



# Head Start/Early Head Start 2010-2011 Annual Report



## Blazing New Frontiers!

**Childhood Development Services, Inc.**  
Head Start/Early Head Start Program  
1601 NE 25 Avenue, Suite 900  
Ocala, Florida 34470  
(352) 629-0055 • (800) 635-5437  
[www.discovercnds.org](http://www.discovercnds.org)

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



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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](http://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 and its overall goal is increasing social competence and school readiness abilities 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 family and culture. Parents are respected as the primary educators and nurturers of their children. To support the above overall goal, we are committed to:

- Establishing a safe, stimulating, and supportive environment of children, families, and staff.
- Promoting respectful, sensitive, and proactive approaches to diversity issues.
- Empowering families by sharing the responsibility of program governance.
- Promoting positive, culturally relevant health behaviors that enhance life-long well-being in children, families, and staff.
- Respecting the importance of all aspects of any individual's development, including social, emotional, cognitive, and physical growth.
- Fostering community partnerships so that staff, children and families are served accordingly.
- Developing a continuum of care, education, and service that allows stable, uninterrupted support to families and children during and after their Head Start experience.
- Treating each child and adult as an individual, while at the same time reinforcing a sense of belonging to the group.
- Striving for program excellence through establishing effective systems and focusing on staff training and development.

Taken from the Head Start Performance Standards

**CDS STATEMENT OF FINANCIAL POSITION (JUNE 30, 2011)**

<b>ASSETS</b>	
Current Assets	\$ 3,085,039
Property and Equipment - Net	\$ 2,481,502
Property and Equipment - Temporary Restricted	\$ 3,934,482
Other Assets	\$ 17,730
<b>Total Assets</b>	<b>\$ 9,518,753</b>
<b>LIABILITIES AND NET ASSETS</b>	
Current Liabilities	\$ 1,438,495
Long-Term Debt	\$ 519,876
<b>Total Liabilities</b>	<b>\$ 1,958,371</b>
Unrestricted	\$ 3,585,415
Temporarily Restricted - Operating, Property & Equipment	\$ 3,974,667
<b>Total Net Assets</b>	<b>\$ 7,560,382</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 9,518,753</b>
<b>STATEMENTS OF ACTIVITIES</b>	
<b>REVENUE AND SUPPORT</b>	
Head Start	\$ 8,140,909
Early Head Start	\$ 7,011,874
USDA	\$ 3,696,106
Teen Parent & Kidcare/Healthy Family	\$ 62,001
Kids Central, Inc. Programs	\$ 144,330
In-Kind Contributions	\$ 763,450
Healthy Families & State Training	\$ 309,282
Donations	\$ 12,734
Interest Income	\$ 9,149
Miscellaneous Income	\$ 539,486
Office of Early Learning Marion County	\$ 94,145
<b>Total Revenue and Support</b>	<b>\$ 20,783,466</b>
<b>EXPENSES</b>	
Program Services	
Child Care	\$ 14,851,042
USDA	\$ 3,717,808
State Mandated Training	\$ 224,800
Other Programs	\$ 416,666
<b>Total Program Services</b>	<b>\$ 19,210,316</b>
General and Administrative—Unallocated	\$ 517,447
<b>Total Expenditures</b>	<b>(\$ 19,727,763)</b>
Increase in Net Assets	\$ 1,055,703
Net Assets, Beginning of Year	\$ 6,504,679
<b>Net Assets, End of Year</b>	<b>\$ 7,560,382</b>

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, 2011, 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, 2011, 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, 2010, from which the summarized information was derived.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 27, 2011, 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  
 October 27, 2011  
 Ocala, Florida

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**A Message From the Head Start Director**

Dear Parents, Families, Friends and Community Partners,

We are pleased to provide our 2010-2011 Head Start Program Annual Report.

Fiscal Year (FY) 2010-2011 was a year filled with excitement, continued growth and change. November 10, 2010, the completion and ribbon cutting of the new Early Head Start Expansion (EHS) facility in Marion County occurred. The facility was named the Thelma C. Griffith Center and the Grand Opening was held February 11, 2011. It is absolutely beautiful!

Despite delays in completing the renovations of the EHS Expansion site in Alachua County, we have succeed, moved into the facility July 2011 and are now fully enrolled with wonderful educational experiences for the children progressing at a steady pace.

We credit our success to many, for the construction and renovation of two sites were not easy and we did not do this singlehandedly. First, we would like to take this time to acknowledge and commend the compassionate and devoted staff we have for their hard work and unwavering commitment. Second, we would like to express our appreciation to our parents, volunteers and community partners for their support and many contributions. Third, but absolutely not the least, we would like to thank our Board of Directors and Policy Council for their tenacity and charitable efforts put forth while making decisions and providing guidance. We thank you all for enriching the lives of the children and families served and the services provided by the Head Start/Early Head Start (HS/EHS) Program of Childhood Development Services, Inc. (CDS).

As we plunge forward in 2011-2012, our focus is on continuing to provide quality early learning experiences for all children participating in our HS/EHS program and to encourage parents to be fully involved and engaged in their child's educational experiences now and throughout their school years. We want parents' to understand their involvement during the early stages of their children educational process sets the path for them to have a brighter future. We will continue to provide quality services to help families achieve goals for their children and themselves.

We are also focused on building stronger partnerships, while establishing lasting relationships. Our goal is to collaborate with key individuals, programs and organizations in our HS/EHS communities to acquire support of our school readiness initiatives. We need your help ensuring everyone understands the importance of quality early education for young children and how it will pay off with their eagerness and readiness to learn in the future. Together we can make a lasting difference.

Sincerely,

*Thelma C. Griffith*

Thelma C. Griffith  
CDS Head Start Program Director



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 25<sup>th</sup> Ave.*  
*Ste. 900*  
*Ocala, FL 34470*

**From: Responsible HHS Official**

*Ms. Yvette Sanchez Fuentes*  
*Director, Office of Head Start*

*Y. Sanchez* 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:	<i>Triennial</i>
Organization:	<i>Childhood Development Services, Inc.</i>
Program Type:	<i>HS/EHS</i>
Team Leader:	<i>Mr. Edward Young</i>
Funded Enrollment HS:	<i>907</i>
Funded Enrollment EHS:	<i>297</i>

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

## 2010—2011 Head Start/Early Head Start Financials

### Revenue

Grant Award	Head Start	Early Head Start	Early Head Start Expansion	Total
Federal Funds	\$ 7,989,770	\$ 3,594,176	\$ —	\$ 11,583,946
ARRA Funds	\$ 166,943	\$ 48,725	\$ 3,371,974	\$ 3,587,642
<b>Total Federal Funds</b>	<b>\$ 8,156,713</b>	<b>\$ 3,642,901</b>	<b>\$ 3,371,974</b>	<b>\$ 15,171,588</b>

Expenditures	Head Start	Early Head Start	Early Head Start Expansion	Total
Federal Funds	\$ 7,989,770	\$ 3,587,076	\$ 2,204,983	\$ 13,781,829
State of Florida	\$ 97,936	\$ —	\$ —	\$ 97,936
In-Kind Revenue	\$ 1,246,725	\$ 415,734	\$ —	\$ 1,662,459
Subsidized Child Care	\$ 24,739	\$ 14,256	\$ —	\$ 38,995
Subsidized Co-Pay	\$ 6,439	\$ 3,943	\$ —	\$ 10,382
Other Income	\$ 21,464	\$ 400	\$ —	\$ 21,864
<b>Total Revenue</b>	<b>\$ 9,387,073</b>	<b>\$ 4,021,409</b>	<b>\$ 2,204,983</b>	<b>\$ 15,613,465</b>

### Expenses

	Head Start	Early Head Start	Early Head Start Expansion	Total
Wages	\$ 3,517,963	\$ 1,761,926	\$ 1,309,250	\$ 6,589,139
Fringe Benefits	\$ 923,500	\$ 481,951	\$ 316,266	\$ 1,721,717
Travel	\$ 54,561	\$ 7,063	\$ 8,341	\$ 69,965
Equipment	\$ 77,615	\$ 41,587	\$ 53,090	\$ 172,292
Supplies	\$ 147,024	\$ 49,437	\$ 44,441	\$ 240,902
Occupancy	\$ 438,865	\$ 168,301	\$ 12,477	\$ 619,643
Education/Training	\$ 103,000	\$ 64,156	\$ 54,734	\$ 221,890
Contracted Child Care	\$ 1,304,741	\$ 408,068	\$ —	\$ 1,712,809
Other	\$ 706,310	\$ 186,596	\$ 149,353	\$ 1,042,259
Indirect Cost	\$ 866,769	\$ 436,590	\$ 257,031	\$ 1,560,390
In-Kind	\$ 1,246,725	\$ 415,734	\$ —	\$ 1,662,459
<b>Total Expenses</b>	<b>\$ 9,387,073</b>	<b>\$ 4,021,409</b>	<b>\$ 2,204,983</b>	<b>\$ 15,613,465</b>

## 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  
 Ivan Young  
 Jeannie Ship  
 Steven Oliva  
 Michael Wilkinson  
 Linda Daymon  
 Addam Miller

## POLICY COUNCIL

### Officers

**President**.....Addam Miller  
**Vice-President**.....Nicole Pitts  
**Secretary**.....Edwina Weems  
 Zanita Williams  
 Tiffany Nickolls  
**Sargent at Arms**.....Rachel Sanchez  
 Samantha Reeves  
 Regina Miller

**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 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. Parent involvement is highly emphasized and enormous support is offered for children with disabilities.



## 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 2010—2011, including the Training and Technical Assistance dollars for HS/EHS and EHS Expansion, was \$15,171,588.00.

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 were \$24,739.00 and a total of \$97,936.00 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, 2010 to June 30, 2011, including EHS Expansion from October 1, 2010 to September 29, 2011, was \$15,613,465.00. This total represents full-year disbursements for the Head Start/Early Head Start program service area (Alachua, Citrus, Dixie, Gilchrist, Levy and Marion Counties) and funds (October 1, 2010—September 29, 2011) for EHS Expansion services in Alachua and Marion Counties.

The proposed total budget for all six (6) Counties for the 2011-2012 program year, beginning July 1, 2011—June 30, 2012 for both HS/EHS and the continuation/merging of EHS Expansion from July 1, 2011—September 29, 2012 is \$13,763,364.00.

Total funded enrollment is 1,348 and total direct HS staff is 339. This number excludes other staff that is Indirect CDS staff (agency staff that provides services to the HS program and is paid through the Indirect Cost pool).

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 2010—2011 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. This group of members forms the Head Start/Early Head Start Policy Council and 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 center or family child care home. We had a total of 2,434 volunteers during the 2010—2011 fiscal year. Total parent volunteers were 1,529.



Volunteers

Total Volunteers	2,434
Total Parent Volunteers	1,529

Preparing Children for Kindergarten

Our program has a contract with the Early Learning Coalition of Marion County to provide Voluntary Pre-Kindergarten (VPK) services to 53 children, 36 at our Skylark facility and 17 at the Mildred Boynton site. In addition, we use the Galileo Assessment tool in the program for our three and four year olds. The skills identified in this tool are aligned with the State VPK Standards, so even the four year old children who are not in a specific VPK classroom are also being prepared using that assessment.

As children prepare for the transition to kindergarten, included in their files are copies of their Individual Observation Record (IOR) booklet and any other assessment completed so that the receiving teacher is aware of the acquired skills for their children.

The program also has a Transition Plan for four (4) year old children which is implemented at least six (6) months prior to the children leaving for kindergarten. Other activities associated with the transition process (including visits to the kindergarten classroom) are also conducted prior to the end of the year before the child leaves for the new environment in the public school system. A total of 417 HS children are projected to be entering kindergarten in the following school year.

Introduction: 2010-2011 Head Start/Early Head Start at CDS

Childhood Development Services, Inc. (CDS) Head Start/Early Head Start (HS/EHS) program, including the continuation of EHS Expansion, was funded to serve 1,348 children in Alachua, Citrus, Dixie, Gilchrist, Levy and Marion Counties during the 2010—2011 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.

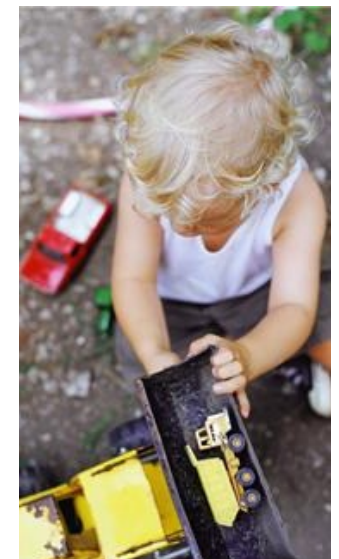
November 10, 2010, the completion and ribbon cutting of the new Thelma C. Griffith Center in Marion County occurred, while the renovation of the EHS Expansion facility in Alachua County continued. Both facilities are funded through the American Recovery and Reinvestment Act (ARRA) for the expansion of EHS services. The Grand Opening of the Thelma C. Griffith Center was February 11, 2011.



A total of 105 classrooms located at 27 HS Centers and 15 EHS Centers, including four Family Child Care Homes. Included in those numbers are classrooms operated contractually by our child care partners. There were a total of 29 classrooms operated by our child care partners and a total of 76 directly operated by CDS in all six Counties.

HS/EHS fiscal year is July – June 30 and EHS Expansion fiscal year is October 1 – September 30. Our HS program operated for a total of 175 days during the past year while the EHS program operated 205 days.

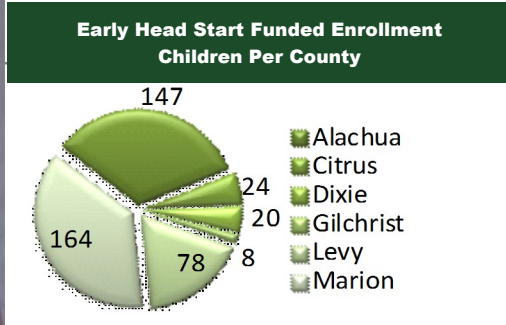
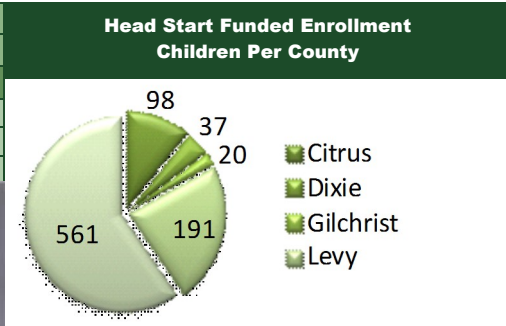
Regular classroom hours are 8:00 a.m. to 2:30 p.m., Monday–Thursday and 8:00 a.m. to 12:00 p.m. on Friday. However, there is an extended-day program, generally paid for with State dollars, for parents who qualify for the Early Learning Program (ELP) with a very limited number paid for by HS dollars. 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.



## Enrollment

The Head Start/Early Head Start Program maintained full, funded enrollment during the 2010—2011 school year. Accumulatively, Head Start provided services for 1,111 children, 589 Early Head Start children and 67 Expectant Families (pregnant women).

Funded Enrollment 2010 - 2011	
Program	Funded Enrollment
Head Start	907
Early Head Start	441
<b>Total</b>	<b>1,348</b>

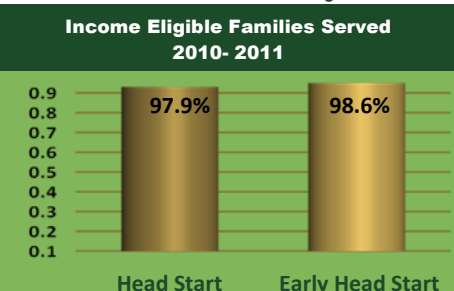


## Attendance

The overall average daily attendance for the 2010—2011 school year was 98.7% for Head Start and 98% for Early Head Start.

## Eligibility

During the 2010—2011 school year, 97.9% of Head Start and 98.6% of Early Head Start enrolled families were income eligible.



## Dental Services

- 865 (78%) Head Start children received a dental exam. 280 (32%) failed their exam. 224 (80%) that failed received follow-up treatment. Parents did not keep appointments for others needing follow up care.
- 68% of Head Start children had a dental home at enrollment, while 89.6% had a dental home at the end of enrollment.



- 19 pregnant women served received a professional dental exam and/or treatment.

## Health Insurance

- 1,612 (96.8%) Head Start and Early Head Start children with Health Insurance at enrollment and 1,614 (96.9%) with health insurance at the end of enrollment.

## Immunizations

- 1,092 (96%) of Head Start children's immunizations were up-to-date.
- 555 (94%) of Early Head Start children's immunizations were up-to-date.

## Disabilities

- 126 (10.53%) of Head Start children were diagnosed with a disability.
- Less than 1% of Early Head Start children are diagnosed with a disability.
- The majority of diagnosed disabilities are Speech/Language.

## Mental Health Services

- 97 Head Start families were referred for outside services. 86 opted to and received services.
- 27 Early Head Start families were referred for outside services. 21 opted to and received services.

