$ 7,903,002</b>	<b>\$ 5,140,768</b>	<b>\$ 13,043,770</b>



# ANNUAL REPORT 2013-2014

(Estimated)

## 2014-2015 Head Start/Early Head Start Revenue and Expenditures

### Revenue

Grant Award		Head Start	Early Head Start	Total
Federal Funds	\$	8,129,974	\$ 5,855,769	\$ 13,985,743
<b>Revenue</b>				
Federal Funds	\$	8,129,974	\$ 5,855,769	\$ 13,985,743
State of Florida	\$	100,000	\$ —	\$ 100,000
In-Kind Revenue	\$	2,034,047	\$ 1,463,942	\$ 3,497,989
Subsidized Child Care	\$	18,000	\$ 15,000	\$ 33,000
Other Income	\$	80,000	\$ —	\$ 80,000
<b>Total Revenue</b>	<b>\$</b>	<b>10,362,021</b>	<b>\$ 7,334,711</b>	<b>\$ 17,696,732</b>

### Expenses

		Head Start	Early Head Start	Total
Wages and Benefits	\$	4,534,590	\$ 3,572,228	\$ 8,106,818
Temporary Employees	\$	1,457	\$ —	\$ 1,457
Travel	\$	32,144	\$ 43,699	\$ 110,516
Property & Equipment	\$	260,400	\$ 120,000	\$ 380,400
Telephone and Internet	\$	75,500	\$ 32,500	\$ 108,000
Supplies	\$	159,683	\$ 155,850	\$ 315,533
Occupancy	\$	466,240	\$ 239,886	\$ 706,126
Education/Training	\$	75,433	\$ 141,035	\$ 216,468
Contacted Child Care	\$	1,555,232	\$ 723,529	\$ 2,278,761
Other	\$	361,903	\$ 225,951	\$ 587,854
Indirect Cost	\$	837,536	\$ 659,790	\$ 1,497,326
In-Kind	\$	2,034,047	\$ 1,463,942	\$ 3,497,989
<b>Total Expenses</b>	<b>\$</b>	<b>10,362,021</b>	<b>\$ 7,334,711</b>	<b>\$ 17,696,732</b>

## 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, 2014, and the related statement of activities, functional expenses, and cash flows for the year then ended and the related notes to 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.

### Auditor's 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*, issues 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 auditors' 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 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, 2014, 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 State of America.

*Purvis, Gray and Company, LLP*

November 19, 2014  
Ocala, Florida

## 1. Summary of Audit Result

### I. Type of Audit Report Issued on Financial Statements

Unmodified Opinion

### II. Significant Deficiencies in Internal Control

The audit disclosed no significant deficiencies in internal control.

### III. Noncompliance Material to Audited Financial Statements

Audit disclosed no material instances of noncompliance.

### IV. Significant Deficiencies and/or Material Weaknesses in Internal Control Over Major Federal Programs

Audit disclosed no instances of significant deficiencies in internal control over major federal programs or significant deficiencies which were material weaknesses in internal control over major programs.

### V. Type of Audit Report Issued on Compliance with Requirements Applicable to Major Federal Programs

Unmodified Opinion

### VI. Audit Findings Relative to Major Federal Programs

The audit disclosed no findings required to be reported under Section .510(a) of OMB Circular A-133.

*Contact CDS Finance Department for a full Audit Report.*

# ANNUAL REPORT 2013-2014

## CDS Statement of Financial Position (June 30, 2014)

	2014	2013
<b>ASSETS</b>		
Current Assets	\$ 2,275,694	\$ 2,510,719
Property and Equipment - Net	\$ 2,222,886	\$ 2,258,429
Property and Equipment - Temporary Restricted	\$ 3,269,413	\$ 3,540,548
Other Assets	\$ 11,965	\$ 13,845
<b>Total Assets</b>	<b>\$ 7,779,958</b>	<b>\$ 8,323,541</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$ 1,153,822	\$ 1,165,440
Long-Term Debt	\$ 312,306	\$ 332,103
<b>Total Liabilities</b>	<b>\$ 1,466,128</b>	<b>\$ 1,497,543</b>
Unrestricted	\$ 3,006,107	\$ 3,249,887
Temporarily Restricted - Operating, Property & Equipment	\$ 3,307,723	\$ 3,576,111
<b>Total Net Assets</b>	<b>\$ 6,313,830</b>	<b>\$ 6,825,998</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 7,779,958</b>	<b>\$ 8,323,541</b>
<b>STATEMENTS OF ACTIVITIES</b>		
<b>REVENUE AND SUPPORT</b>		
Head Start	\$ 7,268,110	\$ 7,754,941
Early Head Start	\$ 4,926,281	\$ 5,503,481
USDA	\$ 3,648,120	\$ 3,901,218
Teen Parent/Bldg Strong Families	\$ 18,136	\$ 41,974
State Mandated Training	\$ 113,145	\$ 116,435
In-Kind Contributions	\$ 614,241	\$ 391,749
Healthy Families	\$ 312,800	\$ 190,076
Healthy Start	\$ 206,386	\$ 240,459
Interest Income	\$ 2,049	\$ 10,160
Miscellaneous Income	\$ 443,375	\$ 416,117
Donations	\$ 93,698	\$ 88,223
<b>Total Revenue and Support</b>	<b>\$ 17,646,341</b>	<b>\$ 18,654,833</b>
<b>EXPENSES</b>		
Program Services		
Child Care	\$ 13,026,573	\$ 13,690,224
USDA	\$ 3,682,631	\$ 3,936,039
State Mandated Training	\$ 208,922	\$ 217,556
Other Programs	\$ 644,379	\$ 502,977
<b>Total Program Services</b>	<b>\$ 17,562,505</b>	<b>\$ 18,346,796</b>
General and Administrative—Unallocated	\$ 596,004	\$ 597,394
<b>Total Expenditures</b>	<b>\$ (18,158,509)</b>	<b>\$ (18,944,190)</b>
Change in Net Assets	\$ (512,168)	\$ (289,357)
Net Assets, Beginning of Year	\$ 6,825,998	\$ 7,115,355
<b>Net Assets, End of Year</b>	<b>\$ 6,313,830</b>	<b>\$ 6,825,998</b>

Contact CDS Finance Department for a full Audit Report.

**Childhood Development Services, Inc.**  
**1601 NE 25th Avenue, Suite 900**  
**Ocala, Florida 34470**  
**(352) 629-0055**  
**[www.discovercds.org](http://www.discovercds.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 Bellevue, 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	Clyatt House 3690 NW 120th St. Chiefland, FL 326216 352-490-0871
Cross City 490 SW Hwy 351 Cross City, FL 32628 352-498-1603	Bronson II 9051 NE Hwy 27 Alt Bronson, FL 32621 352-486-1229	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

### 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	New Beginnings 2746 NE 14th St. Ocala, FL 34470 352-402-9200
Future Stars Academy 5302 SW 110th St. Bellevue, FL 34420 352-347-3055	Future Stars Academy 1945 SW 31st Ave. Ocala, FL 34474 352-237-7022
Bellevue Playland 7300 SE CO Hwy C-25 Bellevue, FL 34420 352-2245-0339	Kids Academy 2514 NE 12th Ct. Ocala, FL 34470 352-622-3913

### Citrus County

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

### 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	Chiefland Elem 1205 NW 4th Ave. Chiefland, FL 32626 352-493-0735
Joyce Bullock Elem 130 SW 3rd Street Williston, FL 32696 352-528-4280	Clyatt House 3690 NW 120th St. Chiefland, FL 32626 352-493-7304	Bronson I (Elem School) 400 Ishie Ave. CR 32 Bronson, FL 32621 352-486-0345
Trenton Elem 1350 SW St Rd. 26 Trenton, FL 32693 352-463-9329	Cross City 490 SW Hwy 351 Cross City, FL 32628 352-498-1603	Bronson II 9051 NE Hwy 27 Alt Bronson, FL 32621 352-486-1229

## Head Start Centers

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

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

Kids Academy 2514 NE 12th Ct. Ocala, FL 34470 352-622-3913	Fessenden Elem 4200NW 89th Place Ocala, FL 34482 352-402-9716	ABC Children's Country Club 13160 SE CO Rd 484 Bellevue, FL 34420 352-245-4788
---	--	---

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

