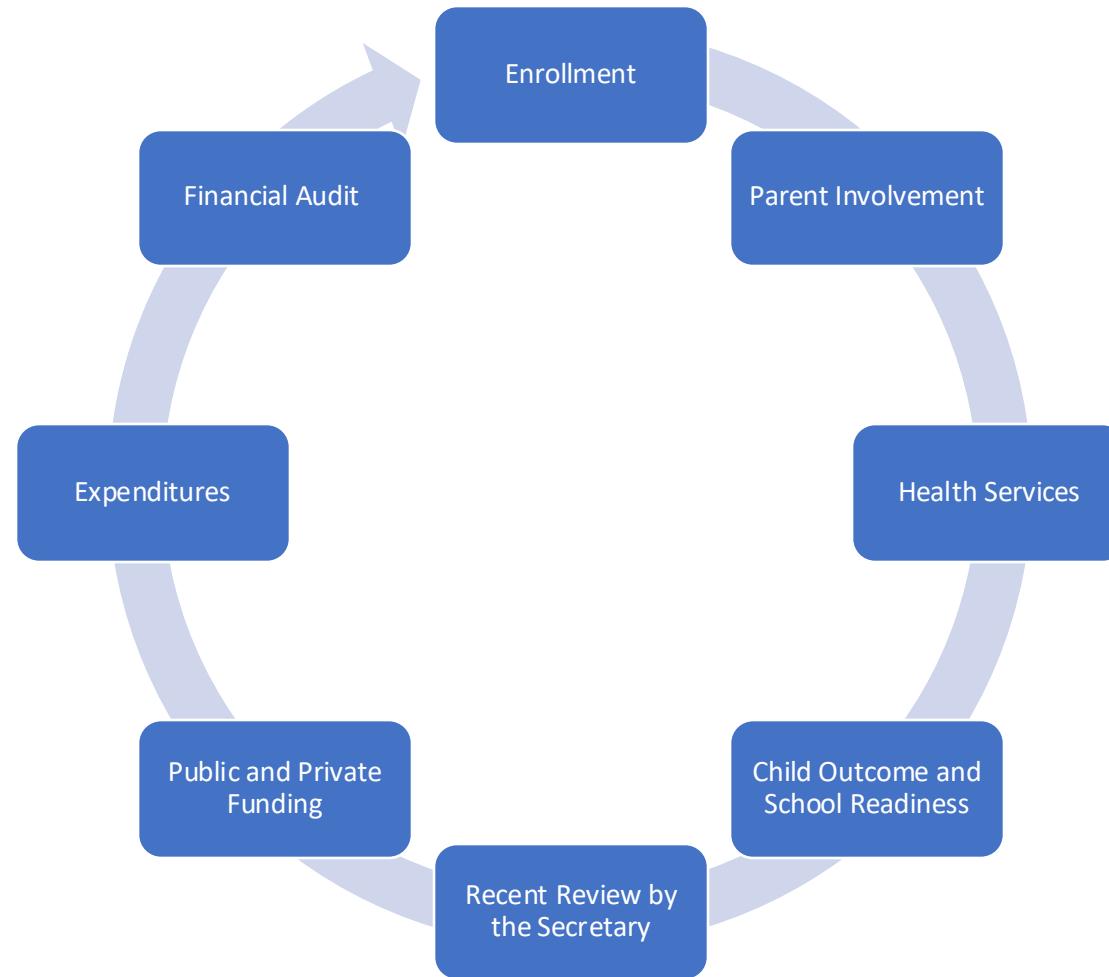




COVER LETTER: ANNUAL HEAD START REPORT TO THE PUBLIC

Starfish Family Services is committed to providing a comprehensive annual report outlining the program's performance and financial status. In accordance with the Head Start Act, our Head Start Report to the Public includes program information in the following areas:



Our distribution plan includes the following strategies to ensure the report is easily accessible to the public:

- Electronically shared with the Board of Directors, Policy Council members, community partners, and other key stakeholders.
- Uploaded onto the Starfish Family Services website.
- Hard copies will also be available and distributed to the public as appropriate.
- Financial audits will now be housed separately on our website due to separate deadlines for both reports.



EARLY HEAD START & HEAD START ANNUAL REPORT

2022-2023





LETTER FROM THE SENIOR DIRECTOR OF INFANT & EARLY CHILDHOOD SERVICES

Dear Starfish Family Services Community,

We welcome you to take a glimpse into our Early Childhood Education Services for the 2022-2023 school year. At Starfish, we partner with families to grow the hearts, minds, and bodies, of our youngest community members. This is the first full year “out of” a global pandemic that had a major impact on communities, families, and individuals. Our focus during the 2022-2023 school year was to reset our programming and ourselves, in an effort to fully show up for our children, families, communities, and colleagues. According to the Surgeon General, the new pandemic we are facing as a community is loneliness, stress, and isolation, which are derivatives from the covid-19 pandemic.



To provide increased support during this school year, we redesigned our program model to offer a range of multi-disciplinary services in our buildings and classrooms through a talented team of coaches, behavioral health consultants, early interventionists, and occupational therapists. Knowing that these extra supports are special to the model we offer at Starfish and hoping that they improved access to services for children and families, provided additional supports to classrooms, and complimented our range of established health, nutrition, education, and family support teams.

We also began implementing our ParentCorps program more broadly across the communities we serve and offered various employee training and wellness opportunities. We realize that the trauma of the pandemic has changed many of us and how we, and especially our little ones, are showing up day to day. You will see the results of this collective experience presented in some of our data sets related to seeking preventative medical care and increased number of health and safety incidents in classrooms. However, despite these hurdles, our child outcome data tells us that our children are ready for kindergarten by the end of the school year. Our children should not have to be resilient, but they are. I truly thank all of our parents and employees who were able to partner in making this a successful school year and adapting to meet the needs of our children.

Jennifer Jonika, MS, LLP, IMH-E® (IMHM-P)
Executive Director of Early Childhood Services



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STARFISH FAMILY SERVICES

Starfish Family Services provides integrated, high-quality programs and support services that build on the strengths and assets of families and a focus on early childhood education, empowering parents and caregivers and wellness and behavioral health for children, youth and adults.

Our Mission

Strengthening families to create brighter futures for children.

Our Vision

A just society in which all children, families, and communities have equitable opportunities to grow, learn, and thrive.

Who We Are

Founded in 1963, Starfish Family Services is a nonprofit human service agency, recognized as a champion for children and families across metro Detroit who have limited access to essential resources such as education, healthcare, and economic opportunities. We provide high-quality programs and support services that focus on early childhood education and development, behavioral health wellness, and empowered parents. Through our holistic approach, Starfish partners with families so they have access to the right resources at the right time.





BLUEPRINT FOR BRIGHTER FUTURES

The Starfish Blueprint for Brighter Futures is an integrated strategy that articulates and defines a holistic approach for children and families to thrive. It will steer our course so that we are aligned as One Starfish to ensure three primary outcomes: Healthy Families, Successful Students, and Empowered Families.

Healthy Families

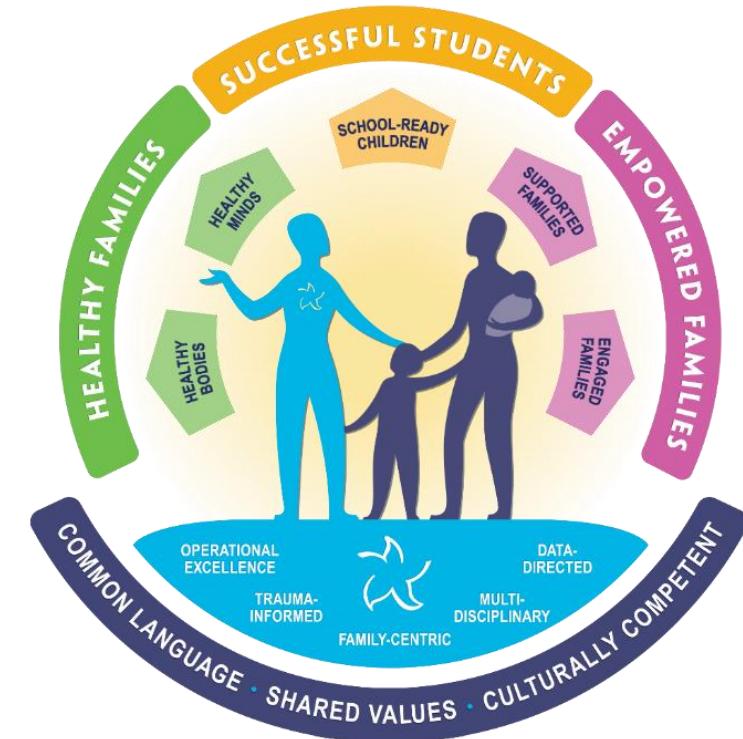
Families are supported so their physical and mental health needs are holistically addressed.

Successful Students

Academic and social success are achieved through high quality early childhood education and addressing behavioral health needs.

Empowered Families

Families actively partner with us to identify and achieve goals; parents and children always have a voice at Starfish.





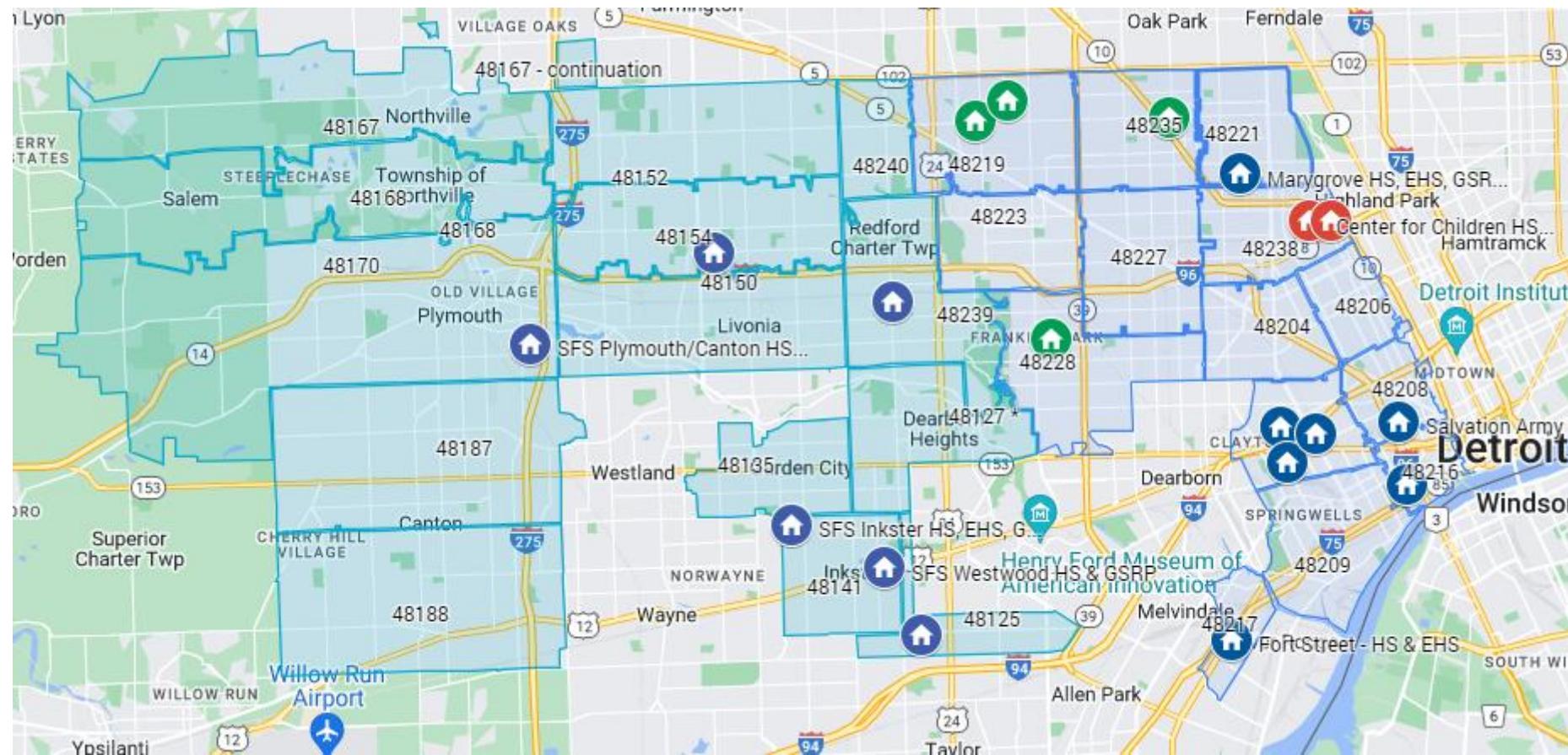
COMMUNITY





PROGRAM LOCATIONS

Starfish Family Services, along with Subrecipients Development Centers and Focus HOPE, provided Head Start & Early Head Start services at nineteen locations in the city of Detroit and Western Wayne County through the 05CH011335 Birth to Five grant.



Starfish Family Services

Focus: HOPE

Development Centers



MARYGROVE EARLY EDUCATION CENTER

Starfish Marygrove P-20 Education Model

Starfish is proud to be a member of the P-20 Campus at Marygrove. The Marygrove P-20 campus is an all-in-one campus offering a continuum of support for families starting with prenatal partnerships and extending to K-12 and pathways beyond.



A new benchmark for education

- Starfish and leading University of Michigan education scholars created a full-day culturally responsive curriculum specifically for the Marygrove Early Education Center, focusing on equity, STEM, and social studies.

Whole child focus

- Integrated behavioral & developmental health services.
- Informed culture of trauma care.

Whole family focus

- Parenting classes, prenatal support, childcare.
- Parent leadership opportunities.

A pioneering program for educators

- Our ancillary teaching school will build a talent pool of exceptional urban early childhood educators.



ELIGIBILITY TYPE & INCOME LEVEL

In keeping with federal eligibility regulations and Head Start Performance Standards, the majority of the families served by Starfish Family Services and its subrecipient agencies are below the federal poverty line, which ensures that families have access to high-quality educational and social services regardless of their income.

Eligibility Type 2022-2023	
Eligibility Type	Birth to Five 05CH011335
Below Income	847
Public Assistance	337
Allowable Over Income	80
Over Income	96
Homeless	50
Foster Children	36
Total	1,446

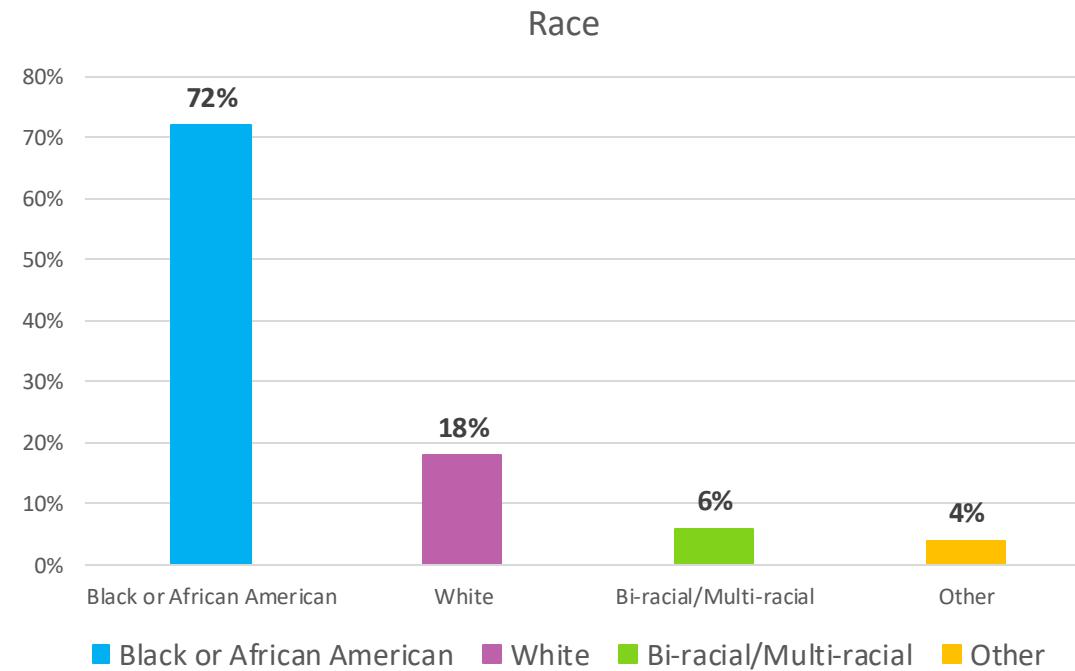
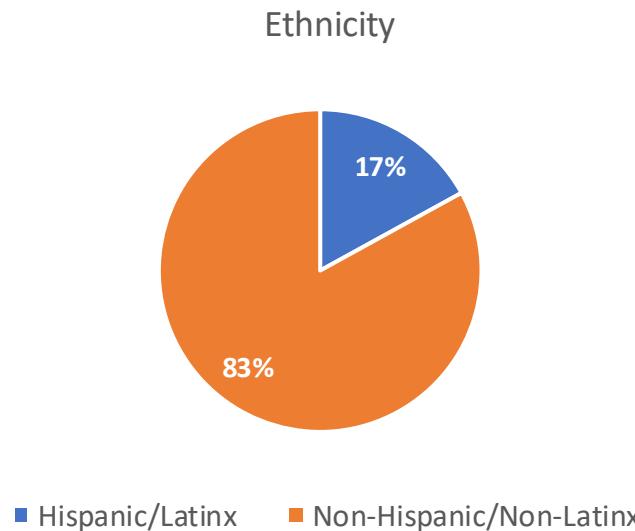




COMMUNITY DEMOGRAPHICS

Ethnicity & Race

The communities we serve are diverse in ethnicity, race, and language. In total, 17% of our children are of a Hispanic or Latino/a/x ethnic background. We find similar variation for the race of our children and families; overall 72% of the children we serve are Black or African American, 18 % are White, and 6% are Bi-Racial/Multi-Racial.



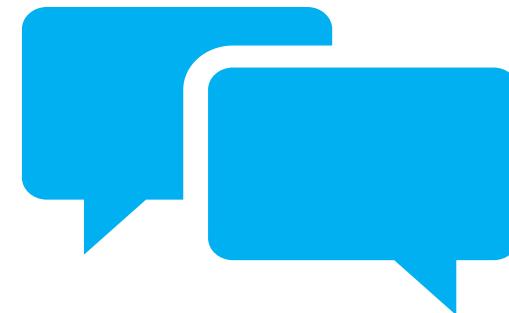
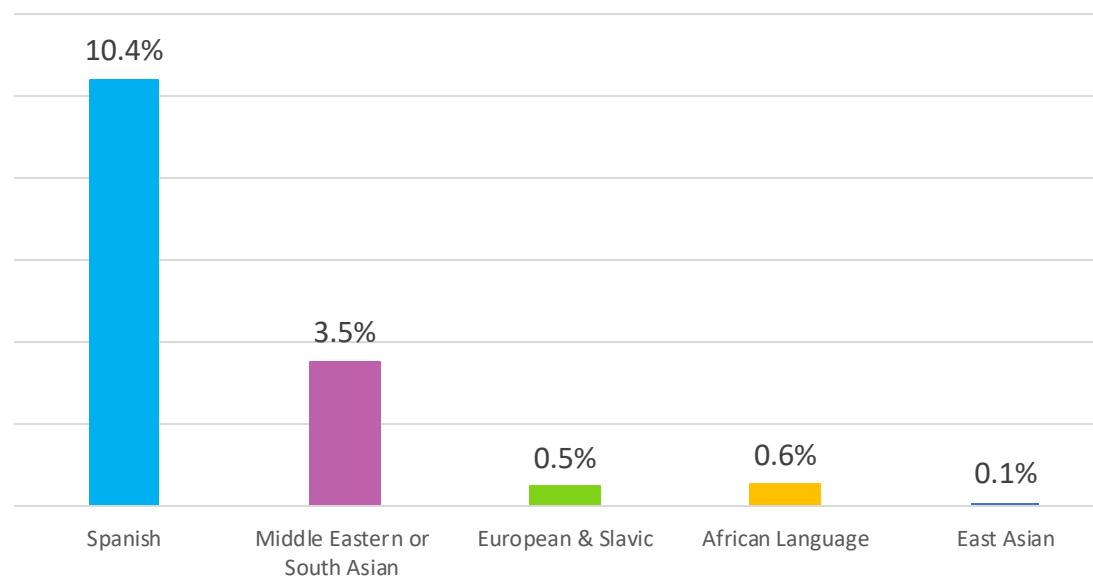


COMMUNITY DEMOGRAPHICS

Language

Most of our children and families primarily speak English at home (85%), however, the remaining include those who speak Spanish as well as Middle Eastern, European/Slavic or African. Spanish-speakers tend to be concentrated in the Detroit service area and Middle Eastern and South Asian languages – primarily Arabic - in the Western Wayne Service Area.

In total, 15% of our families speak languages other than English, with Detroit serving [Spanish-speaking](#) families, and Western Wayne serving [Arabic-speaking](#) families.



During the 2022-2023 school year, 262 children (19%) served were [Dual Language Learners](#).



PROGRAM ENROLLMENT

EARLY HEAD START

Month/Year	Actual Enrollment	Percent Enrolled
September 2022	399	78%
October 2022	398	77%
November 2022	403	78%
December 2022	392	76%
January 2023	387	75%
February 2023	388	75%
March 2023	378	74%
April 2023	382	74%
May 2023	384	75%
June 2023	381	74%
July 2023	384	75%
August 2023	266	64%

HEAD START

Month/Year	Actual Enrollment	Percent Enrolled
September 2022	692	77%
October 2022	700	78%
November 2022	706	79%
December 2022	705	79%
January 2023	716	80%
February 2023	732	82%
March 2023	741	83%
April 2023	762	85%
May 2023	763	85%
June 2023	756	84%
July 2023	109	96%
August 2023	45	90%





EMPOWERED FAMILIES





FAMILY ENGAGEMENT

During the 2022-2023 program year, **89% of our families received at least one family service**. The program provided **5,026 total family services**.

According to our Program Information Report (PIR):

- **1,027 families** received services for **emergency support** and intervention such as meeting immediate needs for food, clothing, or shelter
- **906 families** were involved in discussing their **child's screening and assessment results**.
- **444 families** were provided **parenting education**.
- **475 received services associated with health-related matters.**

Across our Head Start and Early Head Start platform, 53 families experienced homelessness during the enrollment period. Of these families, **21 (40%) were able to acquire housing by the end of the program year**, exceeding the national average of 23%. Collectively, we served **53 children who were in foster care**.

Family Services Provided	
Emergency/Crisis Intervention	1,027
Housing Assistance	147
Asset Building	149
Mental Health Services	230
Substance Misuse Prevention	74
Substance Misuse Treatment	30
English as a Second Language	47
Adult Education/Job Training	180
Research-based Parenting Curriculum	369
Family Involvement in Screening & Assessment	906
Supporting Transitions	446
Education on Preventive Medical & Oral Health	475
Education on Health & Developmental Consequences of Tobacco Use	160
Education on Nutrition	517
Education on Postpartum Care	121
Marriage/Relationship Education	84
Assistance to Families of Incarcerated Individuals	64
Total Number of Families	1,142

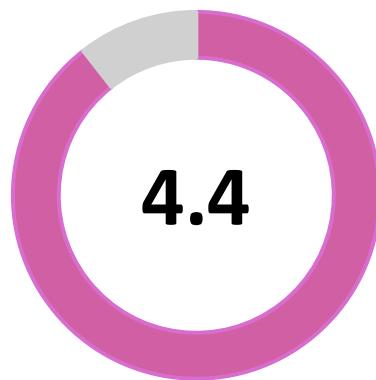




FAMILY ENGAGEMENT

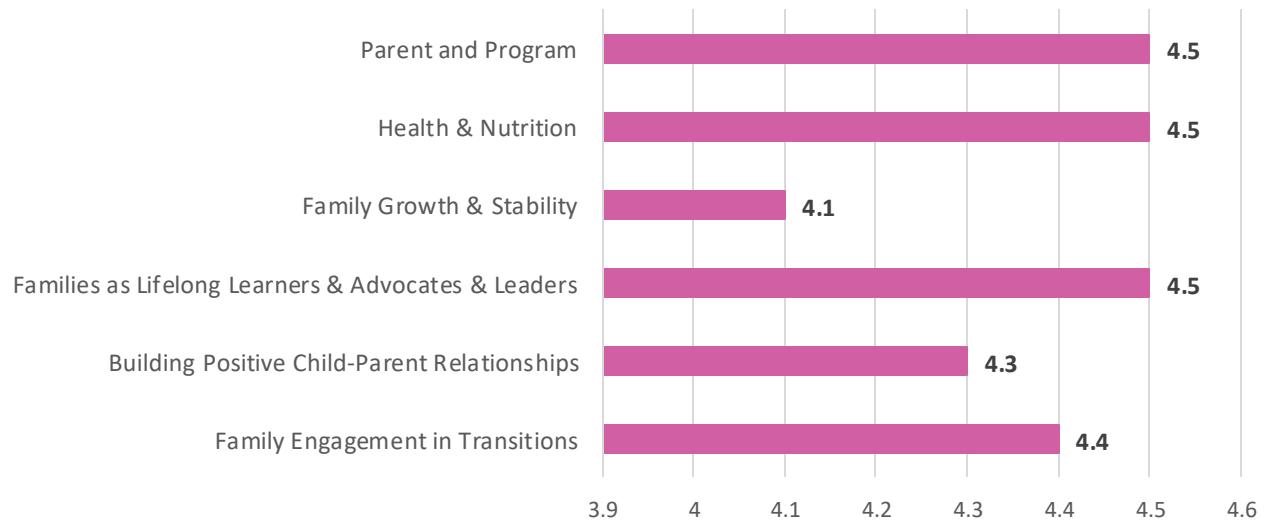
Starfish Family Services and its Subrecipient agencies foster an environment that supports family connections and active engagement. Family Service Workers and Family Service Guides developed supportive relationships with parents, provided families with critical resources in their communities, and assisted families and caregivers with establishing and achieving goals for themselves and their families.

Parent Gauge is a family engagement assessment tool provided through National Head Start Association (NHSA) designed specifically for Head Start and Early Head Start programs and in alignment with the Office of Head Start's Parent Family Community Engagement (PFCE) Framework. Family Service Workers, Family Service Guides and Home Visitors interview families to identify each family's strengths, needs and perception of our program. 1,923 interviews took place throughout the 2022-2023 program year.



On an agreement scale of 1 to 5, families highly agreed that programming met their family's needs.

PCFE-Aligned Parent Gauge Domains





PARENTCORPS & TRAUMA-INFORMED APPROACH

Starfish continues to implement ParentCorps, a culturally informed approach to engaging families and building parents' social capital, well-being, and ability to support their child's health and development. The agency provides ParentCorps' FUNdamentals Family Engagement Professional Development Training to all program staff. This four-day experiential training includes sequenced group and individual learning opportunities and is designed to motivate participants to use evidence-based practices for parent engagement and social-emotional learning. During the 2022-2023 school year, **54 new employees participated in in this professional development opportunity.** Staff evaluations indicate that the training was impactful and well received.

- 95% of employees agreed/strongly agreed that the ParentCorps' FUNdamentals series was informative.
- 96% of respondents agreed/strongly agreed that the training enhanced their professional growth and deepened their reflection and self-assessment abilities.
- 92% of respondents agreed/strongly agreed that they learned something new that they could use in their work.
- 94% of employees agreed/strongly agreed that they had a new insight or thought differently about how they engage families.

Starfish implements a trauma-informed approach using the Trauma Smart® model, including 20 hours of staff training, trauma screenings, on-site mental health consultants, trauma-informed coaching sessions, and trauma awareness education for families. This approach aids in comprehending and addressing the effects of trauma on children and families. Our objective is to foster safe learning environments that enhance emotional resilience and executive functioning skills. We teach children how to regulate their emotions and offer "calm down boxes" filled with sensory tools to help them manage strong feelings, regain control, and remain engaged in their learning.

During the 2022-2023 school year, Infant and Early Childhood Mental Health Consultants provided intensive, trauma-informed support across Starfish's early childhood programming. The Infant and Early Childhood Mental Health Consultants were available to meet with parents, providing information, consultation, and referrals. According to our Program Information Report, **230 families received mental health services across our entire platform.**



HEALTHY FAMILIES





HEALTH INDICATORS

Our Early Childhood Education program recognizes the crucial link between health outcomes and a child's overall development. Starfish and partner agencies consistently coordinate health, nutrition, and oral health services to meet the needs of pregnant participants and children birth to five. Our dedicated Family Service Workers (FSW) and Family Service Guides (FSG) gather and manage essential health information to tailor resources and support to meet the unique needs of each family.

Health Specialists and FSW/FSG's partner with parents or caregivers to ensure families understand the importance of achieving an up-to-date health status for their children including continuous care and timely follow-up.

By end of 2022-2023 school year, the majority of the children and families enrolled in our Birth to Five Program had secured Health Insurance and established Medical and Dental Homes. The percentage of children with current immunizations ranged from 93.4% (EHS) to 95.9% (HS). More than 90% of children with chronic health conditions received appropriate treatment.

At the end of the 2022-2023 program year, the following number of participants were up-to-date on these health

Head Start	Up-to-Date
Medical Home	874 (97.4%)
Dental Home	854 (95.2%)
Health Insurance	882 (98.3%)
Immunizations	860 (95.9%)
Schedule of Preventive & Primary Care	589 (65.7%)
Dental Exams	637 (71%)
Treatment for Chronic Conditions	117 (93.6%)

Early Head Start	Up-to-Date
Medical Home	479 (98.6%)
Dental Home	443 (91.2%)
Health Insurance	481 (99%)
Immunizations	454 (93.4%)
Schedule of Preventive & Primary Care	114 (23.5%)
Treatment for Chronic Conditions	37 (90.2%)





SUCCESSFUL STUDENTS





SCHOOL READINESS GOALS

Starfish Family Services established five school readiness goals – one for each domain of early learning as identified by the Office of Head Start. The goals align with the HighScope Curriculum, the Michigan Standards of Early Learning, and the Head Start Early Learning Outcomes Framework.

Approaches to Learning Goal:

- Children will develop critical thinking and executive function skills.

Social Emotional Development Goal:

- Children will learn to identify and regulate their feelings and will develop a growing appreciation for others.

Language & Communication Goal:

- Children will signal their need, learn from the words and symbols that surround them and connect with others to exchange ideas, feelings, and friendship.

Cognition Goal:

- Children will engage in the scientific process to understand the what, how, and why of the natural physical world.

Perceptual, Motor and Physical Development Goal:

- Children will practice their emerging motor skills, learn what their bodies are capable of, and master personal care skills.





CHILD OUTCOMES

Child outcomes data was collected using HighScope Child Observation Record Advantage (COR Advantage). The HighScope COR Advantage tool provides an assessment associated with the research-based HighScope curriculum and aligns with the 5 Developmental Domains of the Head Start Early Learning Outcomes Framework: Ages Birth to Five (HSELOF, 2015).

Teaching staff collected data through anecdotal observations of children and scored on a 0 – 7 scale according to the COR framework. Child outcomes data was reviewed for all groups, including children with special needs and Dual Language Learners. Outcomes for School Readiness Goals were based on children who were enrolled 100% of the time for the data collection period of Time 1 (September-November 2022) through Time 3 (March-May 2023).



Kindergarten Readiness:

HighScope views children scoring at a level of 4 or higher as being ready for kindergarten.



INFANT

Infant children enrolled in our Early Head Start Program demonstrated progress across various developmental areas throughout the school year. An extensive analysis of our COR data revealed the following indicators of growth for each of the developmental domains:



Highest Scoring
Area: Physical
Development (1.62)



Lowest Scoring
Area: Math (1.18)



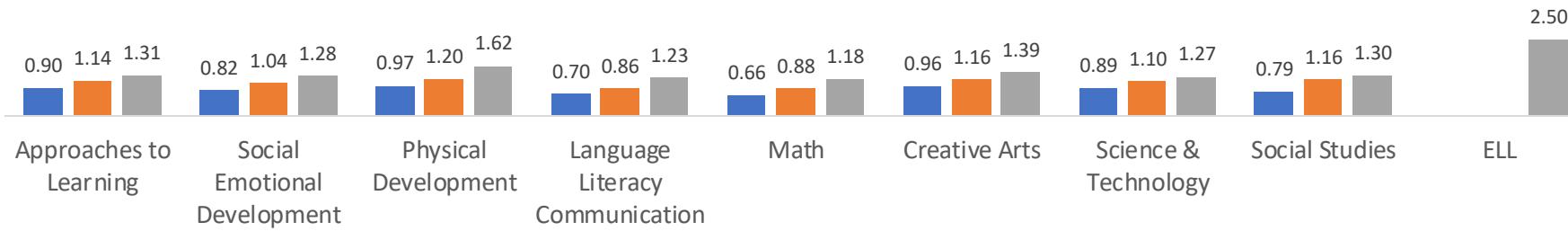
Greatest Gains:
Physical Development
(+0.65)



Lowest Gains: Science
& Technology (+0.38)

Infant 2022-2023 COR

■ Time 1 ■ Time 2 ■ Time 3





TODDLER

Toddler children enrolled in our Early Head Start Program demonstrated progress across various developmental areas throughout the school year. An extensive analysis of our COR data revealed the following indicators of growth for each of the developmental domains:



Highest Scoring
Area: Physical
Development (3.47)



Lowest Scoring
Area: Math (2.54)



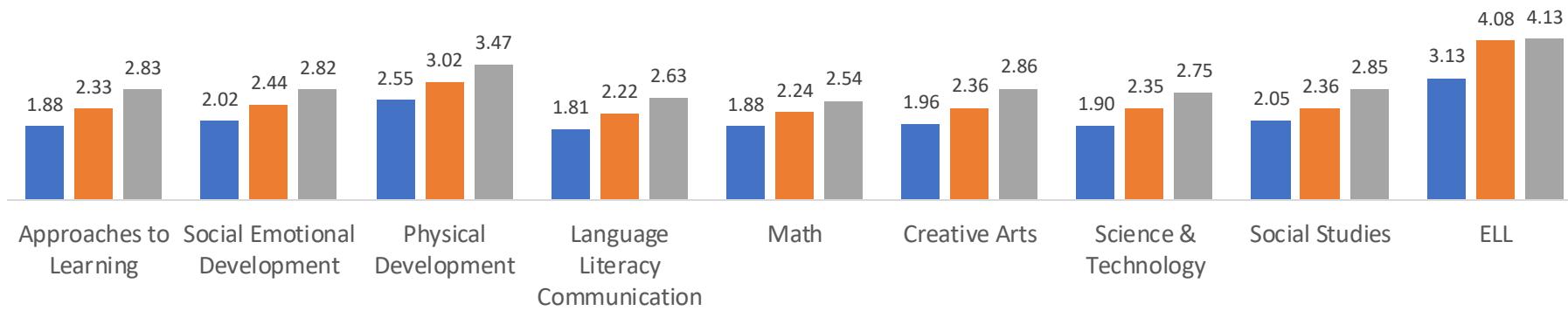
Greatest
Gains: Approaches to
Learning (+0.94)



Lowest Gains: Math
(+0.66)

Toddler 2022-2023 COR

■ Time 1 ■ Time 2 ■ Time 3





PRESCHOOL

Preschool children enrolled in our Head Start Program demonstrated progress across various developmental areas throughout the school year. An extensive analysis of our COR data revealed the following indicators of growth for each of the developmental domains:



Highest Scoring Area: Physical Development (5.09)



Lowest Scoring Area: Language, Literacy & Communication (4.23)



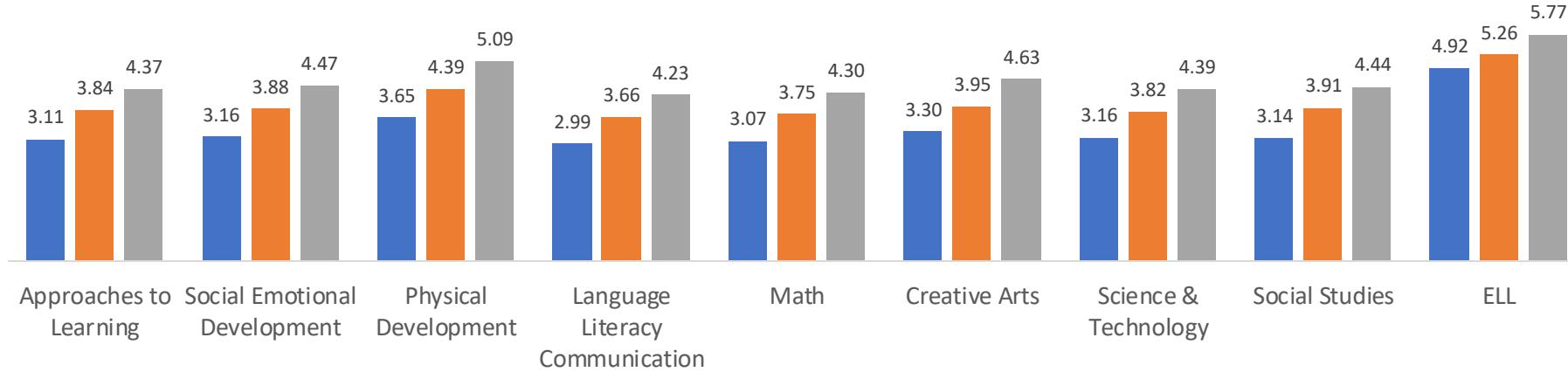
Greatest Gains: Physical Development (+1.44)



Lowest Gains: Math (+1.23) and Science & Technology (+1.23)

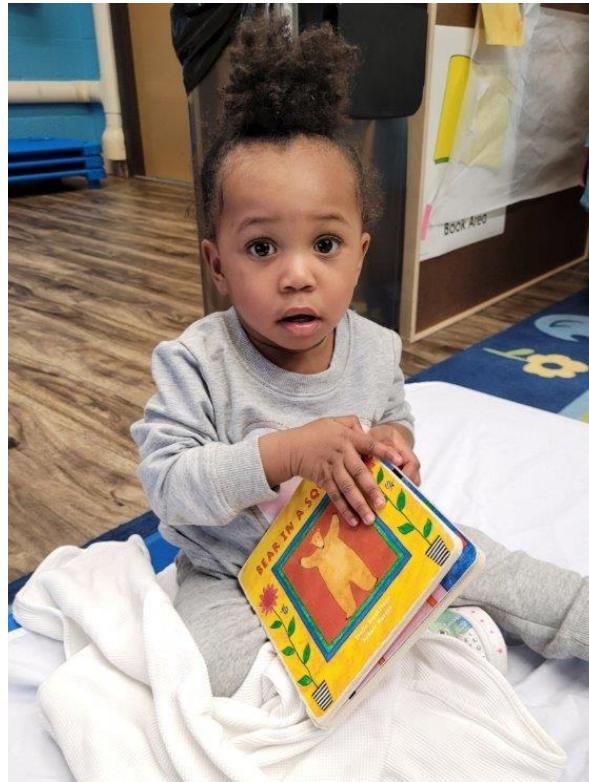
Preschool 2022-2023 COR

■ Time 1 ■ Time 2 ■ Time 3





RECENT REVIEW BY THE SECRETARY





SPECIAL MONITORING REVIEWS BY ACF

In July 2022, the Western Wayne BT5 05CH011335 grant and Detroit BT5 05CH010519 grant received two non-compliances regarding Safety Practices related to Criminal Records Checks following a May 2022 Special Monitoring Review. The first noncompliance was regarding Sec. 648A-Staff Qualifications and Development associated with obtaining Criminal Record Checks prior to hire. The second noncompliance was under 1302.102 - Achieving program goals related to monitoring Criminal Record Checks. In response, we revised our background check policy, established written hiring procedures, and implemented a new training system and monitoring plan. An HR Response Team was formed to ensure compliance across all three ECE organizations which included training resources and a two-tier monitoring system. The Administration for Children and Families (ACF) conducted a follow-up review in November 2022. Based on the information gathered, both areas of non-compliance were corrected, and the findings were officially closed on April 21, 2023.

On September 16, 2022, the Administration for Children and Families conducted a monitoring review of Starfish Family Services' Head Start and Early Head Start programs, regarding an incident that had occurred at one of our Subrecipient agencies on 7/28/22. The Detroit BT5 05CH010519 grant received a Discipline Deficiency regarding 1302.90 Personnel Policies-Standard of Conduct. In addition, the program received a noncompliance regarding 1302.102- Achieving Program Goals-Reporting concerning the timely notification of significant incidents affecting child safety.

In response, Starfish implemented a Corrective Action Plan that included:

- Establishing an OHS Urgent Response Team and revising Incident Reporting Policies with a clear reporting chain and timeline.
- Conducting professional development in child development, behavior management, and trauma-informed care, with mandatory training and knowledge checks for all employees.
- Revising Staff Mental Health and Classroom Observation Policies, enhancing coaching, and distributing a Wellness Plan.
- Holding monthly Trauma Informed Care meetings to address emotional and psychological safety.

ACF's follow-up review on June 20, 2023, confirmed that the issues were resolved, and on September 14, 2023, ACF officially closed the findings.



SPECIAL MONITORING REVIEW - CLASS

Starfish Family Services participated in the Office of Head Start CLASS® Video Pilot Review beginning 3/17/23 through 5/01/23. Observations were conducted in preschool center-based classrooms using the Classroom Assessment Scoring System (CLASS®). The CLASS® tool looks at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven-point scale. Starfish received the following scores which will not be used for Designation Renewal System (DRS) purposes:

Domain	Score	Quality Threshold	Competitive Threshold
Emotional Support	6.1042	6	5
Classroom Organization	5.7407	6	5
Instructional Support	2.7639	3	2.3

Dimensions						
Positive Climate	5.96	Behavior Management	5.99	Concept Development	2.25	
Negative Climate	1.08	Productivity	6.01	Quality of Feedback	2.51	
Teacher Sensitivity	6.14	Instructional Learning Format	5.22	Language Modeling	3.53	
Regard for Student Perspective	5.40					

The CLASS® scores placed the program above the competitive thresholds set by the Office of Head Start for all three domains but below the quality thresholds for Classroom Organization and Instructional Support. The results of the CLASS® Video Pilot Review were used to support continuous quality improvement efforts for the upcoming school year.



BUDGETS & FINANCIALS





GRANT AWARDS

Western Wayne Birth to Five 2022

FY 2022-2023

US Department of Health & Human Services	\$1,247,711
In Kind	\$115,440
Total Western Wayne Birth to Five	\$1,363,151

Detroit Birth to Five 2022

FY 2022-2023

US Department of Health & Human Services	\$5,469,800
In Kind	\$176,047
Total Detroit Birth to Five Funding	\$5,645,323

Consolidated Birth to Five

FY 2022-2023

US Department of Health & Human Services	19,424,207
In Kind	\$1,204,116
Total Consolidated Birth to Five Funding	\$20,628,323

Total Grant Awards by Source FY 2022 - 2023



■ WW BTF 2022-Federal

■ DBTF 2022-Federal

■ CONSOLIDATED BTF 2023-Federal

■ WW BTF 2022- Non-Federal

■ DBTF 2022-Non-Federal

■ CONSOLIDATED BTF 2023-Non-Federal

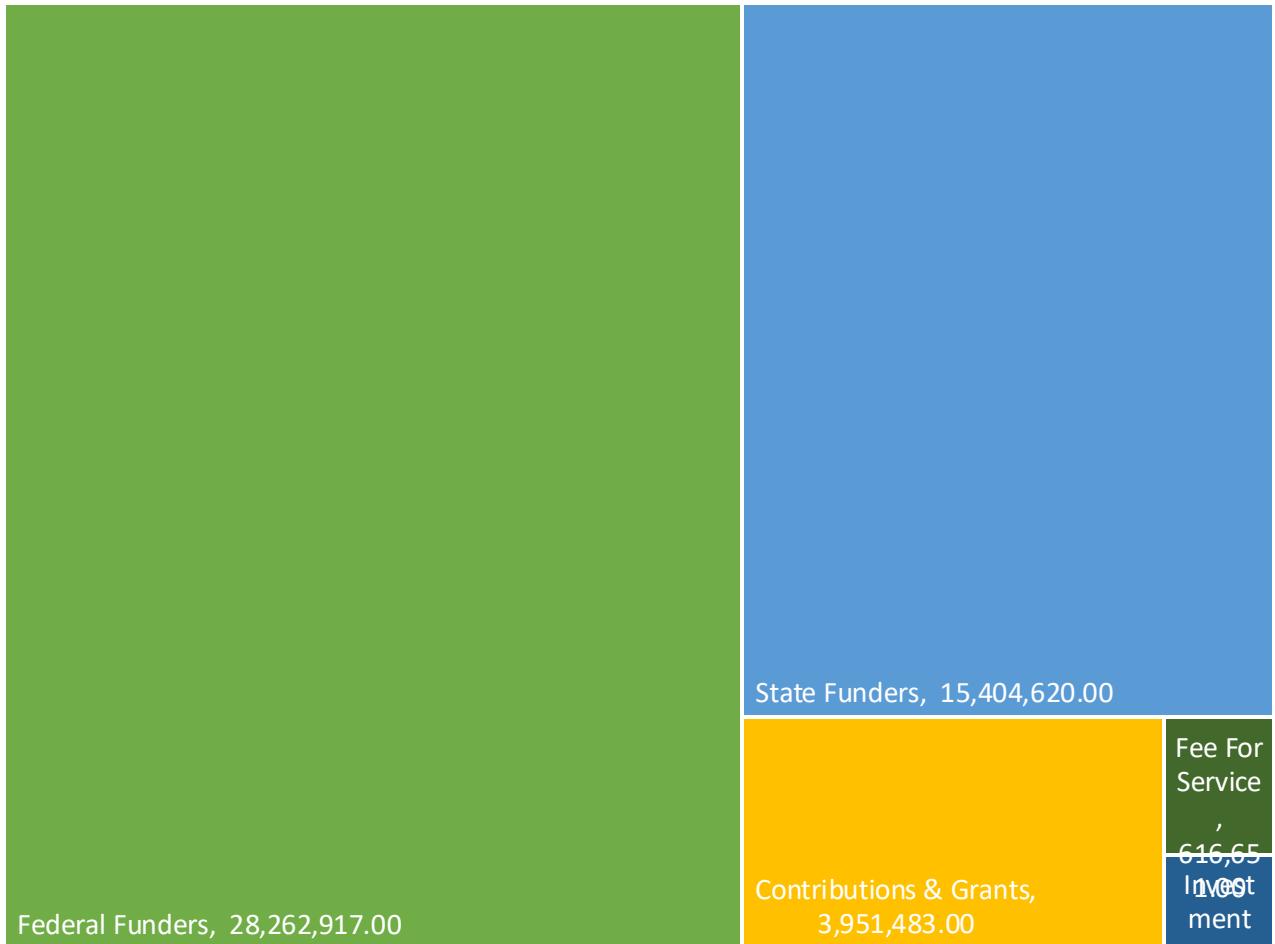


REVENUE

Revenue and Other Support FY 2022 - 2023

Revenue and Other Support	Amount
Federal Funders	\$28,262,917
State Funders	\$15,404,620
Contributions & Grants	\$3,951,483
Third-Party Fee for Service	\$616,651
Investment Income	\$432,402
Other Income	\$0
Total Revenue and Other Support	\$48,668,073

Starfish ended the fiscal year 2023 with a 6.3% increase in total revenue and support over the previous year. Our focus continues to be our programs with 87.8% of expenditures supporting program costs.



■ Federal Funders ■ State Funders ■ Contributions & Grants ■ Fee For Service ■ Investment Income



ASSETS & AGENCY EXPENSES

Assets	Amount
Current Assets	\$10,473,920
Long-Term Assets	\$8,852,192
Property and Equipment	\$4,371,174
Total Assets	\$23,697,286
Liabilities and Net Assets	Amount
Current Liabilities	\$4,774,525
Long-Term Liabilities	\$7,416,121
Net Assets	Amount
Without Donor Restrictions	\$10,218,885
With Donor Restrictions	\$1,287,755
Total Net Assets	\$11,506,640
Total Liabilities & Net Assets	\$23,697,286

Agency Expenses	Amount
Programs: Families with Young Children	\$31,141,144
Programs: Parents and Families	\$22,358
Counseling Services	\$12,352,212
Management and General	\$5,166,369
Development and Special Events	\$873,038
Total Expenses	\$49,555,121



AUDITOR'S REPORT