



— LAKESHORE HEAD START —

ANNUAL REPORT

Fiscal Year 2023-2024

*Financial overview, family and community engagement, and
student achievement data for program year
August 1, 2023 – July 31, 2024*

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Annual Report –CDS Lakeshore Head Start

March 2025

Letter from the President

It is time once again to take a moment to reflect on the past year. The 2023/2024 annual report provides an opportunity to thoughtfully recognize the impact this organization has on the students and families it serves in Ottawa County.

Though the impacts of COVID are lessening, the organization continues to face uncertain times in the wake of possible governmental cuts. This organization has served this community for over 50 years and will continue to move forward to the best of its ability to ensure these students and families receive the educational opportunities they deserve. It is crucial more than ever that we share the positive impacts that CDS Lakeshore Head Start has on this community and the over 400 children it serves.

This past year the organization observed consistent growth across the age groups especially in cognitive and physical development thanks to the dedicated staff and purposeful curriculum. CDS saw an average of 90% attendance which exceeds federal requirements, and 31 students were provided with mental health consultations. Parents continued to be offered opportunities to be integral partners in their child's education with access to the online curriculum Ready Rosie, attending parent nights, and a variety of volunteer opportunities. All are reasons to celebrate and acknowledge the power of dedication and collaboration.

This report also gives us an opportunity to reflect on growth areas for the future. The organization observed an increase in the need for behavior support in many classrooms. This past year there was an intentional emphasis on the implementation of Schoolwide Positive Behavior Interventions, and we recognize this will need to be an area of continued focus. Staff retention remained a challenge along with enrollment instability. The organization has intentionally worked to advocate for the staff to help retain employees and brainstorm ways to restructure programs to regain stability in enrollment numbers. These are important areas of needed growth, and they will continue to be a focus in the future.

Lastly, on behalf of the CDS Board, I would like to thank everyone from our administration team, program directors, teachers, teacher assistants, coaches, advocates, floaters, food service, center assistants, and para pros. Because of you all, CDS Lakeshore Head Start continues to educate and love on our students and families in our community.

Sincerely,

A handwritten signature in black ink that reads "Bethany De Graaf". The signature is written in a cursive, flowing style.

Bethany De Graaf

President, CDS Lakeshore Head Start

Agency Overview



History

Child Development Services of Ottawa County, Inc. (CDS Lakeshore Head Start) was founded in 1966 by a group of church members in Holland who were concerned that families were without alternative resources for childcare. Through their efforts, Holland Day Care was established for 30 children.

The agency has since expanded to include federally funded Head Start and Early Head Start services along with private pay childcare services. CDS, now serving over 400 children in six locations throughout Ottawa County, is a single purpose, private, non-profit corporation with 501(c)(3) status. All classrooms are licensed through the State of Michigan.

The United Way, service groups, churches, and community-minded businesses in Ottawa and Allegan counties have played a crucial role in the founding, development, and support of the early childhood programs administered by CDS.

Our Vision

To be recognized as a premier educational agency providing young children and their families a head start toward a positive future.

Our Mission

In accordance with Head Start, a national program, CDS will promote school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families.

Federal Review

During the week of May 13, 2024, the Administration for Children and Families sent a team to review the Head Start and Early Head Start operation of CDS. CDS Lakeshore Head Start's program was found to be operating well, but did need to make one minor adjustment in reference to the timeline for dentals and physical requirements. The change was immediately implemented.

2023-20234

Revenue and Expenses

REVENUE AND SUPPORT

• Grant and Reimbursement Contracts.....	\$4,647,177
• In-Kind Contributions.....	\$981,431
• Contributions.....	\$0
• Program Fees.....	\$166,855
• Gain (Loss) on Disposal of Equipment	-
• Interest.....	\$514
• Miscellaneous.....	\$25,710
Total revenue and support.....	..\$ \$5,821,687

EXPENSES

Program services

- Early childhood programs \$ 4,967,449

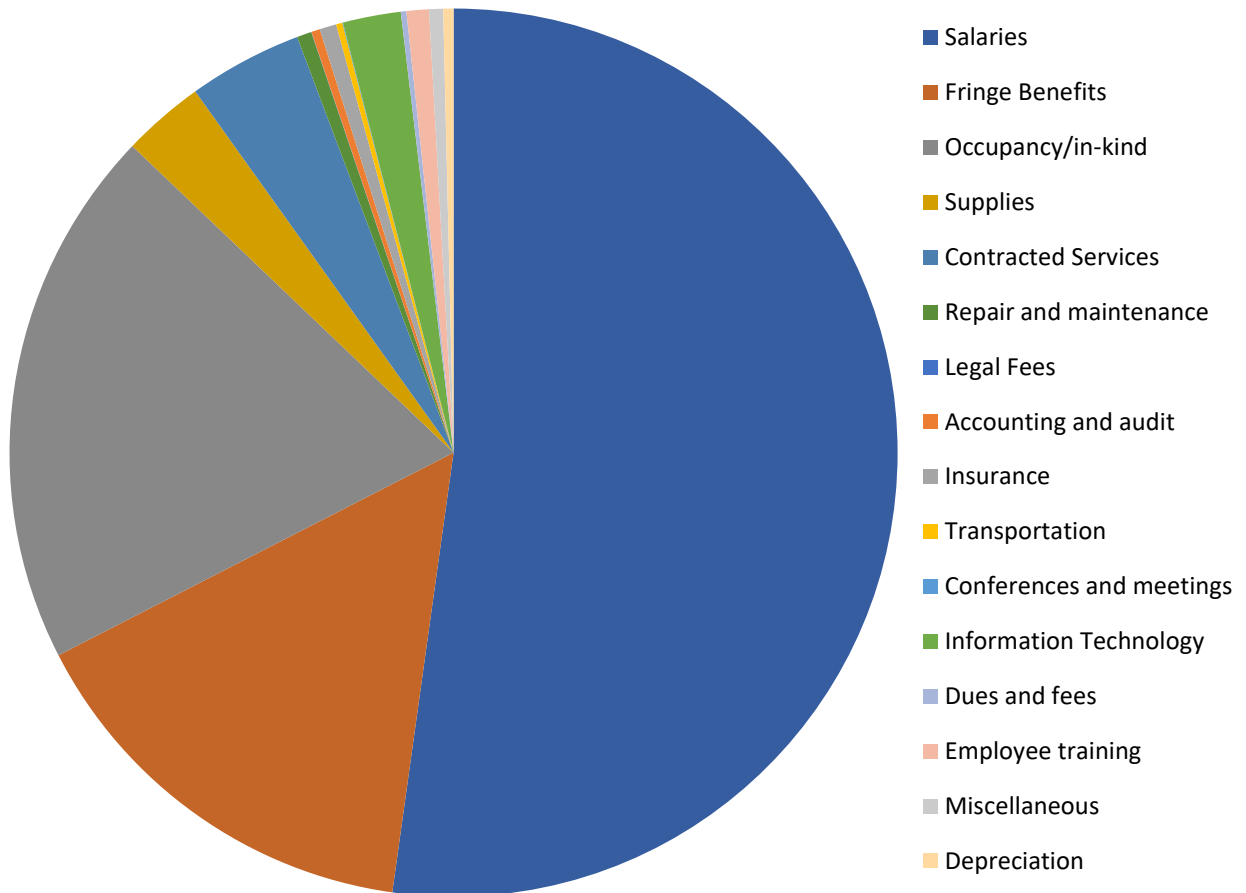
Supporting services

- Management and general.....\$ 724,480
- Resource development.....\$ 0

Total expenses \$5,691,929

2023-2024 Expenses

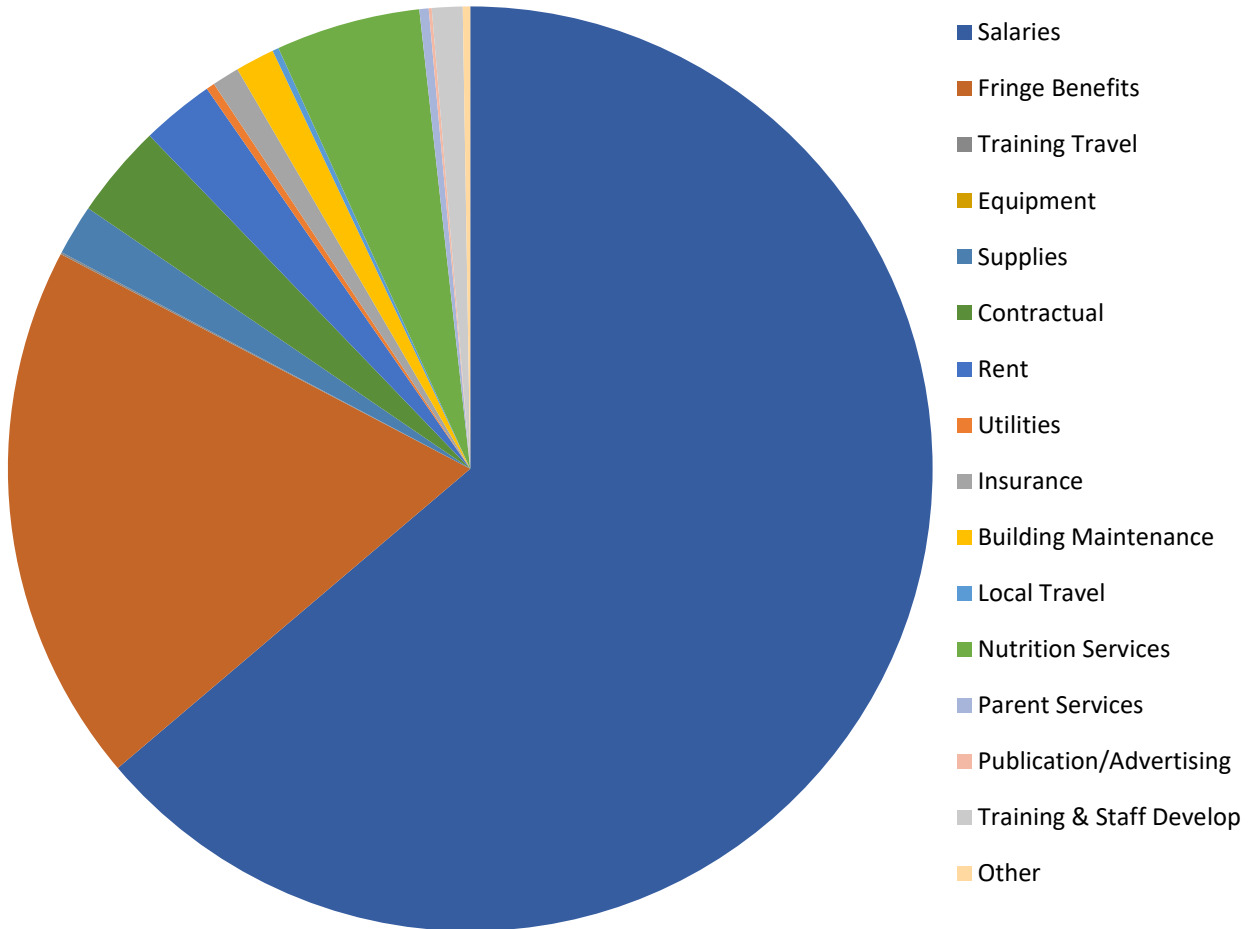
2023-2024 Expenses \$5,691,929



2024-2025 Proposed Budget

2024-25 Proposed Budget \$4,485,795

*Does not include In-Kind Expense



Education & Student Progress Data

Kindergarten and school readiness are at the forefront of what CDS Lakeshore Head Start strives to achieve. We begin this process immediately, when children enter our classroom doors. This starts for some children at 6 weeks old in our Early Head Start and childcare programs, prenatally in our home-based program and at three to four years old in our Head Start program. All our programs utilize Creative Curriculum, which encompasses ages from birth to third grade. Because of this, we can ensure each child is receiving a quality individualized education.



Throughout the year our teachers observe, document, individualize and differentiate to meet the needs of all children in our programs. Through pictures, portfolio artifacts, observations, screenings and assessments, we are able to track children's successes and areas for improvement. Our teachers input this data into the online curriculum to see the level at which the children are functioning. Three times per year, comprehensive assessments (Checkpoints) are completed to show if children are below, meeting or exceeding expectations (*see graphs on pages 6-10*). We then use this data to plan activities that are effective and appropriate for the children we serve in order to continue improving the children's outcomes.

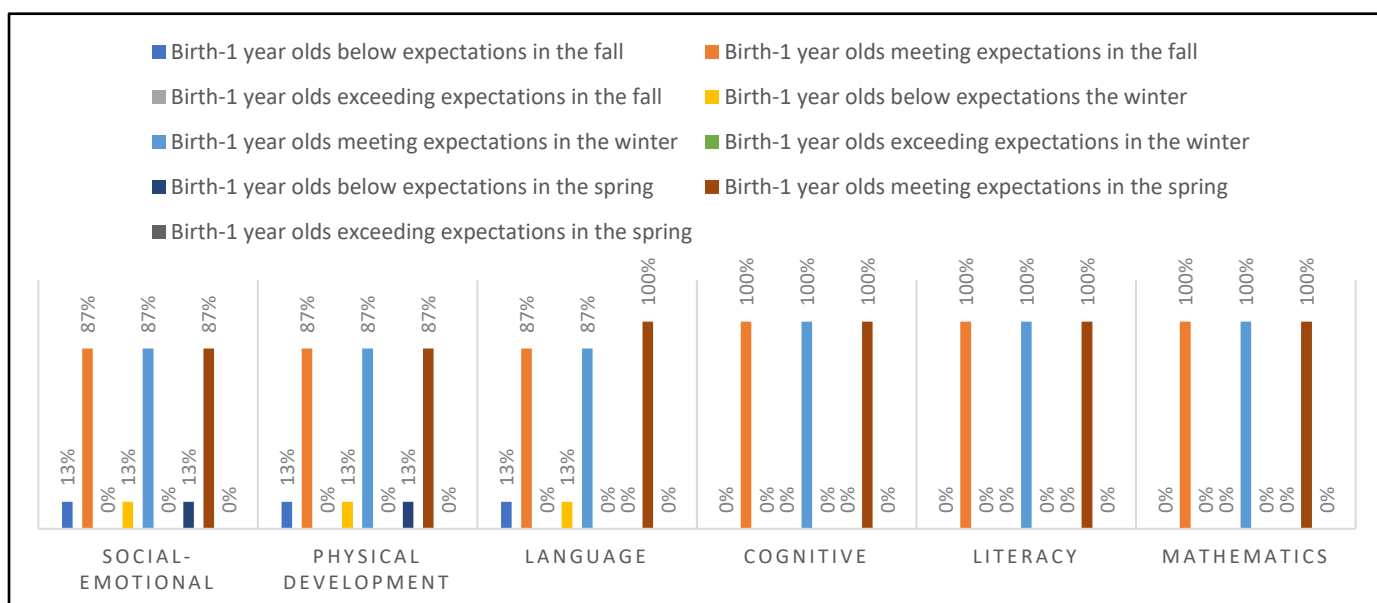
The data from the fall, winter, and spring show most children have growth in all areas within the 2023-2024 program year. By referencing Michigan State Early Learning Standards and the Head Start Early Learning Outcomes Framework in conjunction with our curriculum and readiness goals, we are helping to ensure children are prepared for kindergarten. It is our goal to provide multiple opportunities for each child to become successful.

In addition, the partnerships we maintain with local school districts, as well as the Intermediate School District, allow our staff to be well-informed of the requirements of our children when they enter kindergarten in Ottawa County. Through professional development opportunities and individual trainings and coaching sessions, our teaching staff are constantly aware of any changes that may be occurring in the early childhood education field.

Education & Student Progress Data

Birth- 1 year

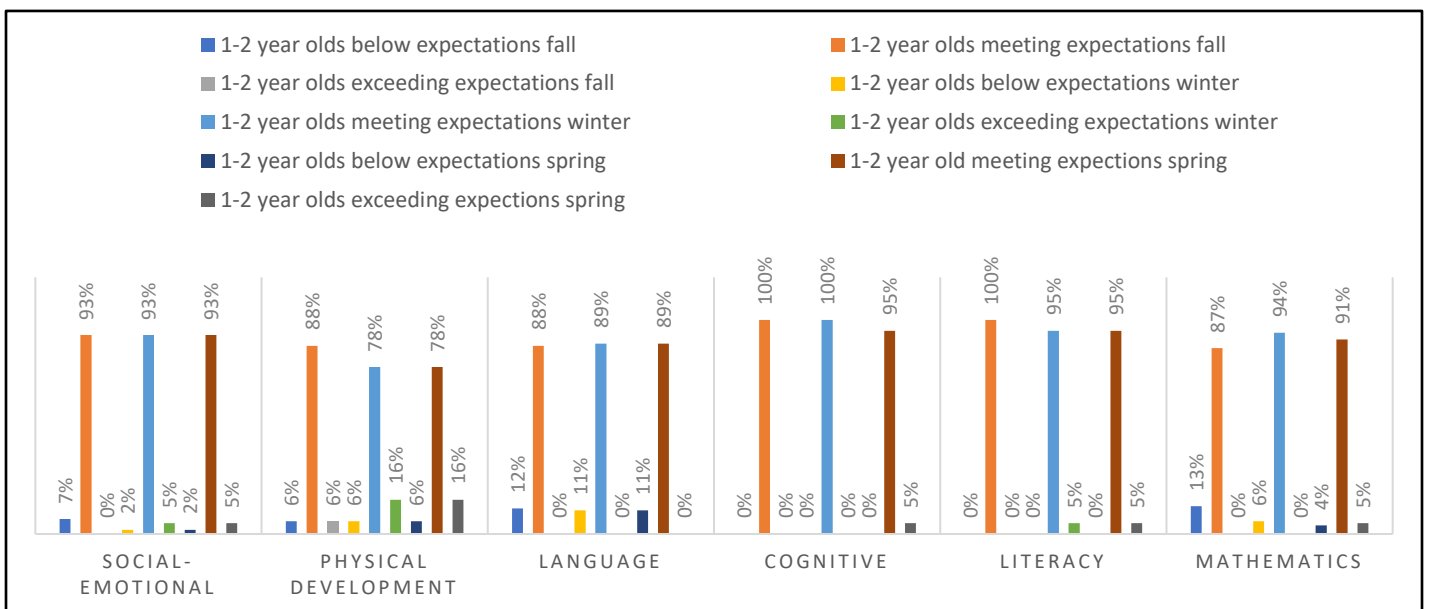
Full Year Data	Birth-1 year olds below expectations in the fall	Birth-1 year olds meeting expectations in the fall	Birth-1 year olds exceeding expectations in the fall	Birth-1 year olds below expectations the winter	Birth-1 year olds meeting expectations in the winter	Birth-1 year olds exceeding expectations in the winter	Birth-1 year olds below expectations in the spring	Birth-1 year olds meeting expectations in the spring	Birth-1 year olds exceeding expectations in the spring
Social-Emotional	13%	87%	0%	13%	87%	0%	13%	87%	0%
Physical Development	13%	87%	0%	13%	87%	0%	13%	87%	0%
Language	13%	87%	0%	13%	87%	0%	0%	100%	0%
Cognitive	0%	100%	0%	0%	100%	0%	0%	100%	0%
Literacy	0%	100%	0%	0%	100%	0%	0%	100%	0%
Mathematics	0%	100%	0%	0%	100%	0%	0%	100%	0%



Education & Student Progress Data

1-2-year-olds

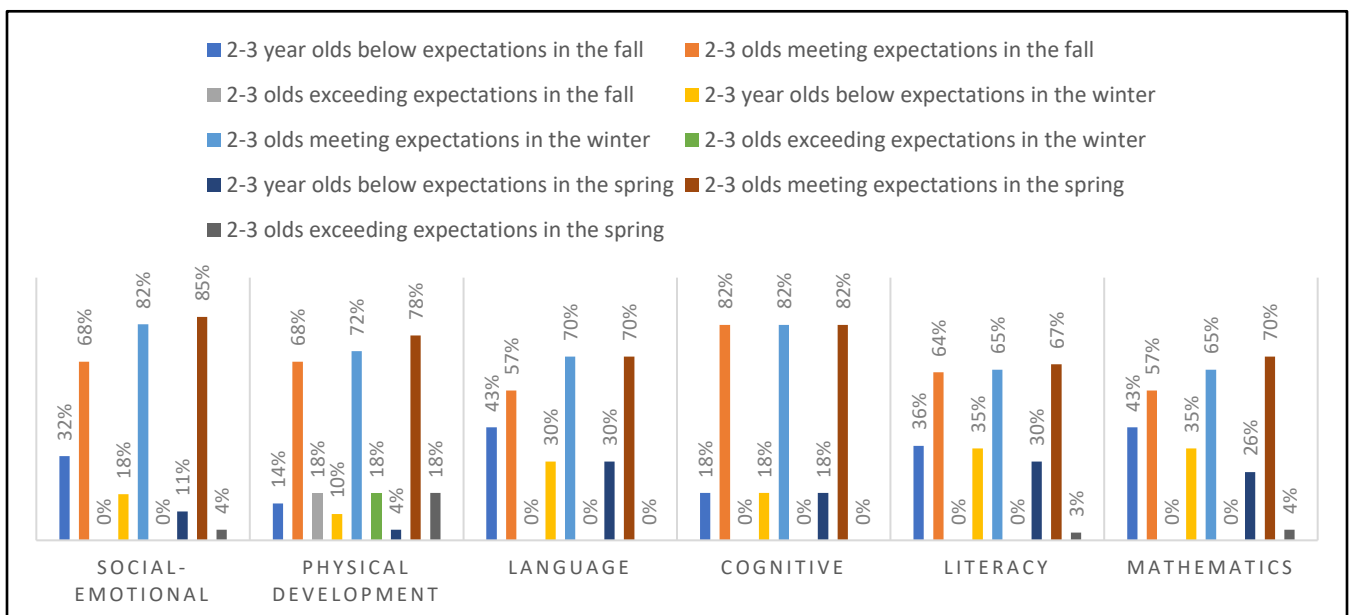
Full year data	1-2 year olds below expectations in the fall	1-2 year olds meeting expectations in the fall	1-2 year olds exceeding expectations in the fall	1-2 year olds below expectations the winter	1-2 year olds meeting expectations in the winter	1-2 year olds exceeding expectations in the winter	1-2 year olds below expectations in the spring	1-2 year olds meeting expectations in the spring	1-2 year olds exceeding expectations in the spring
Social-Emotional	7%	93%	0%	2%	93%	5%	2%	93%	5%
Physical Development	6%	88%	6%	6%	78%	16%	6%	78%	16%
Language	12%	88%	0%	11%	89%	0%	11%	89%	0%
Cognitive	0%	100%	0%	0%	100%	0%	0%	95%	5%
Literacy	0%	100%	0%	0%	95%	5%	0%	95%	5%
Mathematics	13%	87%	0%	6%	94%	0%	4%	91%	5%



Education & Student Progress Data

2-3-year old's

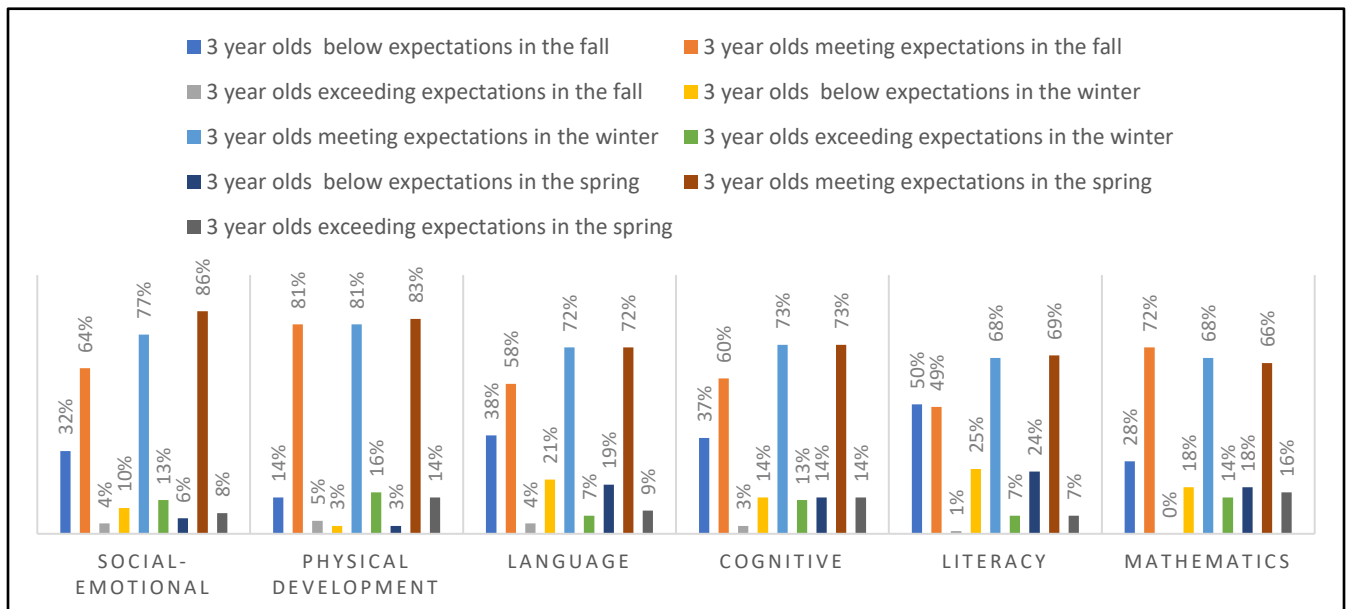
Full Year Data	2-3 year olds below expectations in the fall	2-3 olds meeting expectations in the fall	2-3 olds exceeding expectations in the fall	2-3 year olds below expectations in the winter	2-3 olds meeting expectations in the winter	2-3 olds exceeding expectations in the winter	2-3 year olds below expectations in the spring	2-3 olds meeting expectations in the spring	2-3 olds exceeding expectations in the spring
Social-Emotional	32%	68%	0%	18%	82%	0%	11%	85%	4%
Physical Development	14%	68%	18%	10%	72%	18%	4%	78%	18%
Language	43%	57%	0%	30%	70%	0%	30%	70%	0%
Cognitive	18%	82%	0%	18%	82%	0%	18%	82%	0%
Literacy	36%	64%	0%	35%	65%	0%	30%	67%	3%
Mathematics	43%	57%	0%	35%	65%	0%	26%	70%	4%



Education & Student Progress Data

3-year old's

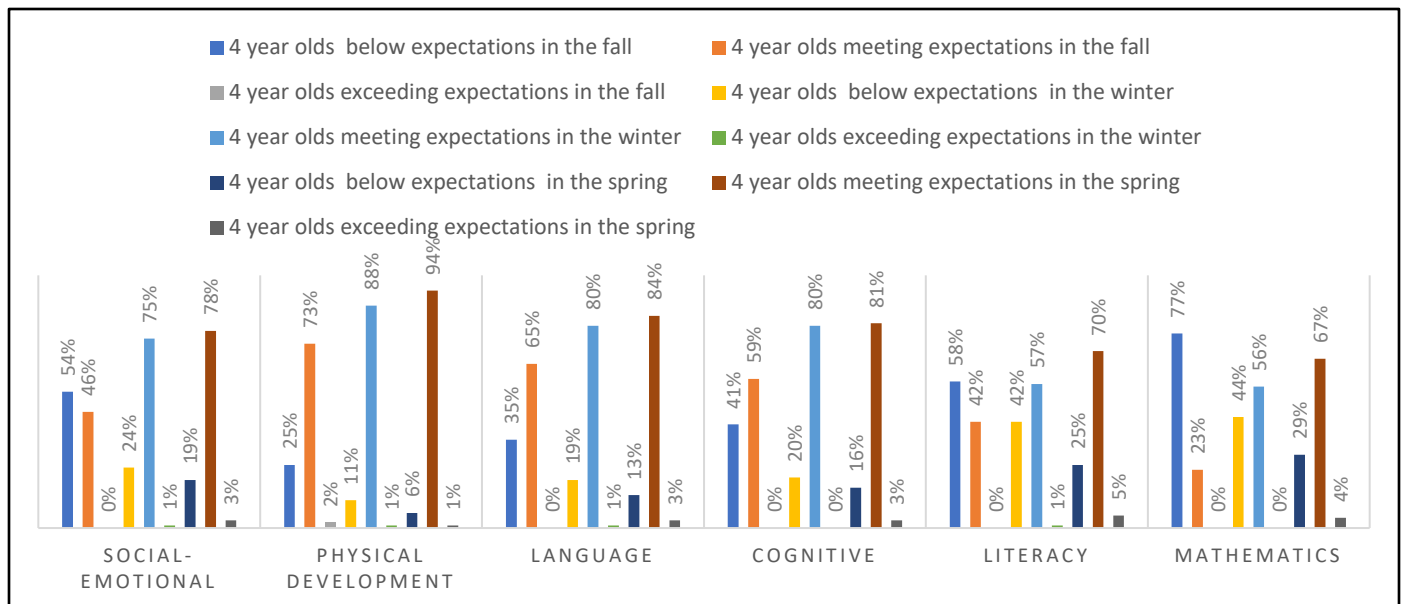
Full Year Data	3 year olds below expectations in the fall	3 year olds meeting expectations in the fall	3 year olds exceeding expectations in the fall	3 year olds below expectations in the winter	3 year olds meeting expectations in the winter	3 year olds exceeding expectations in the winter	3 year olds below expectations in the spring	3 year olds meeting expectations in the spring	3 year olds exceeding expectations in the spring
Social-Emotional	32%	64%	4%	10%	77%	13%	6%	86%	8%
Physical Development	14%	81%	5%	3%	81%	16%	3%	83%	14%
Language	38%	58%	4%	21%	72%	7%	19%	72%	9%
Cognitive	37%	60%	3%	14%	73%	13%	14%	73%	14%
Literacy	50%	49%	1%	25%	68%	7%	24%	69%	7%
Mathematics	28%	72%	0%	18%	68%	14%	18%	66%	16%



Education & Student Progress Data

4-year old's

4 year old full year data	4 year olds below expectations in the fall	4 year olds meeting expectations in the fall	4 year olds exceeding expectations in the fall	4 year olds below expectations in the winter	4 year olds meeting expectations in the winter	4 year olds exceeding expectations in the winter	4 year olds below expectations in the spring	4 year olds meeting expectations in the spring	4 year olds exceeding expectations in the spring
Social-Emotional	54%	46%	0%	24%	75%	1%	19%	78%	3%
Physical Development	25%	73%	2%	11%	88%	1%	6%	94%	1%
Language	35%	65%	0%	19%	80%	1%	13%	84%	3%
Cognitive	41%	59%	0%	20%	80%	0%	16%	81%	3%
Literacy	58%	42%	0%	42%	57%	1%	25%	70%	5%
Mathematics	77%	23%	0%	44%	56%	0%	29%	67%	4%



Enrollment



- The total number of families/children served during the 2023-2024 school year was 80 families representing 93 children in Early Head Start and 276 families representing 295 children in Head Start.
- During the 2023-2024 program year, Early Head Start and Head Start maintained full enrollment. 3% of slots were reserved for foster care and homeless children.
- The percentage of children served according to the Federal Poverty Guidelines: 46% of students are equal to or below 100% of poverty, 9% are between 101-130% of poverty, 2% are foster children and 2% of children are homeless. 34% received public assistance.
- Statistics for the year showed 27% of children served were 4-year-olds in Head Start and 55% were Hispanic. Early Head Start showed 56% of children served were Hispanic.
- End of month waiting lists for Early Head Start averaged 85 children and 81 children for Head Start. According to United Way Community Needs Assessment, there were 1,148 children under the age of 5 living in poverty in Ottawa County 2024.
- Average daily attendance rates for the program year for Early Head Start and Head Start averaged 90%, which is above the required rate of 85% attendance. Staff worked with families to create an attendance plan to help increase attendance and overcome barriers to getting to school regularly.

Medical and Dental Exams

- 217 of newly enrolled **Head Start** children served at any time during the 2023-2024 program year had a dental exam in the last 12 months.
- 370 of children were up to date on a schedule of health services which includes: Physicals, Hearing & Vision Screenings, Growth Assessments, Hemoglobin, Blood Pressure, and Blood Lead Level.

Mental Health and Special Needs

Disabilities and Mental Health

CDS recruit children with disabilities and maintains a minimum of 10% enrollment for children who have a disability that requires special education services. CDS screens all children for possible delays and works closely with the local school districts on referrals for additional assessments and providing on-site special education services when possible. CDS does not deny placement on the basis of a disability when Head Start is an appropriate placement according to the child's Individualized Education Plan (IEP) or Individualized Family Service Plan (IFSP).

- CDS Lakeshore Head Start utilizes the ASQ (Ages and Stages Questionnaire) to help identify children with possible speech or language delays. 52 Head Start children and 25 Early Head Start children were referred for further assessment.
- 20% of funded enrollment were children with special education needs.
- Forty-two children entered the program with an IEP and thirty-eight children received an IEP during the program year. Five children entered with an IFSP, and an additional twelve children received an IFSP during the program year.
- Thirty-one children were identified for a mental health consultation with our on-staff mental health consultant who works with teachers and families to support positive behavior and social/emotional growth in children.
- CDS Lakeshore Head Start executed Schoolwide Positive Behavior Interventions and Supports (SWPBIS) with fidelity at all sites this school year. Schoolwide Behavior Interventions and Supports have been proven to both effectively prevent and reduce unwanted behaviors in the classroom and non-classroom settings and to increase important academic and social outcomes.

Parent Engagement

Parent Involvement

Parents are strongly encouraged to be involved in their child's education, as parents are the first and most important teachers of their children. There are many opportunities for parents to participate and be engaged in the programs at CDS. Parents are provided access to Ready Rosie, our online parent curriculum and weekly Home Link activities to work on with their children at home to continue the lessons and themes taking place in the classrooms. Parents are always invited to volunteer in their child's classroom as well as work from home to complete needed projects.

Parents provide valuable input into program operations, policies, and procedures by serving on the agency's Policy Council, where they review monthly finance statements, enrollment and attendance, and approve all hiring decisions. CDS also hosts two committees that parents are encouraged to participate in: Health Advisory and Education Advisory, where they discuss nutrition concerns and components of the curriculum. In addition, parents assist with our annual self-assessment process, attend family nights, fatherhood events, and field trips.



Community Engagement

Community Partnerships

CDS would not be able to provide the necessary services to children and families without the support of our surrounding community. We actively seek and maintain meaningful community partnerships and would like to thank the following:

• Allendale Public Schools	• Grand Haven Public Schools	• Muskegon Public Schools - Head Start
• Allendale Township Library	• Grand Valley State University	• Ottawa Area Intermediate School District
• Bethany Christian Services	• Great Start Collaborative	• Ottawa County Department of Public Health
• Buen Pastor Ministries – Migrant Head Start	• Great Start School Readiness Program	• Ottawa County Dept. of Public Health - Miles of Smiles
• CALL 2-1-1 of Ottawa County	• Head Start of Kent County	• Outdoor Discovery Center
• Center for Women in Transition	• Herman Miller Cares • Herrick District Library	• Pathways
• Child Protective Services	• Holland Christian Schools	• Ready for School
• City on a Hill Ministries	• Holland Hospital Behavioral Health	• SCAN Council
• Community Action Agency of Allegan County	• Holland Public Schools	• Spring Lake District Library
• Community Action Agency of Ottawa County	• Holland Rescue Mission	• Spring Lake Public Schools
• Community Action House	• Hudsonville Public Schools	• United Way – Greater Ottawa County
• Community Mental Health	• InterCare Community Health Network	• West Michigan Pediatric Dentistry
• Coopersville Public Schools	• Jenison Public Schools	• West Ottawa Public Schools
• Coopersville Township Library	• Kids Food Basket	• WIC of Ottawa County
• Early On • DeWitt foundation	• Loutit Public Library	• Zeeland Public Schools
• Good Samaritan Ministries	• Michigan West Coast Chamber of Commerce	