



CDS

LAKESHORE HEAD START

ANNUAL REPORT

Fiscal Year 2024-2025

*Financial overview, family and community engagement, and
student achievement data for program year
August 1, 2024 – July 31, 2025*

Table of Contents

Introduction from Board President.....	page 1
Agency Overview.....	page 2
Financial Revenue & Expenses Summary.....	page 3
Expenses	page 4
Proposed Budge.....	page 5
Education & Student Progress Data.....	pages 6-11
Enrollment	page 12
Mental Health and Special Needs.....	page 13
Parent Engagement	page 14
Community Engagement	page 15





**Annual Report –CDS Lakeshore Head Start
April 2026
Letter from the President**

Once again, we take this opportunity to reflect on the accomplishments and experiences of the past year. The 2024/2025 annual report presents an opportunity to reflect on and acknowledge the meaningful impact this organization has on the students and families it serves in Ottawa County.

CDS Lakeshore Head Start is navigating a period of uncertainty as the GSRP grows in the community, however CDS remains committed to continued growth and strengthening its community. 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 important to highlight the positive impacts that CDS Lakeshore Head Start has made within this community and the 260 plus children it serves each year.

This past year the organization continued to observe 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 78% attendance, and 55 students were provided with mental health consultations.

Parents continue to be offered opportunities to serve as integral partners in their child's education through access to online curriculum, family engagement nights and volunteer opportunities. These accomplishments underscore the value of dedication and collaboration and are worthy of recognition and celebration. This report further allows us to identify and consider opportunities for future growth.

There is a continued need for behavior support in many classrooms. CDS Lakeshore Head Start continues to implement Schoolwide Positive Behavior Interventions, offering staff more training in this area. Staff retention started to improve over the past year. The organization has made a deliberate effort to advocate for staff by offering more training opportunities, exploring strategies to restructure programs, changing classroom schedules and implementing a new Farm School opportunity. This will continue to restore stability in enrollment numbers.

These are key areas for growth, and they will continue to guide our efforts moving forward as we have already seen progress over the past year.

Lastly, on behalf of the CDS Board, I would like to thank everyone from our administration team, directors, managers, program administrators, teachers, teacher assistants, coaches, advocates, floaters, food service, and center assistants. Because of your commitment, CDS Lakeshore Head Start continues to provide quality education and meaningful support to the students and families in our community.

Sincerely,

Kellie Powers

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.

2024-2025 Revenue and Expenses

REVENUE AND SUPPORT

• Grant and Reimbursement Contracts.....	\$4,780,382
• In-Kind Contributions.....	\$1,066,065
• Contributions.....	\$11,000
• Program Fees.....	\$148,946
• Gain (Loss) on Disposal of Equipment	-
• Interest.....	\$393
Total revenue and support.....	..\$ \$6,006,786

EXPENSES

Program services

- Early childhood programs \$ 5,342,182

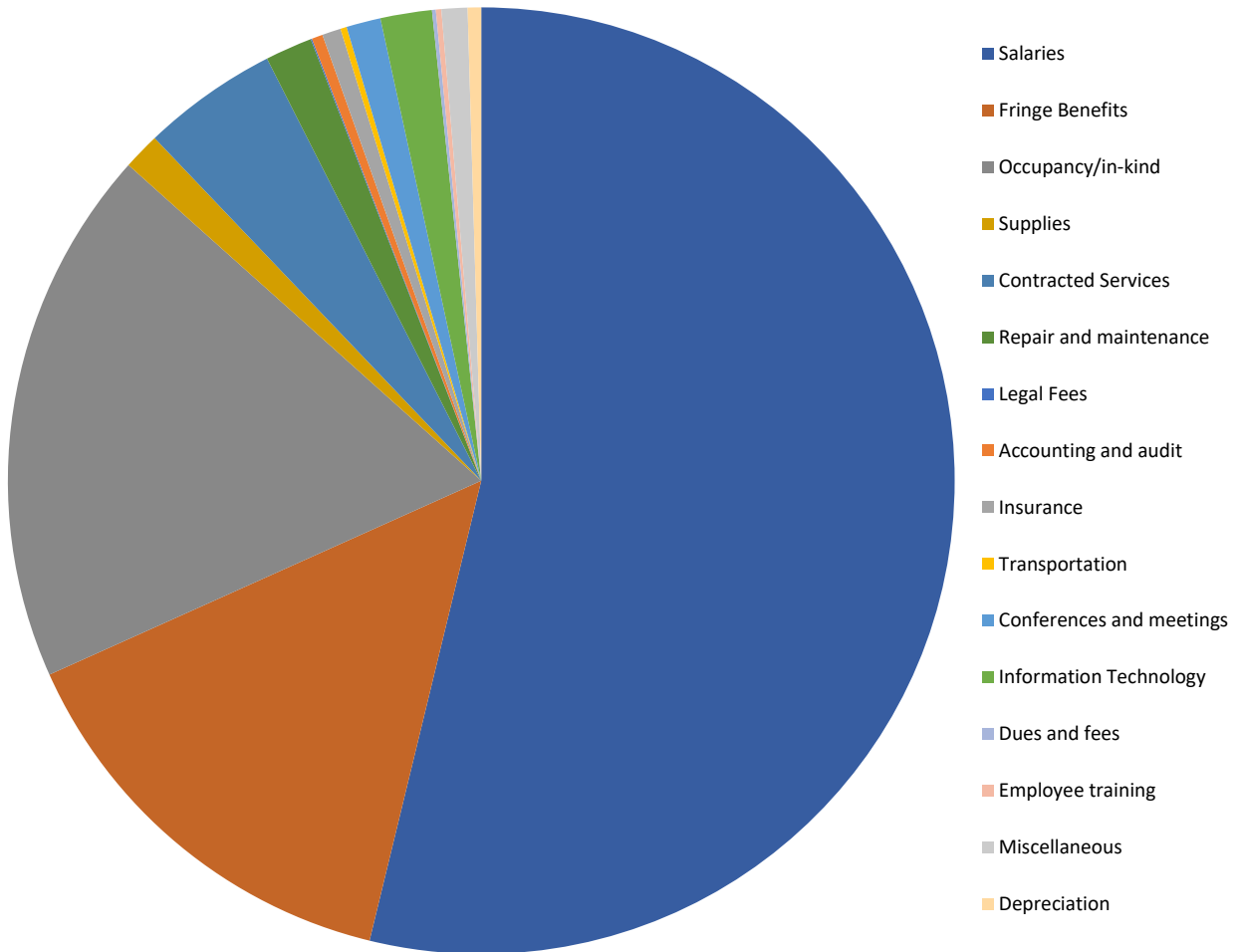
Supporting services

- Management and general.....\$ 323,401
- Resource development.....\$ 0

Total expenses \$5,665,583

2024-2025 Expenses

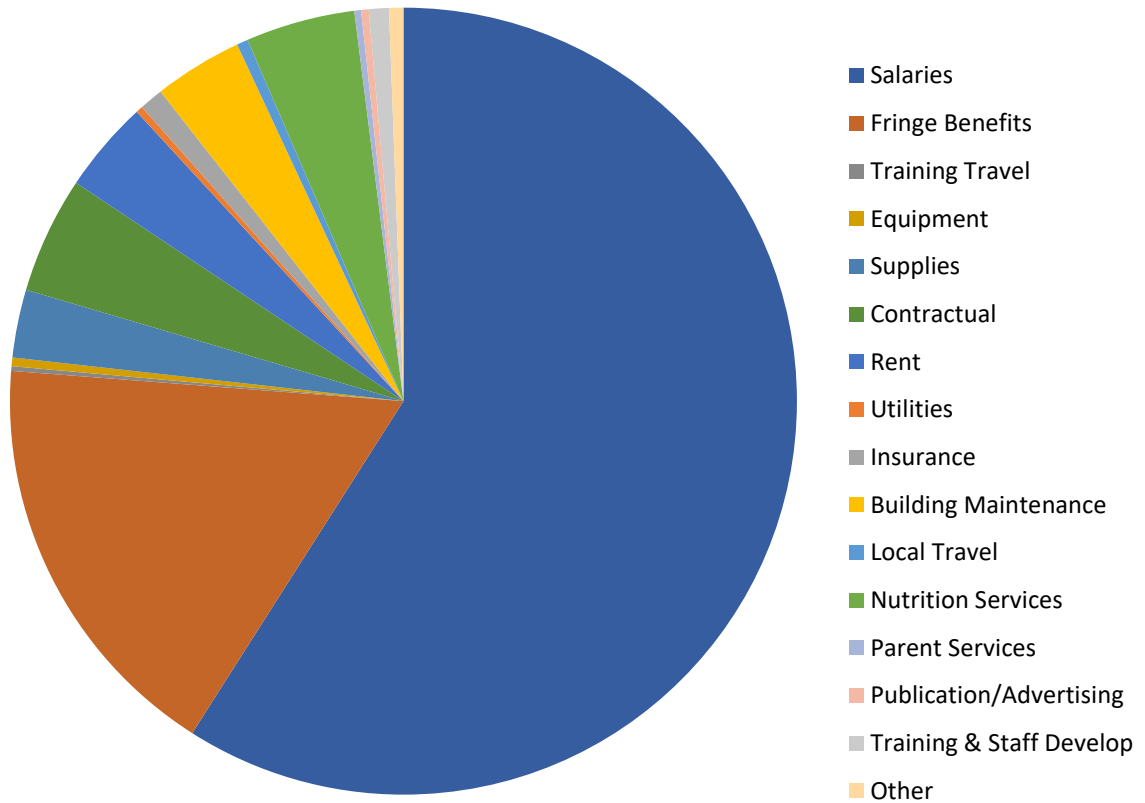
2024-2025 Expenses \$5,816,077



2025-2026 Proposed Budget

2025-26 Proposed Budget \$5,096,406

*Does not include In-Kind Expense



Education & Student Progress Data

School readiness is a central focus of CDS Lakeshore Head Start. Services are designed to support children’s development from enrollment through transition to kindergarten. Children may enter programming as early as six weeks of age through Early Head Start and childcare, prenatally through the home-based program, or at ages three to four through Head Start center-based services.

All CDS Lakeshore Head Start programs

implement Creative Curriculum, which is aligned across developmental stages from birth through third grade. This alignment supports continuity of learning and allows for individualized instruction based on each child’s developmental needs.

Teachers use ongoing observation, documentation, individualization, and differentiation to support children’s progress across all domains of development. Child progress is documented through portfolio artifacts, photographs, observations, screenings, and ongoing assessments. Data are entered into the online curriculum system to identify each child’s level of functioning. Comprehensive assessments (Checkpoints) are conducted three times per program year to determine whether children are below, meeting, or exceeding widely held expectations. Analysis of fall, winter, and spring assessment data for the 2024–2025 program year indicates that most children demonstrated growth across developmental domains. Assessment data are used to inform instructional planning and to ensure learning experiences are intentional, developmentally appropriate, and responsive to individual and group needs.

Instructional practices are aligned with the Michigan State Early Learning Standards and the Head Start Early Learning Outcomes Framework to support school readiness goals. CDS Lakeshore Head Start provides multiple opportunities for children to develop the skills and competencies necessary for successful transition to kindergarten.

CDS Lakeshore Head Start maintains collaborative partnerships with local school districts and the Intermediate School District to support alignment with kindergarten expectations in Ottawa County. These partnerships, along with ongoing professional development, coaching, and targeted training, ensure teaching staff remain informed of current requirements and best practices in early childhood education.



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%	5%	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 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

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 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 2024-2025 school year was 84 families representing 101 children in Early Head Start and 252 families representing 278 children in Head Start.
- The percentage of children served according to the Federal Poverty Guidelines: 33% of students are equal to or below 100% of poverty, 6% are between 101-130% of poverty, 3% are foster children and 2% of children are homeless. 48% received public assistance.
- Statistics for the year showed 30% of children served were 4-year-olds in Head Start 53% of children served were Hispanic.
- End of month waiting lists for Early Head Start averaged 51 children and 43 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 85%, 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

- 169 of newly enrolled **Head Start** children served at any time during the 2024-2025 program year had a dental exam in the last 12 months.
- 228 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. 64 children were referred for further assessment.
- 28% of funded enrollment were children with special education needs.
- 46 children entered the program with an IEP and 15 children received an initial IEP as of March of the 2024-25 school year (21 students remain in the assessment process). Three infant/toddlers entered with an IFSP, and seven received an IFSP during the program year. Seventeen infant/toddlers were assessed by Early On during this program year, some determined ineligible or parents refused services.
- Fifty-five children were identified for a mental health consultation with our on-staff mental health manager and/or coordinator 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 host parents who are encouraged to participate in: Health Advisory and where they discuss nutrition concerns. 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	