

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



"I am Moving, I am Learning"



2011-2012 Annual Report

Childhood Development Services, Inc.
1601 NE 25 Avenue, Suite 900
Ocala, Florida 34470
(352) 629-0055 • (800) 635-5437
www.discovercnds.org

**Serving Alachua, Citrus, Dixie, Gilchrist,
Levy and Marion Counties**

Childhood Development Services, Inc.
Head Start/Early Head Start Program
1601 NE 25 Avenue, Suite 900
Ocala, Florida 34470

IMPORTANT NOTE

This report is available for public review electronically at
www.discovercnds.org

If you wish to receive a printed copy, please call
(352) 629-0055 or 1-800-635-5437,
Extension 219





Childhood Development Services, Inc.

Vision

To Strengthen Families and Nurture Children

Mission

To continually improve the quality of life for children and families by partnering with the Community.



Head Start 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.

CDS STATEMENT OF FINANCIAL POSITION (JUNE 30, 2012)

ASSETS

Current Assets	\$ 2,655,283
Property and Equipment - Net	\$ 2,363,440
Property and Equipment - Temporary Restricted	\$ 3,645,184
Other Assets	\$ 15,725
Total Assets	\$ 8,679,632

LIABILITIES AND NET ASSETS

Current Liabilities	\$ 1,143,489
Long-Term Debt	\$ 420,788
Total Liabilities	\$ 1,564,277
Unrestricted	\$ 3,432,613
Temporarily Restricted - Operating, Property & Equipment	\$ 3,682,742
Total Liabilities and Net Assets	\$ 7,115,355

Total Liabilities and Net Assets	\$ 8,679,632
---	---------------------

STATEMENTS OF ACTIVITIES

REVENUE AND SUPPORT

Head Start	\$ 7,601,882
Early Head Start	\$ 5,473,658
USDA	\$ 3,950,532
Teen Parent & Kidcare/Healthy Family	\$ 55,188
State Mandated Training	\$ 113,145
In-Kind Contributions	\$ 546,671
Healthy Families	\$ 192,000
Healthy Start	\$ 163,420
Interest Income	\$ 5,487
Miscellaneous Income	\$ 391,334
Donations	\$ 23,820
Total Revenue and Support	\$ 18,517,137

EXPENSES

Program Services	
Child Care	\$ 13,709,335
USDA	\$ 3,980,414
State Mandated Training	\$ 224,173
Other Programs	\$ 465,719
Total Program Services	\$ 18,379,641
General and Administrative—Unallocated	\$ 582,523

Total Expenditures	(\$ 8,962,164)
---------------------------	-----------------------

Change in Net Assets	\$ (445,027)
Net Assets, Beginning of Year	\$ 7,560,382
Net Assets, End of Year	\$ 7,115,355

Contact CDS Finance Department for full Audit Report.



INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying statement of financial position of Childhood Development Services, Inc. (the Corporation), a nonprofit organization, as of and for the year ended June 30, 2012, and the related statement of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. 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 of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our 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, 2012, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The financial statements include certain prior year summarized comparative information. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Corporation's financial statements for the year ended June 30, 2011, from which the summarized information was derived.

In accordance with *Government Auditing Standards*, we have also issued our report dated September 20, 2012, on our consideration of the Corporation's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in conjunction with this report in considering the results of our audit.

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Purvis Gray and Company, LLP

September 20, 2012
 Ocala, Florida

CONTENTS

Page

A Message From the Director 4

Board of Directors & Policy Council 5

Head Start 6

Introduction: 2011-2012 Head Start/Early Head Start at CDS 6

Budgetary Expenditures 7

Enrollment 8

Attendance 8

Eligibility 8

Dental Services 9

Health Insurance 9

Health Home 9

Mental Health Services 9

Disabilities 9

Immunizations 9

Dental Services 9

Physicals 9

Parent Involvement 10

Child Outcomes—Preparing Children for Kindergarten 10

Office of Head Start On-Site Monitoring Review Report 11

2011-2012 Head Start/Early Head Start Financials 12

2012-2013 Head Start/Early Head Start Financials 13

Audit Statement..... 14

Statement of Financial Position 15

A Message From the Head Start Director

Dear Parents, Families, Friends and Community Partners,

It is a pleasure to provide our 2011—2012 Head Start Program Annual Report.

Fiscal year 2011—2012 brought about a big change. Mid-year, December 31, 2011, as Thelma C. Griffith decided to retire as the Head Start/Early Head Start (HS/EHS) Director, after twenty years of dedicated service, her exit was bittersweet. We are extremely grateful for all she accomplished during her twenty years with Childhood Development Services, Inc. (CDS) to make the Head Start Program one of the best in the nation. Thelma has been a wonderful steward of the program; she enhanced its strengths and expanded its reach. During her tenure at CDS, she successfully lead the program out of "high risk" to a National Head Start Program of Excellence, expanded the program from serving 654 Head Start children in Marion County to our current funded enrollment of 1,348 children (907 Head Start and 441 Early Head Start) in six counties (Alachua, Citrus, Dixie, Gilchrist, Levy and Marion).

Through Thelma's commitment to providing high quality early childhood education, she has been a compelling advocate for everything CDS represents. It has been an honor and a privilege to have had the opportunity to work with and learn so much from such an excellent leader throughout the Head Start Director Succession period. I personally thank Thelma for her support, guidance and for teaching me everything I currently know about Head Start. We sincerely wish her the best as she embarks upon her new pursuit of happiness...retirement.

As the new Head Start/Early Head Start Director, I am committed to maintaining the high standard of excellence set by Thelma. 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 successfully continue to enrich the lives of children and families participating in the HS/EHS Program.

Plans for reorganization of staff to better meet the needs of our children and families are already in progress. Training is being provided for management staff to strengthen their skills and capacities. Systems that were already in place are being heightened to fully implement requirements to meet new mandates and ensure school readiness for all HS/EHS children.

As I look back upon Fiscal Year 2011—2012, on behalf of CDS, I 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 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 families. Working together today, we can make a better tomorrow for our children—the future.

Sincerely,

Luzonia Waters

Luzonia Waters
CDS Head Start Program Director

(Estimated)

2012–2013 Head Start/Early Head Start Financials

Revenue

Grant Award	Head Start	Early Head Start	Total
Federal Funds	\$ 8,026,609	\$ 5,782,431	\$ 13,809,040
Expenditures	Head Start	Early Head Start	Total
Federal Funds	\$ 8,026,609	\$ 5,782,431	\$ 13,809,040
State of Florida	\$ 97,000	\$ —	\$ 97,000
In-Kind Revenue	\$ 2,006,653	\$ 1,445,608	\$ 3,452,261
Subsidized Child Care	\$ 10,000	\$ 17,700	\$ 27,700
Subsidized Co-Pay	\$ 6,000	\$ —	\$ 6,000
Other Income	\$ —	\$ —	\$ —
Total Revenue	\$ 10,146,262	\$ 7,245,739	\$ 17,392,001

Expenses

	Head Start	Early Head Start	Total
Wages	\$ 3,488,563	\$ 2,878,097	\$ 6,366,660
Fringe Benefits	\$ 976,798	\$ 831,106	\$ 1,807,904
Travel	\$ 50,922	\$ 61,607	\$ 112,529
Equipment	\$ 69,973	\$ 37,349	\$ 107,322
Supplies	\$ 129,601	\$ 85,578	\$ 215,179
Occupancy	\$ 426,240	\$ 199,851	\$ 626,091
Education/Training	\$ 75,433	\$ 141,035	\$ 216,468
Contacted Child Care	\$ 1,283,723	\$ 365,854	\$ 1,649,577
Other	\$ 745,283	\$ 486,415	\$ 1,231,698
Indirect Cost	\$ 893,073	\$ 713,239	\$ 1,606,312
In-Kind	\$ 2,006,653	\$ 1,445,608	\$ 3,452,261
Total Expenses	\$ 10,146,262	\$ 7,245,739	\$ 17,392,001

2011–2012 Head Start/Early Head Start Financials

Revenue

Grant Award	Head Start	Early Head Start	Total
Federal Funds	\$ 7,969,770	\$ 5,202,974	\$ 13,172,744
Expenditures	Head Start	Early Head Start	Total
Federal Funds	\$ 7,621,882	\$ 4,971,501	\$ 12,593,383
State of Florida	\$ 106,837	\$ —	\$ 106,837
In-Kind Revenue	\$ 866,497	\$ 423,350	\$ 1,289,847
Subsidized Child Care	\$ 18,303	\$ 11,632	\$ 29,935
Subsidized Co-Pay	\$ 5,536	\$ 6,514	\$ 12,050
Other Income	\$ <u>624</u>	\$ <u>111</u>	\$ <u>735</u>
Total Revenue	\$ 8,619,679	\$ 5,413,108	\$ 14,032,787

Expenses

	Head Start	Early Head Start	Total
Wages	\$ 3,436,717	\$ 2,577,766	\$ 6,014,483
Fringe Benefits	\$ 859,758	\$ 685,140	\$ 1,544,898
Travel	\$ 62,016	\$ 25,883	\$ 87,899
Equipment	\$ 119,750	\$ 42,710	\$ 162,460
Supplies	\$ 99,289	\$ 73,204	\$ 172,493
Occupancy	\$ 432,978	\$ 177,076	\$ 610,054
Education/Training	\$ 70,728	\$ 46,117	\$ 116,845
Contacted Child Care	\$ 1,297,061	\$ 415,263	\$ 1,712,324
Other	\$ 592,860	\$ 330,484	\$ 923,344
Indirect Cost	\$ 782,025	\$ 616,115	\$ 1,398,140
In-Kind	\$ <u>866,497</u>	\$ <u>423,350</u>	\$ <u>1,289,847</u>
Total Expenses	\$ 8,619,679	\$ 5,413,108	\$ 14,032,787

BOARD OF DIRECTORS

Officers

Chief Executive Officer.....Curt Bromund
President.....Charles Hiatt
Vice-President.....Jeremy Powers
Treasurer.....Rusty Branson
Secretary.....Adam Lombardo

Members

Ted Strawbridge
 R. James McCune, Jr.
 Ivan Young
 Jeannie Ship
 Linda Daymon
 Jeffery Stark

POLICY COUNCIL

Officers

President.....Jeffery Starke
Vice-President.....Scott Farrell
Secretary.....Tammy Ramsey
 Kenneth Davis
Sargent at Arms.....Quianna Cox
 Desiree Booth
 Lisa Campbell
 Alicia Persaud
Parent Ambassador.....Shameka Ausborn
Community Representative.....Nancy Young
 Gloria Simmons

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.”

The **HEAD START PROGRAM** is a federally funded community-based program that provides comprehensive child development services to economically disadvantaged pre-school children ages three to five and social services for their families, with a special focus on helping pre-schoolers 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. Parent involvement is highly emphasized and enormous support is offered for children with disabilities.

Introduction: 2011-2012 Head Start/Early Head Start at CDS

Childhood Development Services, Inc. (CDS) Head Start/Early Head Start (HS/EHS) program was funded to serve 1,348 children in Alachua, Citrus, Dixie, Gilchrist, Levy and Marion Counties during the 2011—2012 program year; 907 preschoolers (3 to 5 years of age) and 441 infants/toddlers (birth to 3 years of age). Included in that number were slots for 55 pregnant women.

Head Start/Early Head Start comprises a total of 104 classrooms located at 27 HS Centers and 15 EHS Centers, including two Family Child Care Homes. Included in those numbers are classrooms operated contractually by our child care partners. There were a total of 28 classrooms operated by our child care partners and a total of 76 directly operated by CDS in all six Counties.



ADMINISTRATION FOR CHILDREN AND FAMILIES
Office of Head Start
 8th Floor Portal Building
 1250 Maryland Avenue, SW
 Washington, DC 20024

To: Board Chairperson
 Mr. Charles Hiatt
 Board Chairperson
 Childhood Development Services, Inc.
 1601 NE 25th Ave.
 Ste. 900
 Ocala, FL 34470

From: Responsible HHS Official
 Ms. Yvette Sanchez Fuentes
 Director, Office of Head Start

[Signature] 1/26/10
 Date

Overview of Findings

From 11/15/2009 to 11/20/2009, the Administration for Children and Families (ACF) conducted an on-site monitoring review of the Childhood Development Services, Inc. Head Start and Early Head Start Programs. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Mr. Charles Hiatt, Board Chairperson, as legal notice to your agency of the results of the on-site program review.

Based on the information gathered during our review, it was determined that your Head Start and Early Head Start Programs are in compliance with all applicable Head Start Program Performance Standards, laws, regulations, and policy requirement. Accordingly, no corrective action is required at this time.

Since 2009 two new features were added as applicable to triennial and first year reports. First, if during the course of a review an area of noncompliance was identified and corrected on site, the report will include a narrative to describe the area of noncompliance and a narrative to describe the corrective action the grantee took to correct the finding. No further corrective action is necessary for an area of noncompliance reported as corrected on site.

Secondly, program strengths identified during the on site review will also be included in triennial and first year review reports.

Beginning in Fiscal Year 2010, if you are a grantee serving preschool age children in the center-based option, a sample of your preschool classrooms will be observed using the Classroom Assessment Scoring System (CLASS). This classroom observation instrument looks at the teacher/child interactions, as well as interactions between children. If you operate a center-based program for preschool age children, the results of CLASS will be included in your monitoring report as a separate attachment. The Office of Head Start encourages grantees to consider the CLASS results in planning ongoing efforts to improve classroom quality.

The ACF Regional Office will contact you soon to address any questions you may have about this report.

Distribution of the Head Start Review Report
 Copies of this report will be distributed to the following recipients:
 Ms. Marsh Lawrence, Regional Program Manager
 Ms. Shameka Ausborn, Policy Council Chairperson
 Mr. Curt. Bromund, CEO/Executive Director
 Ms. Thelma Griffith, Head Start Director

Overview Information
 Review Type: *Triennial*
 Organization: *Childhood Development Services, Inc.*
 Program Type: *HS/EHS*
 Team Leader: *Mr. Edward Young*
 Funded Enrollment HS: *907*
 Funded Enrollment EHS: *297*

[Contact the HS Program for full Report.](#)

Parent Involvement

Parents are fully involved in the activities of the program through the Head Start/Early Head Start Policy Council, the classroom Parent Committees and as volunteers for the program. During the 2011—2012 school year, there were a total of 152 Policy Council representatives from 104 classrooms serving on the Head Start/Early Start Policy Council. These members are selected from each classroom Parent Committee to represent them on the Head Start/Early Head Start Policy Council. 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. A reciprocal arrangement exists where the Board of Directors has a representative who sits on the HS Policy Council.

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



Volunteers

Total Volunteers	2,434
Total Parent Volunteers	1,490

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 2011—2012 Developmental Scores reflect those children eligible to enter kindergarten. A total of 415 Head Start children are projected to be entering kindergarten the following school year.

2011 – 2012 Developmental Scores

Domain	Entry	Finish	Gain	% Gain
Approached to Learning	506	593	87	17%
Creative Arts	546	639	93	17%
Early Math	495	572	77	16%
English Language Acquisition	492	552	60	12%
Language	450	556	106	24%
Literacy	468	559	91	19%
Logic and Reasoning	531	606	75	14%
Nature & Science	477	553	76	16%
Physical Development & Health	473	544	71	15%
Social & Emotional Development	461	528	67	15%
Social Studies	500	565	65	13%

At the end of the year:

- 81.89% of our Kindergarten ready children scored on the Advance Level of Approaches to Learning on our Galileo Assessment Tool.
- In the area of Language, 66.42% scored on the Advance Level.
- 66.45% of English Language Learners scored on the Advance Level in English Language Acquisition.

Our HS program operated for a total of one hundred and sixty-five (165) days during the past year while the EHS program operated an average of (185) days. Regular classroom hours are 8:00 a.m. to 2:30 p.m., Monday–Friday. However, there is an extended-day program, generally paid for with State dollars, for parents who qualify for the Early Learning Program (ELP) with a very limited number paid for by HS dollars. 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 ELP in Marion County to provide VPK classes in three classrooms for 53 four-year old children at our CDS Skylark and Boynton Centers.



Budgetary Expenditures

HS/EHS programs are federally funded, so the funds for program operations come directly from the Office of Head Start (OHS) located in Washington D.C. through the Federal Regional Office in Atlanta, GA. Total federal funds received for fiscal year 2011—2012, including the Training and Technical Assistance dollars was \$13,172,774.00.



Additional State funds from the Early Learning Program were awarded to us for extended-day services (hours before and after the regular Head Start hours). The total funds received from the Early Learning Coalition (ELC) of Marion County for those services was \$29,935.00 and a total of \$106,837.00 was also received from the ELC of Marion County for Voluntary Pre-Kindergarten (VPK) services for 53 children.

Total Head Start/Early Head Start budgetary expenditures for the period July 1, 2011 to June 30, 2012 was \$14,032,787.00. This total represents full-year disbursements for the Head Start/Early Head Start program service area (Alachua, Citrus, Dixie, Gilchrist, Levy and Marion counties). The proposed federal funding budget for all six (6) counties for the 2012-2013 program year, beginning July 1, 2012—June 30, 2013 for both HS/EHS is \$13,809,040.00.

Total funded enrollment is 1,348 and total HS/EHS staff is 306 (228 direct staff and 78 sub-contracted staff). This number excludes other staff that was Indirect CDS staff (agency staff that provides services to the HS program and is paid through the Indirect Cost pool).

Enrollment

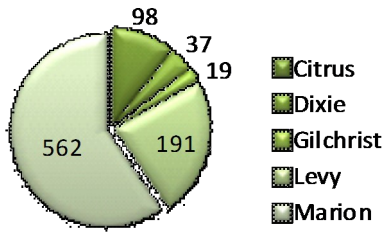
The Head Start/Early Head Start Program maintained full, funded enrollment during the 2011—2012 school year. Cumulatively, Head Start provided services for 1,119 children, 594 Early Head Start children and 67 Expectant Families (pregnant women).

Funded Enrollment 2011 - 2012

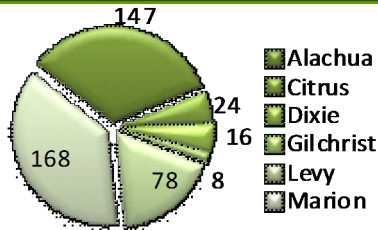
Program	Funded Enrollment
Head Start	907
Early Head Start	441
Total	1,348



Head Start Funded Enrollment Children Per County



Early Head Start Funded Enrollment Children Per County



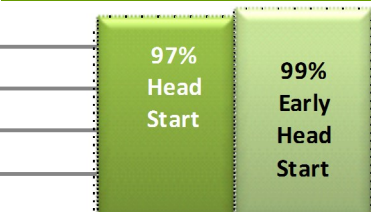
Attendance

The overall average daily attendance for the 2011—2012 school year was 96.4% for Head Start and 98.6% for Early Head Start.

Eligibility

During the 2011—2012 school year, 97% of Head Start and 99% of Early Head Start enrolled families were income eligible.

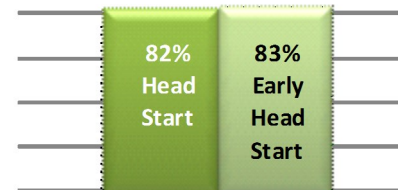
Income Eligible Families Served 2011- 2012



Dental Services

- 926 (96%) Head Start children received a dental exam. 283 (31%) failed their exam. 282 (99.64%) that failed received follow-up treatment.
- 36% of Head Start children had a dental home at enrollment, while 87% had a dental home at the end of enrollment.
- 9 pregnant women served received a professional dental exam and/or treatment.

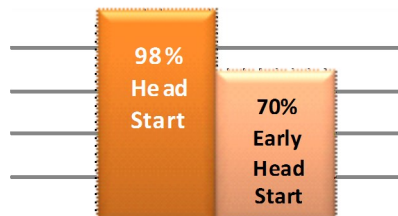
Children Completed 45 Day Sensory Screenings



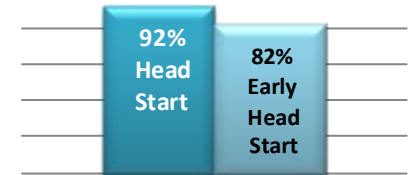
Disabilities

- 146 (10.83%) of Head Start children were diagnosed with a disability.
- Less than 1% of Early Head Start children were diagnosed with a disability.
- 66% of diagnosed disabilities were Speech/Language.

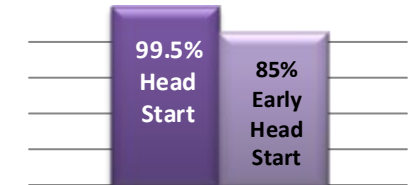
Children With Up-To-Date Physicals



Children With Health Insurance



Children With A Health Home



Mental Health Services

- 84 Head Start families were referred for outside services. 53 opted to and received services.
- 29 Early Head Start families were referred for outside services. 19 opted to and received services.

Children With Up-to-Date Immunizations

