



**STARFISH**  
FAMILY SERVICES

# **STRATEGIC PLAN**

## **Fiscal Years 2016-2018**

*Strengthening families to create brighter futures for children*

**September 1, 2015**



## Board Chair and Chief Executive Officer Letter

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September 1, 2015

Dear Friend of Starfish:

Thank you for your interest in our 2016-2018 Strategic Plan. We look to the future with optimism for the communities and families we serve and confidence in our organization's capacity and determination to drive positive and measurable impact. For nearly two decades, Starfish Family Services has followed a rigorous strategic planning process, driven by a strong partnership between agency leadership and an actively engaged board of directors. We think of our strategic plans as living "evergreen" documents that help to establish and maintain a three-year horizon.

The past three years have brought unprecedented strategic growth to our agency. Our high quality continuum of children's and family mental health services continues to grow through innovation, the adoption of evidence-based interventions, and carving a niche in preventative and pediatric integrated healthcare services. Expanded outpatient services in Inkster further ensure that we are providing needed supports in our focal community.

In addition, we have significantly expanded our zero to five services. Starfish leads a collaborative platform known as *Thrive by Five Detroit* and now works in partnership with Development Centers, Inc., Focus: HOPE, and Southwest Counseling Solutions to serve 1,300 children from birth to five years in some of Detroit's most distressed neighborhoods. This strategic growth provides an opportunity for Starfish to play a key leadership role in rebuilding the system of care for young children and families in Detroit. These projects will require significant private funds to realize our goal of delivering exceptional quality early education and development programs to Detroit families. Our children deserve and need nothing less.

In the midst of implementing our Inkster Early Childhood Strategy (central to the 2012-14 Strategic Plan), significant work was completed to define our Mental Health Business Strategy, our Youth Strategy, and our Parent Strategy. A key 2016-2018 strategic goal is to define and document the Starfish Service Model that shows the integral relationship of early childhood, mental health, parent/caregiver support services, and youth services in driving long-term positive outcomes for children.



We are passionately dedicated to the success of this plan. On behalf of our committed board, staff and Starfish families, we welcome your continued support and involvement.

Ann Kalass  
Chief Executive Officer

Ron Sollish  
Chairman of the Board

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## **Organizational Overview**

Founded in 1963, Starfish Family Services is a community-based nonprofit organization serving thousands of vulnerable children and families annually at numerous sites in Metro Detroit. We offer a broad array of educational, clinical, economic support and youth development services with a two generation focus.

Our passion is early childhood development. We strive every day to prepare young children for a successful start to school through a range of prevention and early intervention services. Our programs and services uniquely recognize and respect the important role of parents and other caregivers in the long-term success of children.

We have a dedicated workforce of more than 400 teachers, social workers, psychiatrists, child development experts, and other professionals. And, our Board of Directors is passionately engaged in our work. We leverage collaborative relationships to strengthen the capacity of our agency, extend our reach, and help more children realize their full potential.

Our agency is funded through a combination of public and private investments with total income of about \$35 million in our 2015 FY.

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There is a “consistently replicated finding that parent characteristics typically explain a greater variation in child outcomes than the measured impacts of program variables.” Shonkoff and Fisher, 2013

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## **Mission, Vision and Values**

### *Our Mission*

- Strengthening families to create brighter futures for children.

### *Our Vision*

- Starfish Family Services is a recognized champion for children and families. Our effective service model and demonstrated leadership positively impact systems change both locally and nationally.

### *Our Values*

- We believe in the potential of every individual and the power of healthy relationships to break the cycle of poverty and create long-term positive outcomes for children. We respect the dignity of all people. Our culture is warm, caring, and familial. We proactively collaborate. And, we strive for excellence defined by objectively measured outcomes.

***Starfish Family Services celebrates success, one family at a time.***

# Community Needs Assessment: Planning Foundation

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## Planning Study Background

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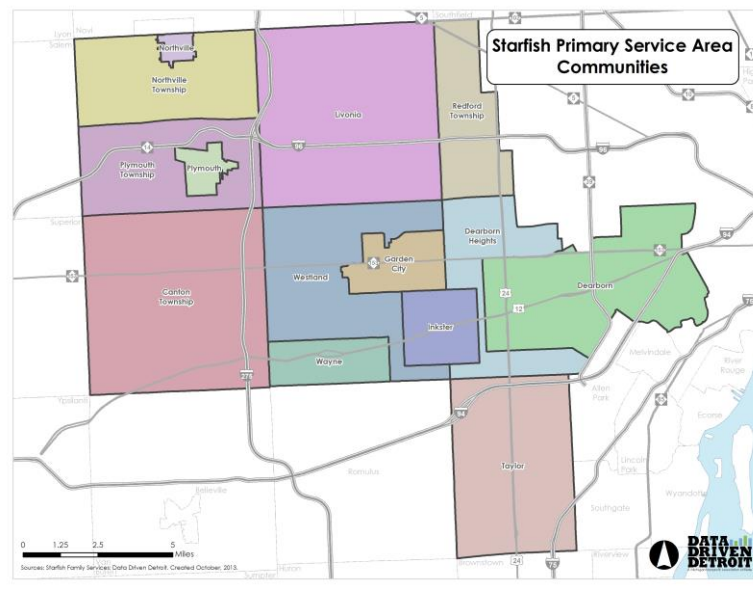
Canton \* Dearborn \* Dearborn Heights \* Garden City \* Inkster (headquarters)  
Livonia \* Northville \* Northville Twp. \* Plymouth \* Plymouth Twp.  
Redford \* Taylor \* Wayne \* Westland

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To better serve children and families and as a starting point for our strategic planning process, Starfish Family Services commissioned an independent regional data collection and analysis firm, Data Driven Detroit, to assess the most pressing needs of families and young children in the communities representing our primary service areas in late 2013:

The vast majority of Starfish clients reside in these fourteen Western Wayne County communities. Our Inkster headquarters is located about eight miles west of Detroit. Through our home-based services, shelter, and afterschool programs, we also directly serve hundreds of Detroit children annually. (Notably, since completing this Community Needs Assessment, Starfish has gained a significant leadership role in Detroit through our Thrive by Five Detroit collaborative and future needs assessments will include a broader geographic view of Metro Detroit).

### Starfish Primary Service Area



The complete 100-page Community Needs Assessment was published in 2014 and is located in PDF form on the Starfish website: [www.starfishonline.org](http://www.starfishonline.org)

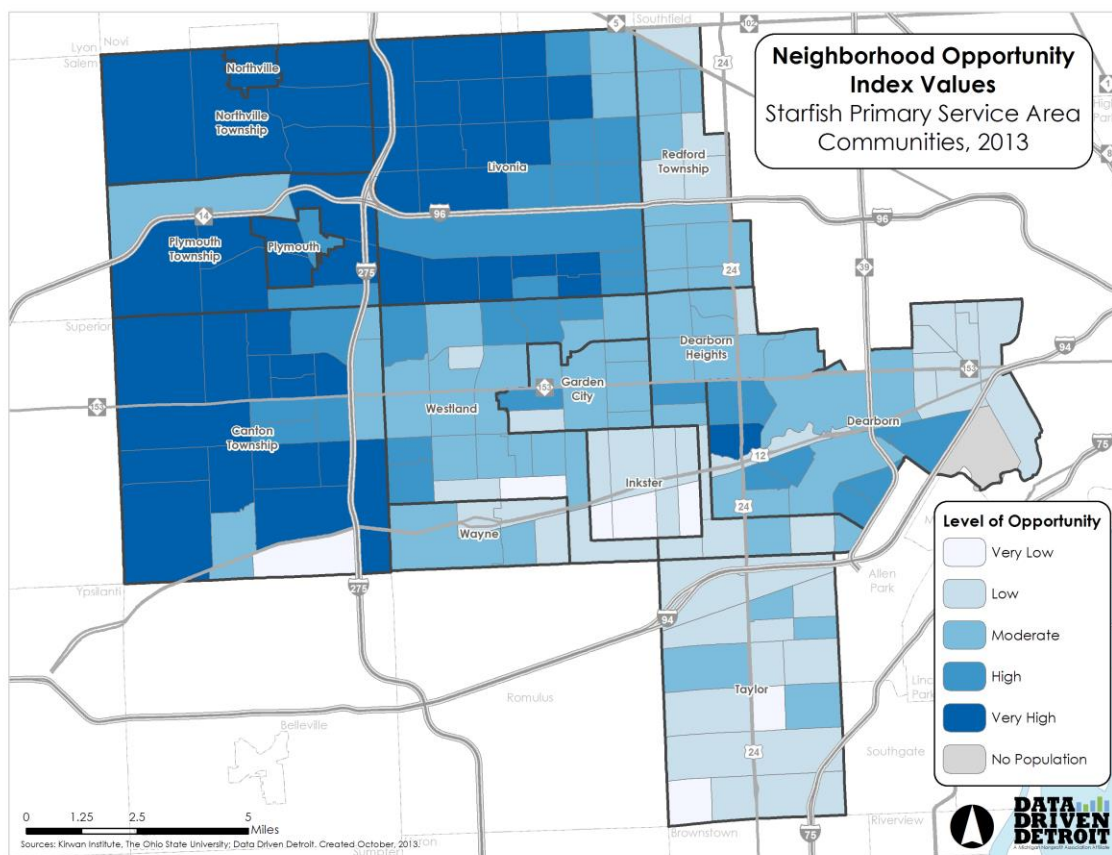
## Community Needs Assessment (continued)

### Neighborhood Opportunity Index

As a culmination of the 2013 study, Data Driven Detroit used the Neighborhood Opportunity Index to understand the geography of opportunity and assets of various neighborhoods and communities in the Starfish service area. The index is based on the premise that neighborhood conditions and proximity to opportunities, such as high performing schools or sustainable employment, have a critical impact on quality of life and self-advancement. A host of indicators under groupings of education, economy, and neighborhood make up the metrics for determining opportunity.

Nearly one-third of the census tracts in the Starfish service area are classified as Low Opportunity to Very Low Opportunity, with most of these falling in 1) Inkster, Taylor, and East Dearborn; 2) pockets of Wayne, Dearborn Heights, and Westland closest to the Inkster border; and 3) central Redford Township.

### The Neighborhood Opportunity Index



# Community Needs Assessment: Strategic Implications

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## Summary of Strategic Implications

While considerable national and regional attention has focused on the struggles in the City of Detroit, the Starfish needs assessment points to significant challenges and barriers that likewise face families in the communities west of the city. Like Detroit, if the social and structural issues of Western Wayne County are not addressed, they will impede the economic development, growth, and long-term vitality of our region and state by leaving out a large portion of adults and children.

Following are some of the key recommendations that helped shape the Starfish 2016-18 Strategic Plan and that should be included in community dialogue and action to address the significant challenges facing families and children highlighted by the study. A full description of the Strategic Implications can be found in the complete Community Needs Assessment located on our website.

- Target high-need communities including Inkster
- Take cross-systems action through shared agendas across sectors
- Engage the community to help formulate, implement, and sustain solutions
- Advocate for public policy that will help springboard families and children toward better futures
- Work toward racial equity; constructive conversations related to race must be encouraged and issues around race need to be acknowledged
- Focus on quality education (from early education to college)

Our 2016-2018 Strategic Plan addresses, in part, these strategic recommendations.



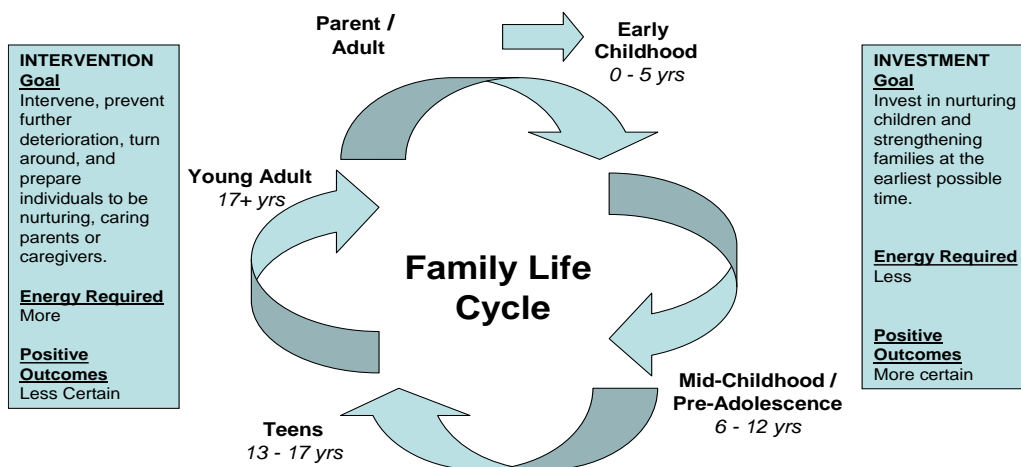
# Chronicle of our Strategic Planning: An Evolving Approach to Strengthening Families and Creating Brighter Futures for Children

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## The Beginning: The Family Life Cycle

Our history has taught us that for Starfish Family Services to be most effective in supporting long-term positive outcomes for children, it's not enough to offer an array of traditional early education services including quality preschool experiences. We must also foster healthy parent-child relationships and successful families.

As such, nearly twenty years ago, with the merger of Youth Living Centers and Northwest Guidance to form Starfish Family Services, the agency moved from a model of crisis support and late intervention to a focus on prevention and early intervention in the Family Life Cycle.



Children are often born to parents and/or placed in a family or caregiver environment that cannot provide for optimal growth and development – despite, in most cases, a family's earnest desire to provide a nurturing, healthy home. In some cases, late intervention is necessary but the effort required is substantial and the results less certain. As a child and his/her family move through the Family Life Cycle, increasing amounts of energy and resources are required to effectively intervene in the child's long-term success.

Significant research including that of Nobel laureate James Heckman demonstrates that investments in young children and families produce better, more predictable results with less energy and resources required for the long run. The goal, whether through investment or intervention or both, is to strengthen families to affect positive long-term outcomes for children.

## Introduction and Evolution of our Agency

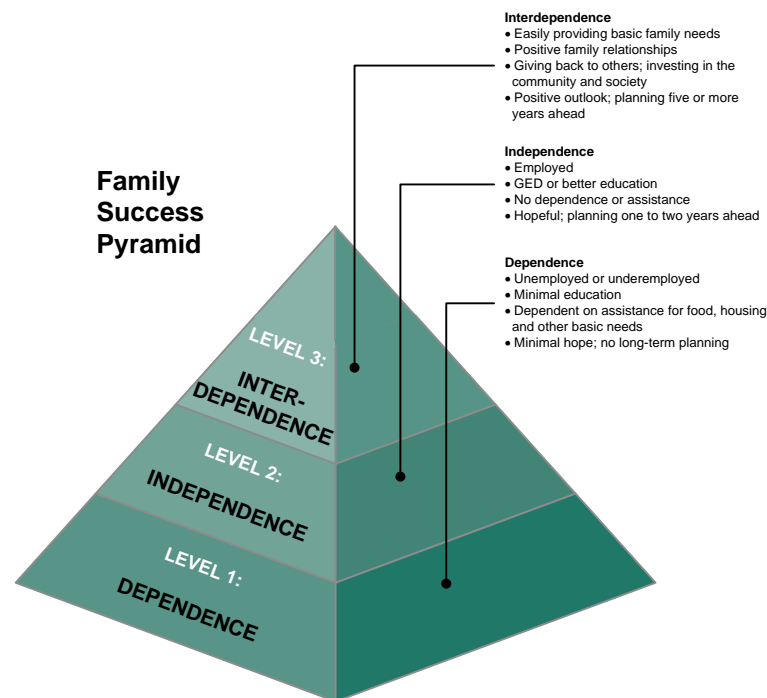
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### 2006-2008: Defining and Creating Sustainable Family Success

Starfish's overall goal is to create long-term positive outcomes for children. To that end, we uniquely recognize and focus on the important role of parents and caregivers in the healthy development of young children, and we strive every day to help parents create nurturing, successful family environments where children can thrive.

Starfish introduced the Family Success Pyramid to our thinking in 2002, and it continues to serve as a framework for our family-centered service integration effort. We use the Starfish Family Success Pyramid to conceptualize family success. Motivation and appropriate supports help families move from chaos and day-to-day survival ("dependence") to self-sufficiency ("independence") and ultimately to a role of helping others ("interdependence"). To reach interdependence, families make changes that have a long-term effect on their lives, the lives of their children, and others in the community. In its initial phase, we defined sustainable family success as:

1. Ability to regularly provide basic human needs including food, shelter, physical/mental health, and safety for oneself and one's family.
2. A caring, nurturing environment in which to grow as children and adults. This includes an environment free from abuse, and with at least one person inside or outside the family who provides emotional support and love for each family member.
3. A positive and hopeful shared view of the future that includes goal setting and a plan to achieve those goals.



## Introduction and Evolution of our Agency

### 2009-2011: Family Success as Seven Life Domains

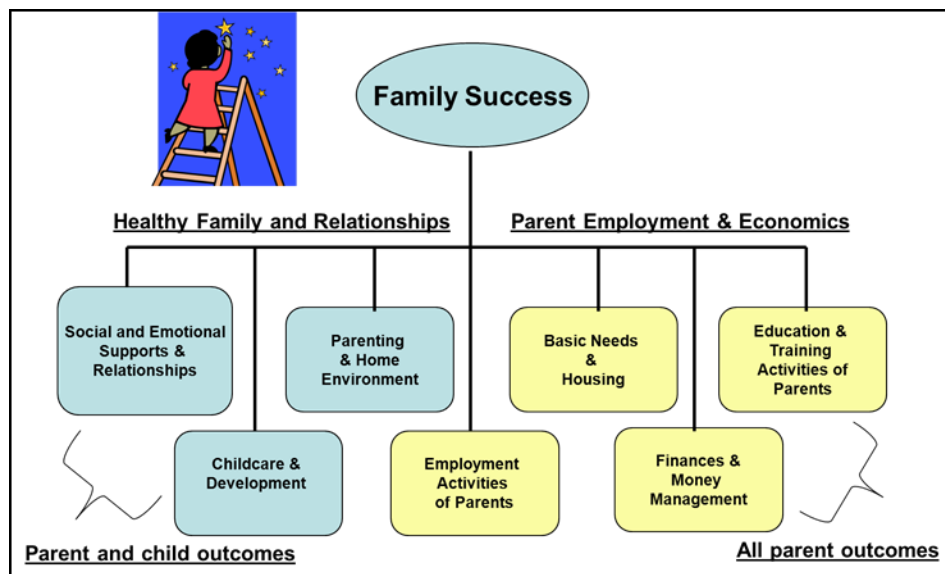
After approving our 2009-2011 Strategic Plan, Starfish refined and scaled our Family Success Program – the Starfish framework that best embodied our approach, agency values, and how we could help families impact long-term positive outcomes for their children. Through generous support from our lead funders (the Max M. and Marjorie S. Fisher Foundation and the McGregor Fund), we served more than 100 families through the Family Success Program. Notably, McGregor Fund support enabled the piloting of the Family Success Model in 2005.

Beginning in 2009, Starfish retained an evaluation team from the University of Michigan's Ford School of Public Policy and the School of Social Work to measure the effectiveness of the Family Success Program and recommend further program improvements. Led by Dr. Sandra Danziger, the evaluation team worked with Starfish to define a seven-domain framework for supporting and measuring Family Success, building off the Family Success pyramid described previously.

The concept of Family Success is complex, and families are at different stages of moving from dependence to independence and interdependence on each of the seven domains.

Through this framework, our leadership and board engaged in healthy discussions and ultimately agreed to focus agency competencies in the three domains related to *Healthy Family and Relationships*. Whenever possible, we find strategic partners and alliances to meet family needs in the four domains of *Parent Employment & Economics*.

### Seven Domains of Family Success



## **Introduction and Evolution of our Agency**

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### **2012-2014 Plan: Inkster Early Childhood Plan**

#### ***Background and Inspiration***

With this clarified Family Success framework and a laser focus on early childhood development, the Starfish Board of Directors and Executive Leadership team engaged in ongoing dialogue about the agency's strategic focus and supporting operational plans. Our thinking was further shaped by the CEO's visit to the Harlem Children's Zone in June 2009 through which the power of a place-based strategy and an emphasis on child outcomes became clear.

A Kresge Foundation planning grant catalyzed the development of an early childhood strategy focused on driving measurable and community-level change in child outcomes in the City of Inkster. Through Kresge funding, Starfish conducted a Community Needs Assessment and also retained outside expertise in strategic planning, early childhood development, and program evaluation.

#### ***Planning Process***

With support from Kresge, Starfish began a planning process in March 2010 to develop a comprehensive, long-term early childhood strategy that improves and expands current Starfish services and impacts our home base of Inkster. The Early Childhood Strategic Plan that was developed through this process focused on the approximately 2,500 children ages zero to five who are residents of Inkster and recognized that young children in Inkster have significantly higher risk factors than in neighboring communities and Michigan as a whole. Importantly, the plan's implementation was also expected to strengthen the overall service capacity of Starfish, which would positively impact thousands of children and families in the dozen other communities in our service area.

Plan deliverables included:

- Community needs assessment of Western Wayne County
- Program quality audit
- Starfish Early Childhood Strategic Plan along with the following planning tools to help advance it:
  - Implementation/Operational plan
  - Evaluation/Measurement plan (program/child outcomes)
  - Financials/Budget needed for implementation
  - Resource Development plan

Key planning activities and action steps provided a rich discovery process and wealth of information that not only supported the early childhood plan but became the foundation of our Starfish 2012-2014 Strategic Plan.

## Introduction and Evolution of our Agency

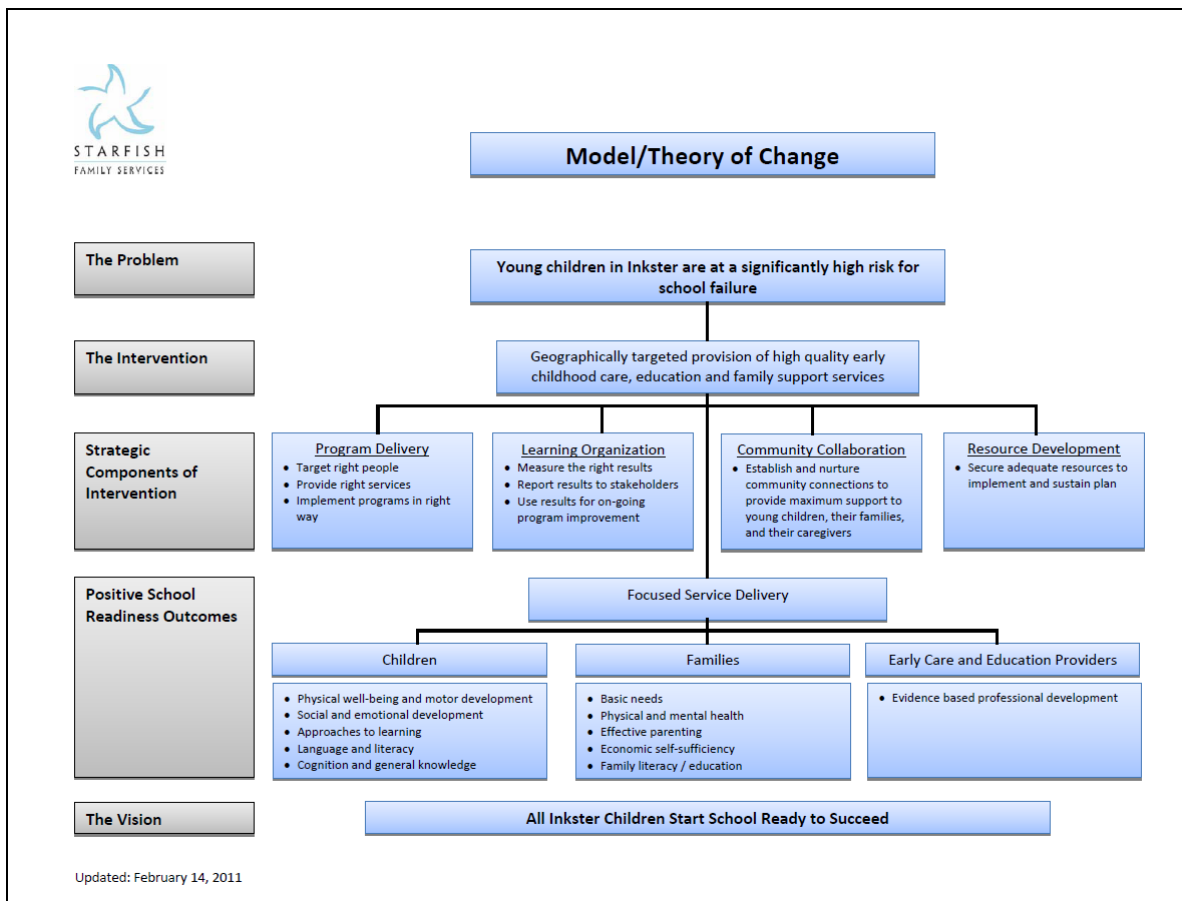
### Inkster Early Childhood Strategy (continued)

Candid assessments of agency strengths and weaknesses along with a review of environmental risks and opportunities helped create a dynamic environment for both leveraging strengths and incorporating new ideas and strategic approaches.

### *Model/Theory of Change*

To advance our vision that *all Inkster children start school ready to succeed*, four strategic goals were set. Goals focus on *outstanding program delivery, a learning and outcomes measurement culture, community engagement and collaboration, and resource development*.

Importantly, and as noted in the Model/Theory of Change below, we identified a set of agency outcomes for children, families, and caregivers against which we evaluate existing and new programs. The outcomes are measured, reported, and used for continuous quality improvement.



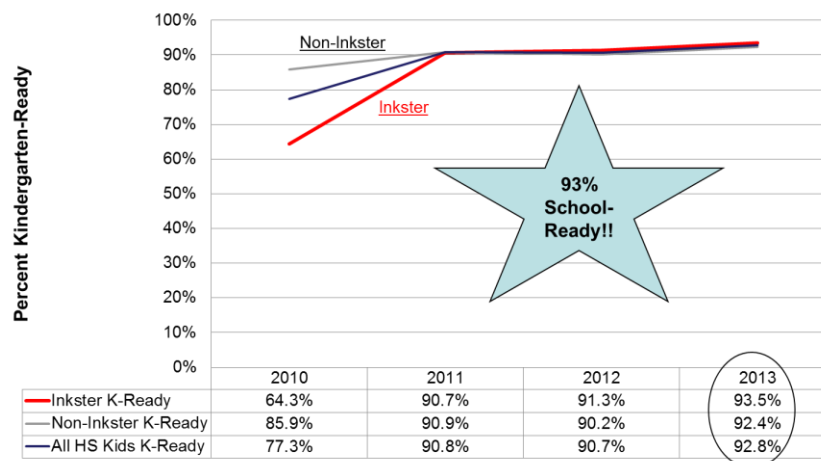
## Introduction and Evolution of our Agency

### 2016-2018: Defining the Starfish Service Model

As presented, the Starfish Family Services 2012-14 Strategic Plan focused on an ambitious 2015 vision that *All Inkster Children Start School Ready to Succeed* with a longer-term 2020 vision to replicate our Inkster early childhood model in other Southeast Michigan communities. Our place-based Inkster focus and determination to drive positive early childhood outcomes were transformational for our agency, closing developmental gaps for Inkster children, reaching more and more Inkster children and families, fueling significant strategic agency growth, and building our leadership reputation in serving young children and families in Southeast Michigan.

Our 2012-14 strategic goals focused on outstanding program delivery, a learning and outcomes measurement culture, community engagement and collaboration, developing advocacy and public policy competencies, and resource development. We far exceeded the Phase I (Years 1 through 3) goals of our Inkster Early Childhood Strategy: In 2014, we provided early childhood, mental health, and parent support services to 800 Inkster children ages zero to five and their parents, and we ensured by the 2013/14 school year that 93.5% of all Inkster children leaving Starfish preschool programs for kindergarten were ready for school success (Figure 1).

Figure 1: School Readiness



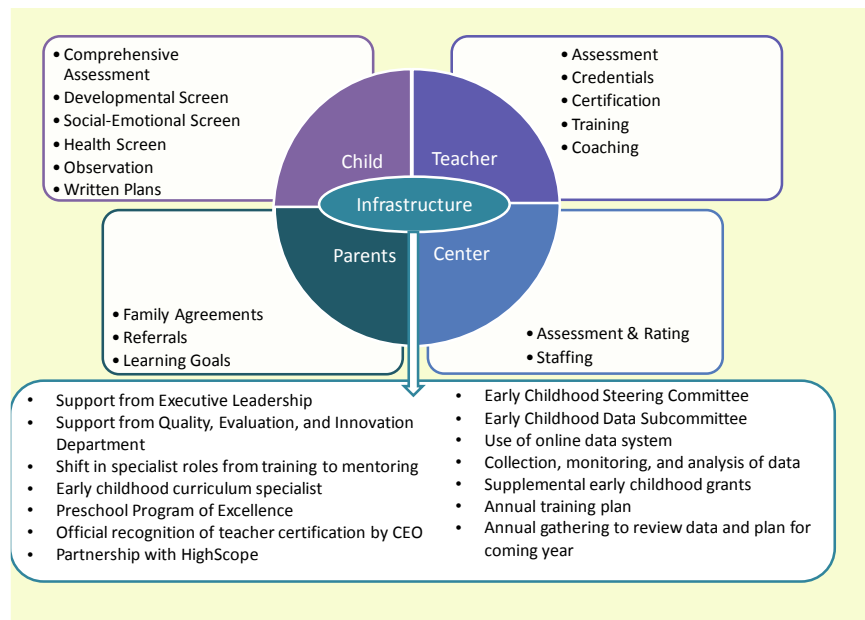
Source: Child Observation Record (COR)

Through philanthropic funding, we developed and documented a Starfish preschool quality system (Figure 2) that became foundational to an enormous growth opportunity in Detroit through a national Birth to Five Head Start pilot and a collaborative platform now branded *Thrive by Five Detroit*. Through this partnership model, Starfish will contribute to the strengthening of the early childhood system in some of Detroit's most distressed neighborhoods by helping long-standing Detroit organizations build their capacity in early childhood programming. Together with a smaller Early Head Start grant, *Thrive by Five Detroit* will serve 1,300 children annually with a continuum of prenatal to age five services.

## Introduction and Evolution of our Agency

### 2016-2018: Defining the Starfish Service Model (continued)

Figure 2: Preschool Quality System



In the midst of our strategic efforts and successes to drive school readiness outcomes during 2012-14, the agency invested in other program and business strategies including a Mental Health Business Strategy to ensure the sustainability and continued growth of our clinical services despite rapid and transformational change at the federal, state, and county levels. Our Youth Services team developed a Youth Strategy to define a new program approach given the critical developmental stage of adolescence as well as the recognition that too many youth in our community are the parents of our preschoolers. Finally, in spring 2014, work began to develop a Starfish Parent Strategy aimed at transforming our culture, systems, and practices to become more family-centric and offer a more consistent and sustainable experience to parents across all programs and services.

As we moved into developing our 2016-2018 Strategic Plan, we identified a critical need to define and document the Starfish Service Model to integrate our many programmatic and service-line strategies for purposes of shared understanding, measurement, and replication. Foundational to this service model are our agency values, commitment to young children and young families, a prevention orientation, and a family-centric approach.

Our place-based focus on Inkster school readiness continues to be a key pillar (Phase II) of our strategic plan. As detailed on the following pages, we also have explicit strategic goals around Fundraising, Financial Health, and Board Development to raise the needed private funds to achieve our ambitious vision and plan and to ensure the sustainability and vitality of our organization.

## Strategic Plan: Fiscal Years 2016 – 2018

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### Starfish Family Services Strategic Priorities

The following strategic priorities, goals and planned actions will set the direction for Starfish Family Services over fiscal years 2016-2018. These goals build upon our 2012-2014 Strategic Plan, address implications from our community needs assessment, support our agency's sustainability and vitality, and move us towards achievement of our vision.

<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

Each of the six priorities is defined on the following pages along with the key initiatives that will advance each goal.



## Starfish Service Model

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services is guided by evidence-based practices and driven by a data-informed service model that delivers family-centric, integrated, and high quality programs and services that positively impact long-term outcomes for children.

### **Strategy:**

Starfish Family Services will clearly define a two-generation service model that can be adapted and implemented to meet the evolving needs of families and stakeholders in our communities.

Accordingly, our prioritized strategic actions to support the Starfish Service Model for 2016-2018 are as follows:

1. Define a comprehensive service model that integrates all program strategies around strengthening families and improving outcomes for children with a focus on early childhood and prevention.
2. Establish systems for ensuring the voice of families is sought, understood, and applied to the Starfish Service Model.
3. Define the specific child and family outcomes that will be impacted and measured by the service model.
4. Develop agency processes and systems that support the service model, driving integration and efficiencies in service delivery.
5. Create an organizational culture that recruits, develops, and rewards the talented workforce needed to achieve the agency's strategic goals.

## Inkster Community Impact

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services maintains an authentic connection to Inkster children and families and is recognized as a valued partner for community impact and advocacy.

### **Strategy:**

Starfish Family Services will develop and/or strengthen strategic partnerships to coordinate and improve supports and services in Inkster. The work will be informed by a clear understanding of community needs and the voice of Inkster families.

Accordingly, our prioritized strategic actions to support Inkster Community Impact for 2016-2018 are as follows:

1. Strengthen existing partnerships with organizations, leaders, and community groups that serve Inkster children and families with a focus on school readiness.
2. Establish systems for ensuring the voice of Inkster families is sought, understood and applied to the Starfish Service Model.
3. Increase participation of Inkster children and families in Starfish programs to maximize impact.

## Driving Impact

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services embraces a culture of learning and a process of continuous improvement to positively impact children and their families.

### **Strategy:**

Starfish Family Services will strengthen its capacity as a learning organization for the purposes of continuous improvement, positive impact on children and their families, collaboration with educational/research institutions and influencing public policy.

Accordingly, the prioritized strategic actions to support Driving Impact for 2016-2018 are as follows:

1. Define the indicators of success to support the desired outcomes of the Starfish Service Model.
2. Build the infrastructure for outcome measurement, analysis, reporting, and application to continuous improvement.
3. Implement prioritized quality improvement initiatives and measure their impact.
4. Train staff on the importance of measuring impact and support their professional development in applying their knowledge and skills.
5. Partner with educational and research institutions to increase our expertise and influence.
6. Disseminate outcome data to demonstrate program efficacy and to advocate for the Starfish Family Services public policy agenda.

## Fundraising

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services has a robust philanthropic culture that supports the agency's ambitious strategic goals and includes significant funding from individuals, corporations, foundations and government sources.

### **Strategy:**

Starfish Family Services will build a strong base of philanthropic support and significantly increase revenue.

Accordingly, the prioritized strategic actions for supporting Fundraising for 2016-2018 are as follows:

1. Identify and recruit strong volunteer leadership for fundraising.
2. Cultivate and steward donors to strengthen the individual giving campaign.
3. Strengthen and expand existing corporate relationships to be more strategic.
4. Develop relationships with national funders.
5. Strengthen the agency's culture of philanthropy including staff and volunteers.

## Financial Health

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services has strong financial health with a focus on the agency's vision, strategic priorities and long-term sustainability.

### **Strategy:**

Starfish Family Services will develop a long-term financial plan and supporting policies that leverage and grow the agency's assets while investing in the agency's strategic priorities.

Accordingly, the prioritized strategic actions to support Financial Health for 2016-2018 are as follows:

1. Define the costs and potential revenue sources to deliver the strategic goals in this plan.
2. Research and develop alternative revenue opportunities, including earned income, that align with our mission, leverage our competencies and enhance our financial well-being.
3. Protect and preserve the agency's assets.

## Board Development

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<b><u>Strategic Priorities</u></b>					
<b>Starfish Service Model</b>	<b>Inkster Community Impact</b>	<b>Driving Impact</b>	<b>Fundraising</b>	<b>Financial Health</b>	<b>Board Development</b>
What we do & how we know it's working			How we ensure achievement of our vision and strategies		How we govern for long-term success

### **Goal:**

Starfish Family Services has an engaged, cohesive and diverse Board of Directors with complementary skills and perspectives and that leads and accelerates the achievement of the agency's mission, vision and strategic goals.

### **Strategy:**

The Starfish Board of Directors will develop a robust board nomination process and establish clear board member expectations to ensure the agency's long-term financial and programmatic sustainability.

Accordingly, the prioritized strategic actions to support Board Development for 2016-2018 are as follows:

1. Identify and communicate board composition needs; recruit and onboard prospects who meet those needs.
2. Proactively recruit community volunteers to serve on sub-committees.
3. Formalize a board education and evaluation process.
4. Strengthen the board's role in building a culture of philanthropy through personal giving and leading fund development activities.



### Vision

Starfish Family Services is a recognized champion for children and families. Our effective service model and demonstrated leadership positively impact systems change both locally and nationally.

### Strategic Priorities

Starfish  
Service  
Model

Inkster  
Community  
Impact

Driving  
Impact

Fundraising

Financial  
Health

Board  
Development

I. What we do &  
how we know it's working

II. How we ensure achievement  
of our vision and strategies

III. How we  
govern for long-  
term success

### Values

- We believe in the potential of every individual
- We respect the dignity of all people
- Our culture is warm, caring, and familial
- We proactively collaborate
- We strive for excellence defined by objectively measured outcomes

### Mission

Strengthening families to create brighter futures for children

## Programs and Services: Service Philosophy

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### Building Blocks for Family Success

At Starfish, we respect the individual values of the children and families we serve. We continue to believe that the following six building blocks are critical to sustainable family success, and they guide our Starfish service philosophy.

*1. Empathy*

The ability to understand others as the key to relating with respect, care, and concern.

*2. Delay of Gratification*

The ability to invest effort in the pursuit of a higher goal without expectation of immediate reward.

*3. Communication*

The ability to effectively exchange thoughts, ideas, and information.

*4. Integrity*

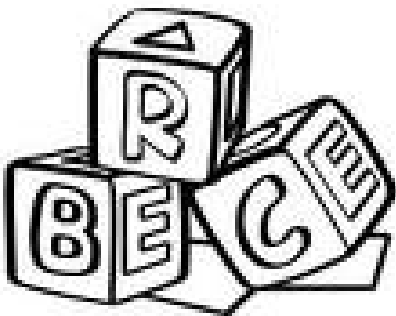
The value of maintaining honesty and truthfulness in thoughts, words, and actions.

*5. Resiliency*

The ability to maintain hope and persistence when challenged.

*6. Learning*

The value of pursuing knowledge.





# **Programs and Services: Overview of Offerings**

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**As of September 2015**

## **Early Childhood Development**

Early Head Start: Provides free center-based childcare and home-based parenting support for income-eligible families with children under the age of three. Program services are also available to pregnant women.

Head Start: Offers free preschool for income-eligible three- and four-year old children to get them ready for kindergarten.

Starfish Early Learning Communities: Provides free training, playgroups and resources to parents, grandparents, friends, neighbors, relatives and others who are providing care for young children in western Wayne County.

Home-based Literacy Program (32P): A home-based literacy program bringing language and reading to the home, encouraging children under five-years old to learn and parents to become their child's most effective teacher. In-center play groups are also offered for parents and children under the age of five.

Great Start Readiness Program: Offers free preschool for four-year-old children residing in the Westwood Community School District to get them ready for kindergarten.

Partnering with Parents: Home- and community-based services for families with children 0-5 or pregnant women. Provides support to families struggling with developmental, emotional or behavioral problems.

Baby Power Program: A free parenting program to assist in meeting children's emotional and developmental needs while decreasing the risks of maternal depression and anxiety.

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## **Family Programs and Resources**

Community Finance Center: Helps families reach their financial goals and learn how to achieve long-term success.

Parent Empowerment Program: A parent training program designed to educate, engage and empower parents of young children so they can become their child's most effective teacher.

Early Learning Resource Center: Offers programming for parents with young children including free playgroups, field trips, story times, infant massage classes, parenting education and activities to strengthen the parent/caregiver-child relationship.

## **Programs and Services: Overview of Offerings (continued)**

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**As of September 2015**

### **Counseling Services**

Help children, families and adults improve their relationships and overall well-being through a full continuum of specialized mental health services and counseling treatment. Starfish offers prevention, outpatient, and in-home therapy with specialty programs designed to meet each family's needs.

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### **Teen and Adolescent Programs**

Afterschool and Summer Enrichment: Enrichment and educational opportunities for children and teens.

Starfish Shelter and Youth Services: Provide safe, short-term shelter for young people experiencing problems, and services to help families work through their problems with counseling and support.

Inkster Youth Assistance Program: Helps at-risk youth stay out of the juvenile justice system through activities and group support as well as ongoing help from a case manager.

Transitional Living Program: Offers youth and young adults safe, stable, long-term living accommodations and an array of support to successfully transition to adulthood and independent living.

Parenthood Program: Provides support for pregnant and parenting teens through case management, home visits, psycho-educational groups and referrals to external and internal programs.

Planned Respite: Short-term residential shelter for Medicaid eligible youth between 10-17 years old receiving mental health services throughout Wayne County. The program consists of life skills and educational support as well as case management and the coordination of services.

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### **Community**

Inkster Family Literacy Movement: A collaborative literacy-focused initiative designed to engage and unite the entire Inkster community in high quality, family-based literacy activities to get children reading and ready for school success.

# **Board of Directors & Strategic Planning Committee**

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**As of September 2015**

## **Starfish Board of Directors**

### **Officers**

Ron Sollish, Chairman  
Janet Lawson, Vice Chairman  
Marcia Nunn, Secretary  
Carla Burney Jones, Treasurer

### **Directors**

Jonathan Citrin  
Catherine Davy  
Phillip Wm. Fisher  
Hilliard L. Hampton  
Errol Hau  
Elaine Koons  
W. Howard Morris  
Lisa Sampson  
Stephen F. Secrest  
LaShorage Shaffer, Ph.D.  
Sabrina Smith-Campbell, Ph.D.  
AJ Wagner

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### **Chief Executive Officer**

Ann Kalass, ex officio

### **Founder**

Ouida G. Cash, Ed.D. (1948-2008)



## **Partner with Us**

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The board, staff and leadership of Starfish Family Services believe that our strategic actions will be accomplished best by enlisting the entire community in our efforts. We welcome your participation in the work of our agency, so that we may continue providing excellent programming to strengthen families to create brighter futures for children.

You can partner with us by volunteering, making a financial contribution, donating your professional expertise, securing funding for Starfish projects, or telling others about the work we do. We welcome your involvement at any level.

Please call 734-728-3400 for more information or visit [www.starfishonline.org](http://www.starfishonline.org).

Starfish Family Services • 30000 Hiveley • Inkster, MI 48141



# STARFISH

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## FAMILY SERVICES

**30000 Hiveley St., Inkster, MI 48141**  
**734.728. 3400 • [starfishonline.org](http://starfishonline.org)**

Strengthening families to create brighter futures for children