



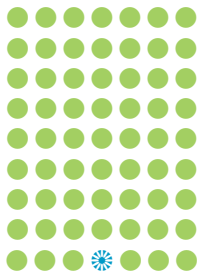
# THE PATH OF EXCELLENCE

ANNUAL REPORT 2010-11 SCHOOL YEAR



Family Development Services

— A Head Start Organization —



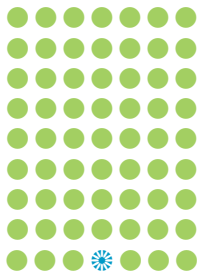
## OUR MISSION

The mission of Family Development Services, a Head Start organization, is to improve the lives of low-income children by providing quality early childhood education and comprehensive, family focused child development services.

## OUR ORGANIZATIONAL VALUES

In the spirit of excellence, we are committed to:

1. **CHILDREN:** Providing comprehensive, quality, early childhood education in a creative and nurturing environment that will enhance the growth, development and well-being of young children for success in school and life.
2. **FAMILIES:** Promoting an environment that supports our diverse families to assist them in achieving their goals and honor them as their child's first and most important teacher.
3. **STAFF:** Recognizing and respecting our staff as well-trained professionals and the key element in providing quality services.
4. **PROFESSIONALISM:** Pursuing life-long educational opportunities and performing each of our jobs to the highest level with pride and dignity.
5. **SERVICE:** Going beyond requirements by dedicating our efforts, our resources and ourselves to offer comprehensive and creative solutions with enthusiasm and unyielding determination.
6. **PARTNERSHIPS:** Engaging in mutually beneficial collaborations with the families and communities we serve to create positive outcomes.
7. **NURTURING:** Providing a caring, safe and inviting environment that promotes and cultivates creativity, imagination, positive self-esteem and a love of learning.
8. **RESPECT:** Embracing diverse backgrounds, cultures, and abilities in our actions, words, work and relationships.



## HEADING IN THE RIGHT DIRECTION

At Family Development Services (FDS), the path of excellence repeatedly passes many signs. And on them you'll see words such as "children," "families," "professionalism," "service," "nurturing," and "respect."

These signs are more than just basic road markers for our 400 staff members throughout Marion and Hamilton counties. They are the organizational values that drive us each day to meet FDS' mission of improving the lives of low-income children by providing early childhood education and comprehensive, family focused child development services.

Following this path is not an easy journey. It calls for commitment. It requires passion. And it demands a keen sense of vision that cannot be distracted by obstacles along the way.

Once again, the FDS team renewed its commitment to pursuing the path of excellence and delivering upon our organizational values during the 2010- 11 school year. Among other accomplishments:

- > Learning outcomes for our children continued to show vast improvements throughout the year
- > We completed the Southeast Center facility expansion
- > Our Hamilton County center relocated to a new and better equipped school
- > We opened additional Head Start and Early Head Start classrooms at three of our centers
- > We made solid progress toward our goal of having every FDS center accredited by the National Association for the Education of Young Children by 2013, with eight of our centers either achieving or maintaining their accreditation
- > Four of our centers achieved the highest Paths to Quality rating from the State of Indiana

Significantly, we attained all of these milestones while also demonstrating our operational and managerial excellence to federal government reviewers who conducted an intensive triennial compliance review of our organization.

Indeed, it was a highly active and successful year for FDS – one that we are proud to share with you in this Annual Report.

Because the school year starts anew every August with a fresh group of children eager to explore the wonders of education, we recognize our path of excellence is one that will never truly be completed. But given the educational, managerial and operational results we've demonstrated in recent years, we are supremely confident we are heading in the right direction with our mission, vision, values and extraordinary support from individuals and businesses throughout Central Indiana.

Thank you for your confidence in Family Development Services and for encouraging us to never veer off this chosen path of excellence.

Diane Baker  
*Executive Director*

Kevin M. Gartenhaus  
*President, Board of Directors*

## CRITICAL ACCOMPLISHMENTS

Accomplishments—big and small—are part of our professional lives at Family Development Services. Each school day, we are privileged to guide the educational, social and emotional development of more than 2,000 children and pregnant women enrolled in our programs. The satisfaction our team derives from participating in these accomplishments is motivation enough for pursuing the FDS path of excellence.

Beyond these daily milestones, FDS also accomplished many other significant achievements during the 2010–11 school year. Notably in October, we successfully completed our triennial federal review, an intensive week-long analysis by ten federal government reviewers who visited our facilities and examined every aspect of our operations, including classrooms, fiscal policies and results, health/nutrition/safety programming and the transportation system.

We also relocated our Hamilton County Head Start and Early Head Start Center to Westfield from Noblesville. After 16 years in the Noblesville facility, our center moved during the summer of 2010 to a wing of Monon Trail Elementary School in the Westfield Washington Schools District. Our new Hamilton County home offers more classrooms, a larger playground and a cafeteria which we share with Monon Trail students.

We are also pleased to report during the 2010-11 school year that:

- > The Southeast Center added five Head Start classrooms
- > Five Early Head Start classrooms were each added at the Southeast and Hamilton County centers
- > Four Early Head Start classrooms were added to a new center located within the Metropolitan School District of Decatur Township
- > The following centers either achieved or maintained National Association for the Education of Young Children accreditation: C.A.F.E., Crooked Creek, Goodwin, Hamilton County, St. Peter, Service Center #2, Southeast and Southwest
- > The following centers achieved the highest Paths to Quality rating, the State of Indiana's early child care and education quality rating system: C.A.F.E., Hamilton County, St. Peter and Southwest
- > Twenty one FDS staff members attended Child Development Associate classes in order to expand and improve their teaching credentials



## BY THE NUMBERS: KEY STATISTICS

### PHYSICAL EXAMS

*(percentage of children served who received exams)*

**HEAD START: 97%**

**EARLY HEAD START: 95%**

*(of children receiving center-based services)*

### DENTAL EXAMS

*(percentage of children served who received exams)*

**HEAD START: 89%**

**EARLY HEAD START: 94%**

*(toddlers only)*

### AVERAGE MONTHLY FUNDED ENROLLMENT

**HEAD START:**

**2,031 CHILDREN (100%)**

**EARLY HEAD START:**

**128 INFANTS AND TODDLERS,**

**14 PREGNANT WOMEN (100%)**

### NUTRITION

*The federal USDA food program provides financial assistance to enable FDS to provide healthy and nutritious meals and snacks to all children served.*

**MEALS SERVED: 467,923**

**SNACKS SERVED: 250,057**

### PERCENTAGE OF ELIGIBLE CHILDREN SERVED

*The needs in our community are great. During the past school year, Family Development Services served a total of 2,668 program participants (2,432 Head Start children, 220 Early Head Start children and 16 pregnant women).*

### FEDERAL REVIEW

*Each Head Start program in the United States is reviewed by the federal government every three years. This detailed compliance review ensures federal funds are being spent appropriately and that services are provided per regulations and federal law.*

*Family Development Services had its federal review in October 2010, resulting in the need for one correction related to contract procedures. The review team noted several strengths of our programs, including our Adopt-A-Center initiative that involves FDS board members "adopting" a center to learn more about its programs and engage with the center's children and staff*



## AGENCY'S EFFORTS TO PREPARE CHILDREN FOR KINDERGARTEN

Family Development Services provides children with many experiences to ensure they are prepared for kindergarten, including:

- > Individual goals are set for children based on assessment screenings; activities are then planned to help each child meet their individual goals.
- > Children participate in project studies where they learn to hypothesize, collaborate, socialize and analyze topics of interest.
- > Children's language skills are developed through books, music, print and conversations.
- > Children participate in literacy, math and science activities.
- > Children learn to hear and work with individual sounds in spoken language via conversations and book reading.
- > Home/School Connection activities encourage parent involvement and extend educational activities from school that takes place at home with the child and their parent.
- > Children participate in various creative art activities such as mosaics, drama, puppetry, creative dance and movement.
- > Children learn decision making skills by choosing activities they want to participate in during learning centers.
- > Children participate in small- and gross-motor development activities such as writing, drawing, running, climbing, dancing, jumping and building.
- > Children learn to problem solve and negotiate.





# LEARNING OUTCOMES

The Teaching Strategies GOLD assessment tool is based on a progressive rating scale beginning with “Not Yet” and ending with Level Nine. This assessment tool is designed for children from birth to age 6. Progressions of development and learning include indicators and examples tied to chronological ages.

This chart shows the percentage changes in scores of all 3, 4 and 5 year olds enrolled at our centers from Fall 2010 to Spring 2011 for Head Start’s Legislatively Mandated Indicators.

OUTCOME	PERCENTAGE CHANGE
> Understands an increasingly complex and varied vocabulary; ..... develops increasing abilities to understand and use language to communicate information, experiences, ideas, feelings, opinions, needs, questions and for other varied purposes	26%
> For non-English-speaking children, progresses in listening to ..... and understanding English	28%
> Uses an increasingly complex and varied spoken vocabulary .....	24%
> For non-English-speaking children, progresses in speaking ..... English	101%
> Phonological Awareness .....	51%
> Associates sounds with written words, such as awareness ..... that different words begin with the same sound	35%
> Book Knowledge and Appreciation .....	34%
> Print awareness and concepts; recognizes a word as a ..... unit of print, or awareness that letters are grouped to form words, and that words are separated by spaces	29%
> Identifies at least 10 letters of the alphabet, especially ..... those in their own name	50%
> Knows that letters of the alphabet are a special category ..... of visual graphics that can be individually named	50%
> Numbers and Operations .....	37%

# FINANCIALS

## FAMILY DEVELOPMENT SERVICES, INC. STATEMENT OF FINANCIAL POSITION FEBRUARY 28, 2010

### ASSETS

#### CURRENT ASSETS

Cash.....	\$91,653
USDA reimbursement receivable.....	116,477
HHS reimbursement receivable.....	252,507
Prepaid expenses.....	<u>203,711</u>
Total Current Assets.....	<u>664,348</u>

#### PROPERTY AND EQUIPMENT

Land.....	535,000
Buildings and improvements.....	1,838,792
Leasehold improvements.....	986,165
Vehicles.....	1,173,906
Equipment.....	<u>880,129</u>
	5,413,992
Less: Accumulated depreciation and amortization.....	<u>2,685,685</u>
Total Property and Equipment.....	<u>2,728,307</u>

**TOTAL ASSETS** ..... **\$3,392,655**

### LIABILITIES AND NET ASSETS

#### CURRENT LIABILITIES

Current maturities of long-term debt.....	\$41,888
Accounts payable.....	324,431
Payroll and related payroll taxes.....	263,701
Benefits payable.....	<u>9,763</u>
Total Current Liabilities.....	<u>639,783</u>

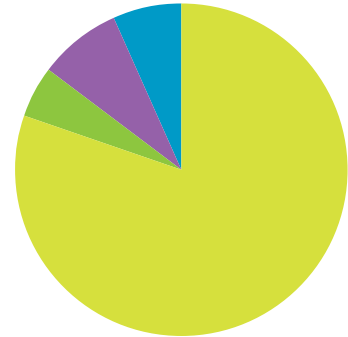
#### LONG-TERM DEBT

Note payable to bank.....	<u>549,162</u>
Total Liabilities.....	<u>1,188,945</u>

#### NET ASSETS

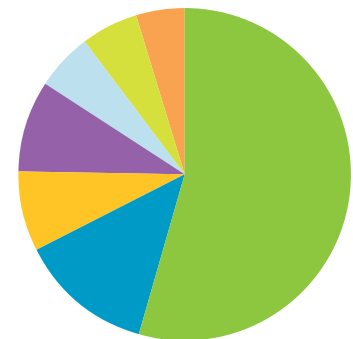
Unrestricted.....	2,189,330
Temporarily restricted.....	<u>14,380</u>
Total Net Assets.....	<u>2,203,710</u>

**TOTAL LIABILITIES AND NET ASSETS**..... **\$3,392,655**



### REVENUE BY SOURCE

Head Start Grants.....	\$13,459,283
Early Head Start Grants.....	873,404
In-kind Contributions.....	1,310,523
USDA Reimbursement.....	1,116,655
Foundation Grants.....	13,166
Other Income.....	<u>13,916</u>
	<b>\$16,786,947</b>



### EXPENSES BY TYPE

Salaries.....	9,143,532
Fringe Benefits.....	2,205,261
In-kind Used.....	1,310,523
Facilities.....	1,475,164
Equipment & Supplies.....	908,063
Food Services.....	950,867
Other Expenses.....	<u>765,406</u>
	<b>\$16,758,816</b>

FAMILY DEVELOPMENT SERVICES, INC.  
**STATEMENT OF ACTIVITIES**  
 YEAR ENDED FEBRUARY 28, 2010

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
<b>REVENUE AND SUPPORT</b>			
Head Start grants	\$13,459,283		\$13,459,283
USDA reimbursement	1,116,655		1,116,655
Early Head Start grants	873,404		873,404
Foundation grants		\$13,166	13,166
In-kind contributions	1,310,523		1,310,523
Other income	13,916		13,916
	<u>16,773,781</u>	<u>13,166</u>	<u>16,786,947</u>
Net assets released from restrictions due to satisfaction of purpose restriction	6,220	(6,220)	
<b>Total Revenue and Support</b>	<b>16,780,001</b>	<b>6,946</b>	<b>16,786,947</b>
<b>EXPENSES</b>			
Program services	15,851,758		15,851,758
Management and general	907,058		907,058
<b>Total Expenses</b>	<b>16,758,816</b>		<b>16,758,816</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>21,185</b>	<b>6,946</b>	<b>28,131</b>
<b>NET ASSETS</b>			
Beginning of year	2,168,145	7,434	2,175,579
End of Year	<u>\$ 2,189,330</u>	<u>\$ 14,380</u>	<u>\$ 2,203,710</u>

*The Financial Statements and Independent Auditors' Report for February 28, 2010 did not identify any findings in internal control over financial reporting or instances of noncompliance as required to be reported under the Government Auditing Standards. A complete copy of this report is available upon request for the cost of reproduction.*

FAMILY DEVELOPMENT SERVICES, INC.  
**STATEMENT OF FUNCTIONAL EXPENSES**  
 YEAR ENDED FEBRUARY 28, 2009

<b>PROGRAM SERVICES</b>							
	HEAD START	EARLY HEAD START	USDA	OTHER	TOTAL	MANAGEMENT AND GENERAL	TOTAL
Salaries and related benefits	\$8,068,573	\$561,280	\$154,415		\$8,784,268	\$359,264	\$9,143,532
Fringe benefits	1,952,106	120,787	40,995		2,113,888	91,373	2,205,261
Travel	102,829	10,981	1,867	\$1,029	116,706	332	117,038
Equipment	162,381	8,224	1,773		172,378	45,713	218,091
Advertisement	6,731	327			7,058	9,903	16,961
Supplies	383,604	15,695	36,333		435,632	46,025	481,657
Food service	12,933	303	937,631		950,867		950,867
Insurance	70,897	2,228	322		73,447	39,937	113,384
Legal and professional	151,484	10,256	3,625	250	165,615	94,089	259,704
Employee training and other	74,901	6,801	299		82,001	15,099	97,100
Temporary services	1,894	32	2,557		4,483	964	5,447
Maintenance and repair	199,939	15,776	18,502	13,687	247,904	63,828	311,732
Lease and rental	725,915	23,194			749,109	2,500	751,609
Utilities	341,486	10,444	6,933		358,863	52,960	411,823
Other expense	22,738	1,627	129	766	25,260	7,457	32,717
In-kind expense	1,258,273	46,650			1,304,923	5,600	1,310,523
Depreciation and amortization	208,315				208,315		208,315
Finance charges			47	449	496	72,014	72,510
Interest	50,545				50,545		50,545
<b>TOTAL EXPENSES</b>	<b>\$13,795,544</b>	<b>\$834,605</b>	<b>\$1,205,428</b>	<b>\$16,181</b>	<b>\$15,851,758</b>	<b>\$907,058</b>	<b>\$16,758,816</b>



## CENTER LOCATIONS

### MARION COUNTY:

C.A.F.E.  
HEAD START CENTER  
8902 E. 38th Street  
317.803.9608

CROOKED CREEK  
HEAD START CENTER  
2990 W. 71st Street  
317.803.4170

DECATUR TOWNSHIP EARLY HEAD  
START CENTER  
5106 S. High School Road, Suite B  
317.548.7045

GOODWIN  
HEAD START CENTER  
3935 W. Mooresville Road  
317.472.6900, x. 3701

SCHOOL #75 HEAD START AND EARLY  
HEAD START CENTER  
2447 W. 14th Street  
317.803.9535

SERVICE CENTER #1  
HEAD START AND EARLY HEAD  
START CENTER  
5950 E. 23rd Street  
317.803.4654

SERVICE CENTER #2  
HEAD START CENTER  
3637 N. Meridian Street  
317.803.3804

SOUTHEAST HEAD START AND EARLY  
HEAD START CENTER  
4024 S. Madison Avenue  
317.803.9480

SOUTHWEST HEAD START AND  
EARLY HEAD START CENTER  
1130 S. Kappes Street  
317.803.9576

ST. PETER  
HEAD START CENTER  
1010 N. Temple Avenue  
317.803.9583

### HAMILTON COUNTY:

HAMILTON COUNTY  
HEAD START AND EARLY  
HEAD START CENTER  
19400 Tomlinson Road  
Westfield, Ind.  
317.896.3511

The Family Development Services Annual Report is published by Family Development Services (FDS), a not-for-profit organization that operates the Head Start and Early Head Start programs in Indiana's Marion and Hamilton counties.

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