

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.

TABLE OF CONTENTS

	Page
A Message From the Director.....	4
Board of Directors & Policy Council.....	5
Head Start Program	6
Head Start/Early Head Start Services and Enrollment	7
Funded Enrollment.....	7
Cumulative Enrollment	7
Funded Enrollment Location	7
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
Eligibility	8
Attendance (Average Daily)	8
Sensory Screenings	8
Medical Home	8
Health Insurance	8
Dental Services	8
Physicals	8
Immunizations	8
Disabilities	8
Mental Health	8
Child Outcomes—Preparing Children for Kindergarten	9
2012-2013 Developmental Scores	9
Parent Engagement	9
2012-2013 Volunteers	9
Most Recent Federal Review Results	10
Classroom Assessment Scoring System (CLASS).....	12
Tyeshia Swain’s Story—Thanks Head Start.....	12
Amya Helps Her Mother!	13
Chanae Jackson-Baker’s Story—10 Years After Head Start.....	14
Waldo Road Early Head Start—Promoting School Readiness & Parent Engagement.....	15
2012-2013 Head Start/Early Head Start Revenue and Expenditures	16
2013-2014 Head Start/Early Head Start Revenue and Expenditures	17
Statement of Financial Position	18
Audit Statement.....	19
List of Head Start/Early Head Start Centers, Partners and Supporters	Back Cover

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
(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)

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.

N
U
T
R
I
T
I
O
N
I
S
F
U
N



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)	441
Total	1,348

Cumulative Enrollment

Head Start	1,053
Early Head Start	573
EHS Expectant Families	63
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
TOTAL	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

HEAD START	51
EARLY HEAD START	53
TOTAL	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
TOTAL	30	21	51

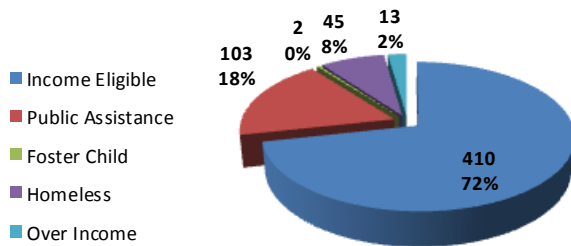
EARLY HEAD START CLASSROOMS

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
TOTAL	43	7	3	53

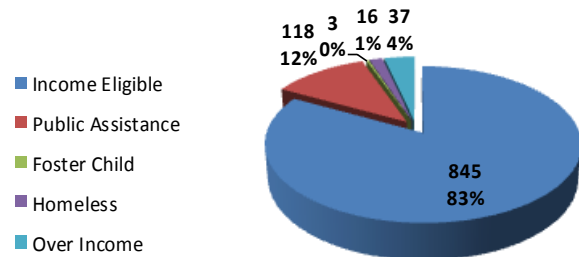
ANNUAL REPORT 2012-2013

Eligibility

Early Head Start

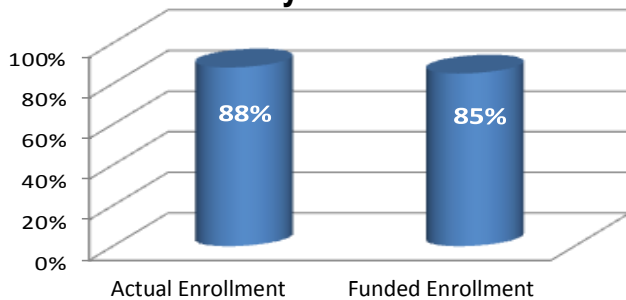


Head Start

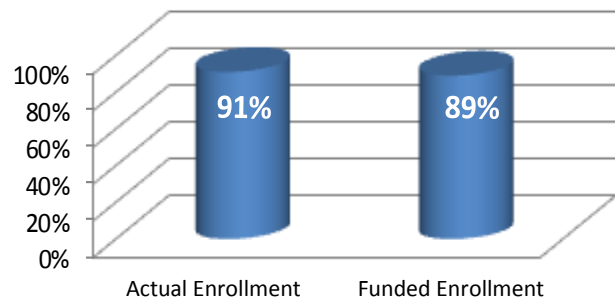


Attendance (Average Daily)

Early Head Start

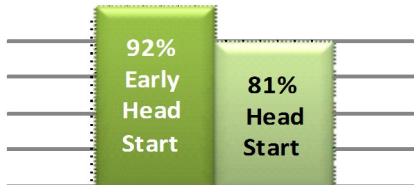


Head Start



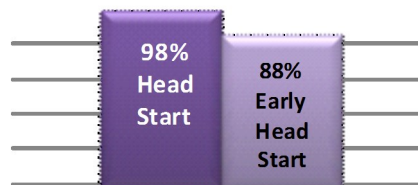
Sensory Screenings

Children Completed 45-Day Sensory Screenings



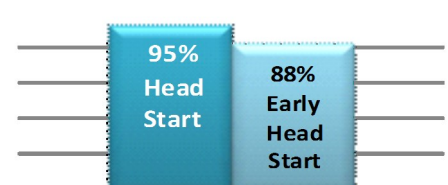
Medical Home

Children With A Health Home



Health Insurance

Children With Health Insurance

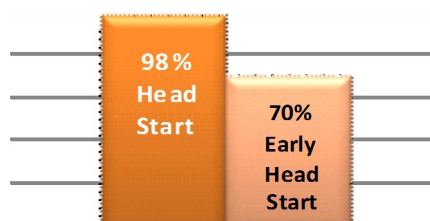


Dental Service

- 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

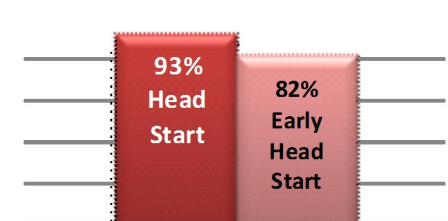


Disabilities

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

Immunizations

Children With Up-to-Date Immunizations



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.

ANNUAL REPORT 2012-2013

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

Total Volunteers	1,783
Total Parent Volunteers	1,213

ANNUAL REPORT 2012-2013

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

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)

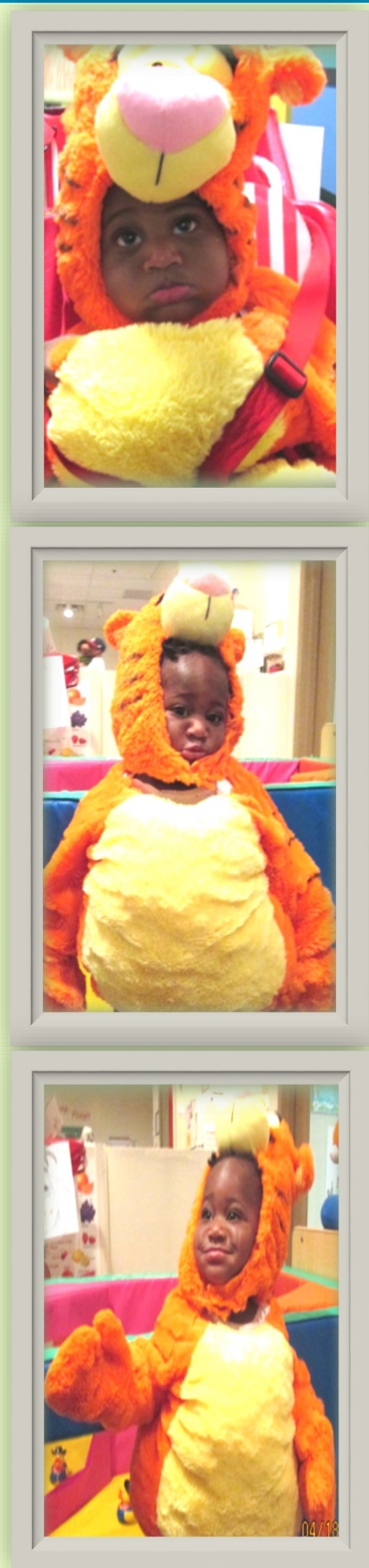
The **C**lassroom **A**ssessment **S**coring **S**ystem (CLASS) is an observational tool that provides a common lens and language focused on classroom interactions that boost student learning. Based on research from the University of Virginia's Curry School of Education, the CLASS tool aligned with professional 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	Emotional Support	5.8320
December 7, 2012	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

1	TOTALS
2	MAGICAL WORLD
3	OF READING
4	BARNERSINOUT
5	TWINKLE LITLES
6	CLIFFORD BIG
7	TEN LITTLE MONKEYS
8	BILLY GOAT ON A
9	MOOSEACHE
10	ALL THE COLORS
11	GOOD NIGHT
12	THE HELLO GOODBYE
13	I CAN READ A BISCUIT
14	GOOD NIGHT MOON
15	ITSA HIT
16	IF YOU GIVE
17	PONKA PONTAL
18	THE LION KING
19	LAKLA THE
20	JUNGLE BOOK
21	
HOURS	DATE

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.

Classroom Number: _____ Year: _____

Parent/Guardian: _____

Child's Name: _____

MONTHLY SCHOOL READINESS SKILLS

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	BOOK	
2	THE LION KING	
3	LION KING	
4	ADONIS TALEPONT	
5	ITSA HIT	
6	GOOD NIGHT MOON	
7	BISCUIT I CAN READ	
8	MY FIRST PAPER PLANE	
9	IF YOU GIVE A MOUSE	
10	A BOOK	
11	BILLY GOAT ON A	
12	ALL NIGHT	
13	CLIFFORD TWINKLE	
14	LITLES	
15	BARNERSINOUT	
16	PIANOW	
17	MAGICAL WORLD	
18	THE HELLO GOODBYE	
19	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, spokesperson 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
Revenue and Support	Head Start	Early Head Start	Total
Federal Funds	\$ 7,754,941	\$ 5,503,481	\$ 13,258,422
* Other Income	\$ 446,170	\$ 179,202	\$ 625,372
Total Revenue	\$ 8,201,111	\$ 5,682,683	\$ 13,883,794

* 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
Total Expenses	\$ 8,201,111	\$ 5,682,683	\$ 13,883,794

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
Revenue	Head Start	Early Head Start	Total
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
Total Revenue	\$ 9,844,469	\$ 6,736,420	\$ 16,580,889

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
Total Expenses	\$ 9,844,469	\$ 6,736,420	\$ 16,580,889

ANNUAL REPORT 2012-2013

CDS Statement of Financial Position (June 30, 2013)

	2013	2012
ASSETS		
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
Total Assets	\$ 8,323,541	\$ 8,679,632
LIABILITIES AND NET ASSETS		
Current Liabilities	\$ 1,165,440	\$ 1,143,489
Long-Term Debt	\$ 332,103	\$ 420,788
Total Liabilities	\$ 1,497,543	\$ 1,564,277
Unrestricted	\$ 3,249,887	\$ 3,432,613
Temporarily Restricted - Operating, Property & Equipment	\$ 3,576,111	\$ 3,682,742
Total Net Assets	\$ 6,825,998	\$ 7,115,355
Total Liabilities and Net Assets	\$ 8,323,541	\$ 8,679,632
STATEMENTS OF ACTIVITIES		
REVENUE AND SUPPORT		
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
Total Revenue and Support	\$ 18,654,833	\$ 18,517,137
EXPENSES		
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
Total Program Services	\$ 18,346,796	\$ 18,379,641
General and Administrative—Unallocated	\$ 597,394	\$ 582,523
Total Expenditures	\$ (18,944,190)	\$ (18,962,164)
Change in Net Assets	\$ (289,357)	\$ (445,027)
Net Assets, Beginning of Year	\$ 7,115,355	\$ 7,560,382
Net Assets, End of Year	\$ 6,825,998	\$ 7,115,355

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	Mary's Family Child Care Home
1601 NE 25th Ave., Ste. 900	200 Willow Rd.
Ocala, FL 34470	Ocala, FL 34472
352-629-0055	352-533-8612
ABC Children's Country Club	Thelma C. Griffith Center
13160 SE CR 484	1601 NE 25th Ave., Ste. 1000
Bellevue, FL 34420	Ocala, FL 34470
352-245-4788	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	Kids & Company	Clyatt House
21270 NE 40th St.	357 N. Main St.	3690 NW 120th St.
Williston, FL 32696	Williston, FL 32696	Chiefland, FL 326216
352-528-6060	352-528-4528	352-490-0871
Cross City	Bronson II	Trenton Elem
490 SW Hwy 351	9051 NE Hwy 27 Alt	1350 SW State Rd. 26
Cross City, FL 32628	Bronson, FL 32621	Trenton, FL 32693
352-498-1603	352-486-1229	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

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

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

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

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

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

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

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

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

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

Dixie, Levy, Gilchrist Counties

White Rose Nursery	Kids & Company
21270 NE 40th St.	357 N. Main St.
Williston, FL 32696	Williston, FL 32696
352-528-6060	352-528-4528
Joyce Bullock Elem	Chiefland Elem
130 SW 3rd Ave.	1205 NW 4th Ave.
Williston, FL 32696	Chiefland, FL 32626
352-528-4280	352-493-0735

White Rose Nursery	Bronson I (Elem School)
21270 NE 40th St.	400 Ishie Ave. CR 32
Williston, FL 32696	Bronson, FL 32621
352-528-6060	352-486-0345
Joyce Bullock Elem	Cross City
130 SW 3rd Ave.	490 SW Hwy 351
Williston, FL 32696	Cross City, FL 32628
352-528-4280	352-498-1603

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

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

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

