

# STARRY Counseling Georgetown

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## *2021 GHF Annual Grant Program*

### ***STARRY, Inc.***

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O: 512-246-4288  
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### ***Mrs. Cindy Davis***

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# Application Form

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## *General Instructions*

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**If approved, should they receive the short or long application?**

Short

**Congratulations on your advancement to the full application stage!**

Please complete the remaining sections of the application. The first four sections labelled "LOI" are included for your reference and are "read only."

## *Program Name & Amount Requested*

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**Program Name\***

STARRY Counseling Georgetown

**Amount requested**

\$50,000.00

## *LOI - About Your Organization*

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**Organization Mission**

STARRY nurtures children, strengthens families, and restores hope through counseling, foster care, and adoption.

**Organization Vision**

ensuringSTARRY has a vision of "ensuring that every child across Texas has a healthy, forever family."

**Date of Incorporation**

5/11/01

## Describe your organization's scope of work

fatherSTARRY delivers three programs – STARRY Counseling, STARRY Foster Care, and STARRY Fatherhood – that increase access to high quality services that build resiliency in vulnerable youth; create healthier families to nurture them; and increase the number of trauma-informed parents, schools, and community members that surround them. Programs are rooted in evidence-based and trauma-informed practices. STARRY maintains strategic goals and provides staff training to ensure quality and equity in service delivery. STARRY Counseling (introduced in 1991) is partially funded through a multi-year DFPS PEI FAYS contract to deliver free counseling, case management, and youth & parent skills training to families in 31 TX counties. Services are coordinated through 8 regional offices and 40+ satellites. They increase resiliency and family functioning, and teach coping skills to equip youth and their families to navigate crises in a healthy way. They build on existing family strengths and prevent future issues where a family is not able to care for their children or provide a safe, healthy home. This program also distributes Universal Child Abuse Prevention information and operates a 24-hour crisis hotline. STARRY Foster Care (introduced in 2005; adoption services added in 2009) enhances the quality of foster care delivered to children in CPS custody. The program delivers evidence-based, trauma-informed services that strengthen and equip foster, adoptive, and biological parents so they can help to mitigate the trauma children have endured. The program coordinates care provided by 100+ licensed foster families (45-55 typically active or open for placement) to 75-100 children annually and facilitates adoptions for 10% of these. Services include facilitation of home studies; intake & case management; training & coaching for families in TBRI® trauma-informed care; therapeutic transportation & visitation services; and adoption services. In 2019, STARRY Foster Care began partnering in the newly formed WILCO Family Recovery Collaborative, offering trauma recovery services to biological parents of children in CPS custody. STARRY Fatherhood (introduced in 2019) is partially funded through a multi-year DFPS PEI Fatherhood EFFECT contract to deliver free father-focused counseling and outreach services in Bell and McLennan counties. Services use a strengths-based, “father positive” approach that builds upon the father’s assets and increases his positive engagement with his children.

## How many unique individuals did your organization serve during the prior fiscal year?

12603

## What geographic area does your organization serve?

STARRY Counseling serves families residing in 31 Central and North Central TX counties from offices in Round Rock, Georgetown, Temple, Killeen, Stephenville, Waco, McKinney, and Wichita Falls and from 40+ satellites. STARRY Foster Care is based in Round Rock and coordinates services delivered by affiliated foster and adoptive families residing primarily in Williamson, Travis, Hays, and Bell counties. STARRY Fatherhood is based in Waco and serves families residing in McLennan and Bell Counties.

## Please select the Georgetown zip codes your organization currently serves:

78626 78628 78633 78634 78673 78674

## *LOI - Financial Overview*

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### **UPLOAD: Most Recent Audit.**

Please upload your organization's most recent audit and include all formal communication received from the audit firm in relation to the financial statement audit.

NOTE: If your organization has not commissioned an audit AND if you are applying for less than \$25,000, GHF will accept a CPA-prepared financial statement review. As with the audit, upload all formal communication received from the firm in relation to the review.

**\*\*GHF will not accept Forms 990, 990-EZ, or 990-PF in place of an audit or CPA-prepared financial statement review.\*\***

All documents must be uploaded as one PDF.

## *LOI - Funding Request*

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### **PRIORITY 1: Basic Needs (Physiological)**

Please identify the focus area(s) your proposal seeks to address (select all that apply):

### **PRIORITY 2: Basic Needs (Safety) & Social Determinants of Health**

Please identify the focus area(s) your proposal seeks to address (select all that apply):

Mental Healthcare

### **Priority 3: Supporting Social Determinants of Health for Priorities 1 & 2**

Please identify the focus area(s) your proposal seeks to address. Select all that apply:

*[Unanswered]*

### **Proposal Narrative**

Describe how GHF grant funds will be used, if awarded. Please be sure to explain how your organization and this funding request aligns with GHF's Mission, Vision/Vision Philosophy, and Target Population. Specifically identify the target population with which you will be working.

STARRY is requesting support for STARRY Counseling Georgetown (GT). The program's goals align with GHF's priority to meet the Basic Need of Safety related to Personal Security/Mental Healthcare among GT youth and families who are low-income and/or have significant need. A key tenet of STARRY's theory of change is that children and families need access to high quality professional services and resources for creating, sustaining, and maintaining healthy, connected families. Families exposed to generational cycles of poverty, and the family instability and trauma that can accompany poverty, are limited in their ability to achieve this type of balance without access to equitable services. STARRY Counseling GT delivers free preventative services – counseling, case management, youth/parent skills training – that address conflict and increase safety in a target population including families of vulnerable youth (ages birth through HS; primarily ages 6-17; all genders). These youth present with challenges such as anxiety, depression, trauma, truancy, bullying, grief, suicidal ideation, ADHD, drug/alcohol abuse, anger, divorce/abandonment, and severe family conflict that can escalate into abuse. There are no barriers as to who the program serves; however, clients

tend to lack financial stability and access due to geographic, transportation, financial, and/or cultural barriers. Among GT families served last year, 49% were at or below poverty level. Among families that chose to share their race/ethnicity, 39% were from diverse populations. To ensure access, STARRY operates a 24-hour crisis hotline; engages in extensive outreach with community stakeholders; and maintains a local office in GT. Due to the COVID-19 pandemic, STARRY now offers flexible services through a virtual platform, which further ensures access and safety. Ensuring equity and cultural competency in service delivery is a high priority. STARRY participates in the National Family Support Network and maintains strategic goals for ensuring responsiveness to diverse clients. The staff is extensively trained in incorporating NFSN's Standards of Quality for Family Strengthening & Support. Their ability to provide an understanding and safe space for people from diverse backgrounds to seek counseling services is a key advantage to increasing culturally attuned services. STARRY maintains an Electronic Health Records system through which it collects concise demographic data. This equips staff to identify unmet community needs and measure its success in reaching diverse populations and/or residents living in high risk zip codes. Program success is determined by measuring the following outcomes: (1) Increase access to preventative mental and behavioral health services for GT families, particularly minority populations and residents living in high risk zip codes; (2) Increase Protective Factors in families, including: family functioning and resiliency; social emotional support; concrete support; nurturing; and attachment; (3) Increase parents' ability to address their children's challenges; and (4) Ensure the safety of youth while they are receiving services. STARRY Counseling invests in a highly skilled staff and provides ongoing training in trauma-informed interventions to equip them to deliver this solution-oriented, strength-based approach. Trauma-informed care is effective because target clients have endured a much higher incidence of trauma than the general population. Services address root traumas and strengthen the youth and family's ability to nurture themselves and one another. It gives them a voice, which is critical in empowering them toward long-term healing and increased resiliency. STARRY is requesting \$50,000 to support services delivered to GT residents during the 12-month grant period. STARRY Counseling GT projects serving 800 individuals (including 250 youth; 325 siblings; and 225 parents/caregivers) overall. Approximately 65% (520 individuals) are projected be residents of GT. The annual budget for STARRY Counseling GT is \$201,817. Approximately 65% of this amount (\$131,181) is allocated toward services provided to GT residents. STARRY Counseling is partially funded through a multi-year DFPS PEI FAYS contract to deliver services across 31 counties. A fixed annual commitment applies to all 31 counties and is expended as services are delivered, regardless of location. STARRY must secure additional funding to fully staff its GT team and ensure it has capacity to meet its goals for serving GT residents. The requested funding will help ensure STARRY's ability to deliver services that increase resilience, family connection, and safety for vulnerable GT youth and families. It will also strengthen efforts to ensure equity in service delivery, particularly for residents in higher risk zip codes. With this support, STARRY can remain a vital partner in GHF's mission to generate and accelerate positive change in the community's health.

## UPLOAD: Proposal Budget & Expense Narrative

Please upload your proposed budget and include the following details:

**Staff.** Position title(s), salary(ies), and fringe working directly with this program. Include rationale for each position and percentage of time these positions will spend on the program.

**Supplies.** List descriptions and costs for each supply, including rationale as to why these supplies are essential to the success of the program.

**Overhead.** Provide your organization's overhead rate and the rationale for that rate. If you include a line item for an administrative position(s), please provide salary percentage and rationale.

## *LOI - Relationship with Georgetown and GHF*

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### **Collaboration**

In what ways do you collaborate or coordinate your services with other local organizations to serve Georgetown-area residents?

STARRY places a high value on community engagement, and on educating the community about the need to proactively protect children and eliminate abuse and neglect, especially in high risk zip codes. There are several ways in which STARRY collaborates and coordinates services within the community to accomplish this goal and to ensure GT youth and families have access to services. STARRY's community outreach includes engaging with churches, schools, partner agencies, and local law enforcement to increase community awareness about the services it provides. STARRY has an established, cooperative relationship with GISD to ensure families of GT students have information and access to services. STARRY previously held an MOU with GISD to deliver services on site at several local schools. Last year, GISD began delivering counseling services to students using its own internal resources rather than out-sourcing. STARRY maintains a positive relationship with GISD and continues to receive referrals for families needing additional assistance. Staff meet regularly with GISD counselors and teachers to share information. Staff also engages in GISD hosted family events, school fairs, and other activities when possible. In addition GISD, STARRY maintains relationships with other area providers such as Bridges to Growth, Child Protective Services, Wilco Child Advocacy Center, Juvenile Probation, GT Housing Authority, and school principals in order to ensure a pipeline to services. STARRY Counseling GT distributes Universal Child Abuse Prevention information to the community and also engages in a variety of child advocacy efforts to educate the community about the need to proactively protect children and eliminate abuse and neglect, especially in high risk zip codes. Staff actively engage with local child advocacy efforts to assist in accomplishing community goals for ensuring the safety and health of children living in GT. These relationships are described in more detail in the following section. Since the COVID-19 pandemic began, STARRY has not been able to engage with the community through in-person activities due to social distancing. When social distancing restrictions began in March 2020, STARRY immediately transitioned to remote services. It took measures to ensure continued access to services by connecting with existing clients; increasing marketing through social media; and implementing necessary technology.

### **Describe your organization's work in Georgetown**

Two of STARRY's three programs deliver services directly impacting Georgetown (GT) residents. STARRY Foster Care coordinates services for 11 licensed foster families residing in GT. In 2019, STARRY Foster Care joined the WILCO Family Recovery Collaborative Wilco Bridge Model, a program offering recovery services to strengthen a select group of biological parents of children in CPS custody. The program aims to serve 10 families in 2021. A STARRY Family Engagement Specialist delivers trauma-focused therapy over a 12 to 36-week period during the second phase of each family's participation in this three-phase pilot program. The STARRY Counseling GT includes a FT Team Supervisor; one FT Counselor; and two PT (10/hour) Counselors. Key program activities include delivery of free preventative services including individual/family counseling; case management; youth & parent skills training; and referrals to community resources. Services are delivered in individual, family, and group sessions by a Licensed Professional Counselor (or a master's level LPC Counselor Intern) and/or a Family Support Specialist. When the COVID-19 pandemic began, STARRY suspended in-person services in order to protect client and staff safety and immediately transitioned to remote services. STARRY hopes to resume in-person services as soon as it is safe to do so. STARRY distributes Universal Child Abuse Prevention information to the community. Staff also delivers trauma-informed training (when requested) to community and professional groups such as providers; schools & daycares; courts; law enforcement; and churches. STARRY will provide TBRI® training to CASA, CPS, and Wilco Court professionals in 2021 through the Wilco Bridge Model. Staff participates in community coalitions to strength referrals and collaborative work. They participate in the Child and Youth Behavioral Health Taskforce; Wilco Human Trafficking Coalition (STARRY's Director of Education Chairs the Community Education). STARRY is a member organization for Trauma Informed Care Consortium of Central TX and Travis County Collaborative

for Children. STARRY collaborates with CPS, CASA, Fostering Hope Austin, Wilco Family Court (judges, attorneys, and county commissioners), UT Arlington, and Cenikor through its participation with the Wilco Bridge Model. Collaborative meetings are held at least monthly to assess services being provided to participating biological families of children in CPS custody.

### How many unique Georgetown residents did your organization serve during the prior fiscal year?

Out of the total number of unique individuals your organization served during the prior fiscal year, how many were Georgetown residents?

470

### Is your organization's main office located in Georgetown?

No

#### If no,

where is your organization's main office located? Do you maintain a satellite space in Georgetown? If so, what is the address of the Georgetown-based satellite space?

### Has your organization ever received a GHF grant?

Yes

### Do you currently receive any form of rent assistance from GHF?

No

#### If yes, please provide:

- Property address;
- Annual rent payments to GHF;
- Annual grant dollars committed by GHF to your organization specifically associated with your lease agreement.

## *Instructions for Shorter Applications*

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Congratulations! You have been approved by the GHF Grants Committee to complete an abridged version of our application in 2021. To finalize your application this year, you will only need to complete the following sections:

- Goals

- Organizational Financials
- Citations, Acknowledgement & Assurance

## Goals

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**Grant Period:** The grant period for all GHF Annual Grants is **July 1 - June 30**.

### Number of Georgetown residents to be served by this grant\*

520

**INSTRUCTIONS:** Input at least 1 and up to 3 goals that will be achieved through the funding of this proposal. The goal(s) should be attainable within the 12-month grant period.

#### GOAL 1\*

What end result would this grant support?

STARRY Counseling Georgetown will deliver free counseling and youth/parent skills training to 374 at-risk Georgetown youth and 147 of their parents/caregivers. Youth and families will have increased access to trauma-informed services that help them learn coping skills and equip them to navigate both crises and everyday struggles in a healthy way. By improving overall resiliency and family functioning, services will increase both felt safety and actual safety in families at risk for abuse.

#### Support for the Goal 1: Outcomes, Outputs, Tracking, Activities, Inputs\*

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below. Additional prompts are provided to guide your responses within each category.

**Outcomes:** *What result will show the accomplishment of the strategy? What impact do you anticipate will result from completion of the activities?*

**Outputs:** *What are the quantitative measures (# of participants, # of sessions held, # of encounters, etc.) that demonstrate progress?*

**Tracking:** *How will you measure your progress? What systems will you employ to assess the activities?*

**Activities:** *What activities will support the goal?*

**Inputs:** *What resources (human, financial, organization, etc.) will be committed to this goal?*

**Outcomes:** Increased access for at-risk youth & families to receive free trauma-informed counseling and youth/parent skills training. Evidenced by total # clients served; % from high risk zip codes; and >50% from BIPOC. 100% of target youth remain safe while receiving services. 75% of families completing Post-Service Protective Factors Surveys report an absolute increase in at least one protective factor. 90% of parents completing Point-In-Time Client Satisfaction Surveys report they can better handle future challenges; 95% report services positively impacted their families. 80% of families completing Client Outcome Follow-up Surveys report they are continuing to experience positive outcomes. Community stakeholders receiving training are better educated & equipped in trauma-informed youth interventions. Evidenced by responses to post-training surveys. **Outputs:** Deliver free individual/family counseling & case management to 800 individuals (250 target youth, 325 of their siblings, and 225 of their parents/caregivers). 65% (163 target youth, 211 siblings, and 147 parents/caregivers) are GT residents. At least 50% served include BIPOC. Deliver



800 individual/family sessions to GT residents. Deliver 4 multi-week youth skills group training series to 65 GT target youth. Deliver 4 multi-week parent skills group training series to 35 GT parents/caregivers. Deliver 4 training series to GT community stakeholders including: two 2-hr ACE Interface trainings delivered in coordination with Resilient WILCO; one 10-hr TBRI® training for WILCO Child Welfare (judges, attorneys, CPS, CASA) in collaboration with Family Recovery Court; and one 5-week DMST prevention series (Love 146 Not A #Number) to GT residents. Tracking: 100% of target youth/families complete a Pre-Service Protective Factors Survey to establish a baseline. At least 60% of target youth/families complete a Post-Service Protective Factors Survey to measure increases in Protective Factors (family functioning and resiliency; social emotional support; concrete support; nurturing & attachment). 60% of target youth/families complete Client Outcome Follow-up Surveys during scheduled follow-up after services conclude. Anonymous Point-In-Time Client Satisfaction Surveys administered during two different weeks per year to all youth/families participating in services during those weeks. Adherence to performance metrics/reporting required by DFPS FAYS contract. Electronic Health Records system tracks session and client profile data, and generates reports. CQI process ensures data accuracy and program effectiveness through monthly check-ins and quarterly meetings of CQI committee to facilitate action plans for quality improvement. Activities: Assigned Counselor works with each target youth/family to create a plan of service; delivers individual/family counseling sessions; and coordinates resource referrals. Frequency and length of services vary. Flexible hours for sessions, as scheduled. Services currently delivered virtually or by phone to protect client and staff safety. In-person services will resume at STARRY GT office when safe. Counselors deliver free youth skills training groups using evidence-based curriculum to target youth. Topics include anxiety, social skills, communication, and positive self-concept. Counselors deliver free parent skills training (individual sessions & groups) using evidence-based curriculum to parents of target youth. Topics include attachment, empathy, nurturing oneself, expressing feelings, child development, and alternatives to spanking. Youth/families have access to services 24/7 through STARRY toll-free crisis hotline. Staff deliver Universal Child Abuse Prevention information to community. Staff actively engage with schools, juvenile justice, law enforcement, churches, coalitions, and other community stakeholders. Staff deliver low-cost TBRI® training upon request to stakeholder groups. Inputs: STARRY Counseling GT Staff: 1 FT Team Supervisor, 1 FT Counselor, and 2 PT (10/hour) Counselors. Oversight: President, Chief Program Officer, Dir of Program Support, and Dir of Family and Youth Services (FAYS). Accessible services provided in-person at GT Office or by Telehealth & telephone. Flexible hours. 24/7 access via toll free crisis hotline coordinated by trained crisis response team. Ongoing staff training and implementation of National Family Support Network Standards of Quality. Required staff training provided in evidenced-based practices, trauma-informed interventions, and DEI (double the annual amount required licensing). Staff participates in monthly trauma-informed training with Travis County Collaborative for Children (STARRY is a member). Extensive outreach, networking, participation in stakeholder groups to support programs; increase client resources; and improve access, particularly for residents in high risk zip codes. DFPS FAYS contract for 31-county area partially supports GT services.

## GOAL 2 (if applicable)

### Support for the Goal 2: Outcomes, Outputs, Tracking, Activities, Inputs

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below.

**Outcomes:**

**Outputs:**

**Tracking:**

**Activities:**

**Inputs:**

## GOAL 3 (if applicable)

## Support for the Goal 3: Outcomes, Outputs, Tracking, Activities, Inputs

Provide a logic model(s) through which you will achieve your goal(s). Organize the logic model for each goal as outlined below.

**Outcomes:**

**Outputs:**

**Tracking:**

**Activities:**

**Inputs:**

## Your Goals and Organization's Strategic Plan\*

Does your organization adhere to a strategic plan? If so, how do specific components of your strategic plan tie to the goals outlined in this section?

In 2018, STARRY created six strategic goals to guide programming over a four-year period from 2019-2022. Each includes specific inter-related focus areas with related activities designed to improve program impact. 1) Increase Impact and Presence 2) Enhance Data Tracking and Measurement Processes 3) Multiply "Securing Our Shared Future" Strategies 4) Increase Employer of Choice Strategies 5) Advance Foster Care Programs and Services Scope 6) Cultivate Exemplary Client Experiences The goals, focus areas, and some examples of related activities that have taken place under various focus areas the Additional Information provided with this application. All directly support the program goal presented in this application. One particular focus area for increasing impact and presence in Georgetown involves increasing diversity, equity, and inclusion in services. This includes targeted marketing and outreach to high risk zip codes. The Georgetown team is continually working to build and strengthen relationships with community stakeholders such as local schools, churches, food banks, and the local housing authority to help increase access for these populations. This type of outreach has been somewhat limited in the past year due to social distancing; however, the staff is slowly re-engaging as much as possible. The Georgetown team is also working to engage Counseling Interns who are persons of color and/or who are bilingual in Spanish. Increasing diversity among professional staff who are conducting outreach and delivering services inherently improves outreach. BIPOC populations are historically more likely to engage in services with individuals who look like them and who they feel can better understand their needs.

## *Organizational Financials*

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### Fiscal Year Start Date\*

Please enter the start date of your current fiscal year

01/01/2021

### Fiscal Year End Date\*

Please enter the end date of your current fiscal year.

12/31/2021

**What are your organization's cash reserves, i.e., days cash on hand?\***

\$2,458,998.00

**How many months could the organization operate at your continued budget level?\***

5

**UPLOAD: Balance Sheet for Prior Fiscal Year\***

(PDF format)

STARRY Dec 2020 Balance Sheet.pdf

**UPLOAD: Income Statement for Prior Fiscal Year\***

(PDF format)

STARRY Dec 2020 Income Statement.PDF

**UPLOAD: Actual vs. Budget Income Statement for the Prior Fiscal Year\***

(PDF format)

STARRY Dec 2020 Actual vs Budget Income Statement.PDF

**UPLOAD: Current Year-to-Date Financials to include Balance Sheet and Income Statement.\***

(PDF format)

STARRY Feb 2021 Balance Sheet & Income Statement.pdf

**UPLOAD: Year-to-Date Cash Flow Statement**

If your organization generates a Cash Flow statement, upload it here in PDF format. If not, leave blank.

**UPLOAD: Organization Budget for Proposed Fiscal Year, Related to the Grant Period\***

(PDF format)

STARRY 2021 Organization Budget.pdf

## Most Recent Organization Audit

If your organization completed an audit since your LOI submission, please upload the most recent audit here.

## Sources of Organizational Support: Individual Donor Contributions\*

Provide the total revenue from individual contributions and the total number of individual donors from the prior fiscal year (please do not disclose donor names).

Total revenue from individual contributions in FY 2020: \$141,220; Total number of individual donors in FY 2020: 110

## Sources of Organizational Support: Top 5 Sources\*

Provide your organization's top 5 sources of revenue from the prior fiscal year (PFY) and the amount (e.g., Texas Health & Human Services contract, \$250,000).

Top 5 sources of revenue in FY 2020: State of Texas – FAYS Contract (STARRY Counseling), \$3,704,617 Businesses/Foundations, \$932,559\* State of Texas – Foster Care Reimbursements, \$622,841 State of Texas – Fatherhood Effects Contract, \$193,583 Churches & BGCT, \$145,828 \* STARRY received a \$646,900 Paycheck Protection Loan under the CARES Act in 2020. STARRY elected to record this as grant revenue, as qualified expenditures were incurred and the loan was forgiven accordingly. This amount is included above under Businesses/Foundations.

## Citations, Acknowledgement & Assurance

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### Additional Information and Research Citations (optional)

Upload any critical details about your organization or program(s) not already included within this application that will strengthen your case for funding (no marketing material, please). This attachment may also be used to cite any statistics/research, and to define key terms and/or acronyms.

STARRY Additional Information.pdf

### Acknowledging GHF\*

Type your name and date in the space below to assure that if funded, the organization will acknowledge GHF on all related marketing materials, your website, social media, and in any other communications in which this program is promoted.

Richard Singleton 4/9/2021

### Assurance\*

Type your name and date in the space provided to assure that by submitting this application, you 1) confirm that the information herein is true and correct, 2) confirm that if funded, funds will be spent according to the budget listed in this application, and 3) confirm that the organization will submit interim and final reports as required.

Richard Singleton 4/9/2021



## File Attachment Summary

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### *Applicant File Uploads*

- STARRY Dec 2020 Balance Sheet.pdf
- STARRY Dec 2020 Income Statement.PDF
- STARRY Dec 2020 Actual vs Budget Income Statement.PDF
- STARRY Feb 2021 Balance Sheet & Income Statement.pdf
- STARRY 2021 Organization Budget.pdf
- STARRY Additional Information.pdf

# STARRY

## Statement of Financial Position

		12/31/2020	12/31/2019	Variance
<b>ASSETS</b>				
Current Assets				
Cash & Cash Equivalents				
1020-0000-60100	Petty Cash	\$200.00	\$200.00	\$0.00
1062-0000-60100	PENSION CONTRIBUTION FORFEITURES	\$75,844.49	\$88,274.65	(\$12,430.16)
Total Cash & Cash Equivalents		<u>\$76,044.49</u>	<u>\$88,474.65</u>	<u>(\$12,430.16)</u>
Receivables				
1306-0000-60100	A/REC - STATE	\$438,071.04	\$398,747.85	\$39,323.19
1307-0000-60100	A/REC - BGCT	\$2,356.32	\$1,735.46	\$620.86
1343-0000-60100	Pledge Receivable - 0000	\$37,175.38	\$77,694.16	(\$40,518.78)
1350-0000-60100	ALLOWANCE FOR DBTFUL ACCOUNTS	(\$539.84)	(\$1,507.20)	\$967.36
1800-0000-60100	AR SUSPENSE	(\$4.02)	\$0.00	(\$4.02)
Total Receivables		<u>\$477,058.88</u>	<u>\$476,670.27</u>	<u>\$388.61</u>
Prepaid Expenses				
1180-0000-60100	PREPAID INS	\$12,082.57	\$14,347.14	(\$2,264.57)
1181-0000-60100	Prepaid Expenses	\$64,721.27	\$62,211.66	\$2,509.61
Total Prepaid Expenses		<u>\$76,803.84</u>	<u>\$76,558.80</u>	<u>\$245.04</u>
Interfund & Intercompany AR/AP				
1100-0000-60100	DUE FROM/DUE TO	\$841,833.00	\$1,610,037.45	(\$768,204.45)
1100-0000-60300	DUE FROM/DUE TO	\$50,391.77	\$50,391.77	\$0.00
1100-0000-60400	DUE FROM/DUE TO	\$4,033.54	\$4,033.54	\$0.00
1100-0000-60600	DUE FROM/DUE TO	\$130,295.00	\$171,513.04	(\$41,218.04)
Total Interfund & Intercompany AR/AP		<u>\$1,026,553.31</u>	<u>\$1,835,975.80</u>	<u>(\$809,422.49)</u>
Total Current Assets		<u>\$1,656,460.52</u>	<u>\$2,477,679.52</u>	<u>(\$821,219.00)</u>
Fixed Assets				
1600-0000-60400	VEHICLES/EQUIPMENT	\$173,900.81	\$173,900.81	\$0.00
1700-0000-60400	FURNITURE & FIXTURES	\$256,090.12	\$256,090.12	\$0.00
1900-0000-60400	RESERVE FOR DEPR	(\$429,587.36)	(\$428,780.21)	(\$807.15)
Total Fixed Assets		<u>\$403.57</u>	<u>\$1,210.72</u>	<u>(\$807.15)</u>
Other Assets				
Investments				
1361-0000-60100	BFT SHORT TERM	\$1,581,094.54	\$565,548.98	\$1,015,545.56
1380-0000-60600	Deferred Compensation Trust	\$12,155.06	\$9,874.76	\$2,280.30
Total Investments		<u>\$1,593,249.60</u>	<u>\$575,423.74</u>	<u>\$1,017,825.86</u>
Total Other Assets		<u>\$1,593,249.60</u>	<u>\$575,423.74</u>	<u>\$1,017,825.86</u>
<b>TOTAL ASSETS</b>		<u>\$3,250,113.69</u>	<u>\$3,054,313.98</u>	<u>\$195,799.71</u>

# STARRY

## Statement of Financial Position

	12/31/2020	12/31/2019	Variance	
<b>LIABILITIES &amp; NET ASSETS</b>				
Liabilities				
Current Liabilities				
Payables				
2170-0000-60100	ACCOUNTS PAYABLE	\$49,193.52	\$51,162.35	(\$1,968.83)
2170-0000-60600	Accounts Payable - 0000	(\$616.46)	(\$499.67)	(\$116.79)
2175-0000-60100	ACCRUED SAL/WAGES PAYABLE	\$115,452.21	\$92,973.05	\$22,479.16
2180-0000-60600	Accrued Longevity-Deferred Compensa	\$12,155.06	\$9,874.76	\$2,280.30
2204-0000-60100	RETIREMENT PAYABLE	\$0.01	\$0.00	\$0.01
2205-0000-60100	INSURANCE PAYABLE	\$3.86	(\$1,217.33)	\$1,221.19
2206-0000-60100	FICA PAYABLE	\$8,167.28	\$6,671.27	\$1,496.01
2210-0000-60100	ACCRUED ANNUAL LVE	\$143,186.24	\$98,744.48	\$44,441.76
2213-0000-60100	SUTA/FUTA Payable	\$18.02	\$57.22	(\$39.20)
2215-0000-60100	Accrued Liabilities	\$25,736.13	\$25,418.13	\$318.00
Total Payables		\$353,295.87	\$283,184.26	\$70,111.61
Total Current Liabilities		\$353,295.87	\$283,184.26	\$70,111.61
Total Liabilities		\$353,295.87	\$283,184.26	\$70,111.61
Net Assets				
Unrestricted				
3001-0000-60100	Net Assets - Operating	\$2,711,077.48	\$2,543,480.98	\$167,596.50
3001-0000-60300	Net Assets - Management Directed	\$50,391.77	\$50,391.77	\$0.00
3001-0000-60400	Net Assets - Property & Equipment	\$4,437.11	\$5,244.26	(\$807.15)
Total Unrestricted		\$2,765,906.36	\$2,599,117.01	\$166,789.35
Temporarily Restricted				
3001-0000-60600	Net Assets - Temporarily Restricted	\$130,911.46	\$172,012.71	(\$41,101.25)
Total Temporarily Restricted		\$130,911.46	\$172,012.71	(\$41,101.25)
Total Net Assets		\$2,896,817.82	\$2,771,129.72	\$125,688.10
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>		\$3,250,113.69	\$3,054,313.98	\$195,799.71



**STARRY**  
**Statement of Activities**

	Year To Date				Total 12/31/2020
	Operating Unrestricted 12/31/2020	Other Unrestricted 12/31/2020	Temporarily Restricted 12/31/2020	Permanently Restricted 12/31/2020	
<b>RECEIPTS</b>					
Receipts					
Contributions	\$1,100,535.21	\$0.00	\$3,053.01	\$0.00	\$1,103,588.22
BGCT	\$129,177.56	\$0.00	\$0.00	\$0.00	\$129,177.56
State Programs	\$4,588,794.92	\$0.00	\$0.00	\$0.00	\$4,588,794.92
Investment Income	\$23,550.50	\$0.00	\$0.00	\$0.00	\$23,550.50
Non Gift Income	\$1,344.00	\$0.00	\$0.00	\$0.00	\$1,344.00
<b>Total Receipts</b>	<b>\$5,843,402.19</b>	<b>\$0.00</b>	<b>\$3,053.01</b>	<b>\$0.00</b>	<b>\$5,846,455.20</b>
<b>Total RECEIPTS</b>	<b>\$5,843,402.19</b>	<b>\$0.00</b>	<b>\$3,053.01</b>	<b>\$0.00</b>	<b>\$5,846,455.20</b>
<b>EXPENSES</b>					
Operating Expenses					
Salaries	\$3,501,410.01	\$0.00	\$0.00	\$0.00	\$3,501,410.01
Fringe Benefits	\$628,324.03	\$0.00	\$0.00	\$0.00	\$628,324.03
Payroll Tax	\$244,505.60	\$0.00	\$0.00	\$0.00	\$244,505.60
Computer	\$101,358.10	\$0.00	\$0.00	\$0.00	\$101,358.10
Conferences, Training, Dues	\$18,820.57	\$0.00	\$0.00	\$0.00	\$18,820.57
Foster Care & Assistance	\$349,673.55	\$0.00	\$0.00	\$0.00	\$349,673.55
Insurance	\$22,035.13	\$0.00	\$0.00	\$0.00	\$22,035.13
Mail, Postage, Promotional	\$8,232.94	\$0.00	\$0.00	\$0.00	\$8,232.94
Medical, Dental, Therapy	\$9,495.86	\$0.00	\$755.45	\$0.00	\$10,251.31
Miscellaneous	\$963.65	\$0.00	\$830.17	\$0.00	\$1,793.82
Occupancy	\$4,375.80	\$0.00	\$182.91	\$0.00	\$4,558.71
Professional Fees	\$111,194.21	\$0.00	\$0.00	\$0.00	\$111,194.21
Repairs & Maintenance	\$507,463.85	\$0.00	\$2,834.31	\$0.00	\$510,298.16
Supplies	\$17,748.81	\$0.00	\$0.00	\$0.00	\$17,748.81
Telephone	\$63,796.49	\$0.00	\$0.00	\$0.00	\$63,796.49
Transportation & Travel	\$55,637.26	\$0.00	\$0.00	\$0.00	\$55,637.26
Trustee Expense	\$97.50	\$0.00	\$0.00	\$0.00	\$97.50
Utilities	\$30,572.33	\$0.00	\$0.00	\$0.00	\$30,572.33
<b>Total Operating Expenses</b>	<b>\$5,675,705.69</b>	<b>\$0.00</b>	<b>\$4,602.84</b>	<b>\$0.00</b>	<b>\$5,680,308.53</b>
Other Expenses					
Depreciation	\$0.00	\$807.15	\$0.00	\$0.00	\$807.15
<b>Total Other Expenses</b>	<b>\$0.00</b>	<b>\$807.15</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$807.15</b>
<b>Total EXPENSES</b>	<b>\$5,675,705.69</b>	<b>\$807.15</b>	<b>\$4,602.84</b>	<b>\$0.00</b>	<b>\$5,681,115.68</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$167,696.50</b>	<b>(\$807.15)</b>	<b>(\$1,549.83)</b>	<b>\$0.00</b>	<b>\$165,339.52</b>

# Starry

## Budgeted Revenue and Expense Statement

	Current Month			Year To Date		
	Actual 12/31/2020	Budget 12/31/2020	Favorable (Unfavorable) Variance	Actual 12/31/2020	Budget 12/31/2020	Favorable (Unfavorable) Variance
<b>RECEIPTS</b>						
Receipts						
Contributions	\$778,663.62	\$179,808.81	\$598,854.81	\$1,100,535.21	\$719,235.24	\$381,299.97
BGCT	\$11,050.76	\$11,500.00	(\$449.24)	\$129,177.56	\$138,000.00	(\$8,822.44)
State Programs	\$384,849.91	\$469,146.83	(\$84,296.92)	\$4,588,794.92	\$5,629,761.96	(\$1,040,967.04)
Investment Income	\$8,762.31	\$2,000.00	\$6,762.31	\$23,550.50	\$24,000.00	(\$449.50)
Non Gift Income	\$0.00	\$0.00	\$0.00	\$1,344.00	\$0.00	\$1,344.00
Total Receipts	\$1,183,326.60	\$662,455.64	\$520,870.96	\$5,843,402.19	\$6,510,997.20	(\$667,595.01)
Total RECEIPTS	\$1,183,326.60	\$662,455.64	\$520,870.96	\$5,843,402.19	\$6,510,997.20	(\$667,595.01)
<b>EXPENSES</b>						
Operating Expenses						
Salaries	\$336,309.43	\$298,309.91	(\$37,999.52)	\$3,501,410.01	\$3,878,028.60	\$376,618.59
Fringe Benefits	\$61,923.64	\$71,375.50	\$9,451.86	\$628,324.03	\$856,506.00	\$228,181.97
Payroll Tax	\$17,075.62	\$25,201.22	\$8,125.60	\$244,505.60	\$302,414.64	\$57,909.04
Computer	\$6,407.12	\$6,069.00	(\$338.12)	\$101,358.10	\$72,828.00	(\$28,530.10)
Conferences, Training, Dues	\$1,062.84	\$1,508.00	\$445.16	\$18,820.57	\$18,096.00	(\$724.57)
Foster Care & Assistance	\$29,989.60	\$45,326.67	\$15,337.07	\$349,673.55	\$543,920.04	\$194,246.49
Insurance	\$1,676.40	\$2,085.00	\$408.60	\$22,035.13	\$25,020.00	\$2,984.87
Mail, Postage, Promotional	\$586.97	\$590.14	\$3.17	\$8,232.94	\$7,081.68	(\$1,151.26)
Medical, Dental, Therapy	\$151.65	\$270.00	\$118.35	\$9,495.86	\$3,240.00	(\$6,255.86)
Miscellaneous	\$78.63	\$54.00	(\$24.63)	\$963.65	\$648.00	(\$315.65)
Occupancy	\$1,199.77	\$100.00	(\$1,099.77)	\$4,375.80	\$1,200.00	(\$3,175.80)
Professional Fees	\$4,801.23	\$3,168.60	(\$1,632.63)	\$111,194.21	\$38,023.20	(\$73,171.01)
Repairs & Maintenance	\$41,279.46	\$38,343.42	(\$2,936.04)	\$507,463.85	\$460,121.04	(\$47,342.81)
Supplies	\$476.38	\$3,134.00	\$2,657.62	\$17,748.81	\$37,608.00	\$19,859.19
Telephone	\$4,383.94	\$3,763.00	(\$620.94)	\$63,796.49	\$45,156.00	(\$18,640.49)
Transportation & Travel	\$2,407.58	\$15,828.50	\$13,420.92	\$55,637.26	\$189,942.00	\$134,304.74
Trustee Expense	\$0.00	\$10.00	\$10.00	\$97.50	\$120.00	\$22.50
Utilities	\$1,934.49	\$2,587.00	\$652.51	\$30,572.33	\$31,044.00	\$471.67
Total Operating Expenses	\$511,744.75	\$517,723.96	\$5,979.21	\$5,675,705.69	\$6,510,997.20	\$835,291.51

**Starry**  
**Budgeted Revenue and Expense Statement**

	Current Month			Year To Date		
	Actual 12/31/2020	Budget 12/31/2020	Favorable (Unfavorable) Variance	Actual 12/31/2020	Budget 12/31/2020	Favorable (Unfavorable) Variance
Total EXPENSES	\$511,744.75	\$517,723.96	\$5,979.21	\$5,675,705.69	\$6,510,997.20	\$835,291.51
<b>NET SURPLUS/(DEFICIT)</b>	<b>\$671,581.85</b>	<b>\$144,731.68</b>	<b>\$526,850.17</b>	<b>\$167,696.50</b>	<b>\$0.00</b>	<b>\$167,696.50</b>

# STARRY

## Statement of Financial Position

		2/28/2021	12/31/2020	Variance
<b>ASSETS</b>				
Current Assets				
Cash & Cash Equivalents				
1020-0000-60100	Petty Cash	\$200.00	\$200.00	\$0.00
1062-0000-60100	PENSION CONTRIBUTION FORFEITURES	\$75,844.49	\$75,844.49	\$0.00
Total Cash & Cash Equivalents		<u>\$76,044.49</u>	<u>\$76,044.49</u>	<u>\$0.00</u>
Receivables				
1301-0000-60100	A/REC - Intercompany	\$123,367.12	\$0.00	\$123,367.12
1306-0000-60100	A/REC - STATE	\$408,801.28	\$438,071.04	(\$29,269.76)
1307-0000-60100	A/REC - BGCT	\$581.13	\$2,356.32	(\$1,775.19)
1343-0000-60100	Pledge Receivable - 0000	\$37,175.38	\$37,175.38	\$0.00
1350-0000-60100	ALLOWANCE FOR DBTFUL ACCOUNTS	(\$539.84)	(\$539.84)	\$0.00
1800-0000-60100	AR SUSPENSE	(\$4.02)	(\$4.02)	\$0.00
Total Receivables		<u>\$569,381.05</u>	<u>\$477,058.88</u>	<u>\$92,322.17</u>
Prepaid Expenses				
1180-0000-60100	PREPAID INS	\$14,692.84	\$12,082.57	\$2,610.27
1181-0000-60100	Prepaid Expenses	\$64,721.27	\$64,721.27	\$0.00
Total Prepaid Expenses		<u>\$79,414.11</u>	<u>\$76,803.84</u>	<u>\$2,610.27</u>
Interfund & Intercompany AR/AP				
1100-0000-60100	DUE FROM/DUE TO	\$1,202,825.10	\$841,833.00	\$360,992.10
1100-0000-60300	DUE FROM/DUE TO	\$50,391.77	\$50,391.77	\$0.00
1100-0000-60400	DUE FROM/DUE TO	\$4,033.54	\$4,033.54	\$0.00
1100-0000-60600	DUE FROM/DUE TO	\$130,483.61	\$130,295.00	\$188.61
Total Interfund & Intercompany AR/AP		<u>\$1,387,734.02</u>	<u>\$1,026,553.31</u>	<u>\$361,180.71</u>
Total Current Assets		<u>\$2,112,573.67</u>	<u>\$1,656,460.52</u>	<u>\$456,113.15</u>
Fixed Assets				
1600-0000-60400	VEHICLES/EQUIPMENT	\$173,900.81	\$173,900.81	\$0.00
1700-0000-60400	FURNITURE & FIXTURES	\$256,090.12	\$256,090.12	\$0.00
1900-0000-60400	RESERVE FOR DEPR	(\$429,654.62)	(\$429,587.36)	(\$67.26)
Total Fixed Assets		<u>\$336.31</u>	<u>\$403.57</u>	<u>(\$67.26)</u>
Other Assets				
Investments				
1361-0000-60100	BFT SHORT TERM	\$1,050,930.32	\$1,581,094.54	(\$530,164.22)
1380-0000-60600	Deferred Compensation Trust	\$12,155.06	\$12,155.06	\$0.00
Total Investments		<u>\$1,063,085.38</u>	<u>\$1,593,249.60</u>	<u>(\$530,164.22)</u>
Total Other Assets		<u>\$1,063,085.38</u>	<u>\$1,593,249.60</u>	<u>(\$530,164.22)</u>
<b>TOTAL ASSETS</b>		<u>\$3,175,995.36</u>	<u>\$3,250,113.69</u>	<u>(\$74,118.33)</u>

# STARRY

## Statement of Financial Position

	2/28/2021	12/31/2020	Variance	
<b>LIABILITIES &amp; NET ASSETS</b>				
Liabilities				
Current Liabilities				
Payables				
2170-0000-60100	ACCOUNTS PAYABLE	\$69,744.71	\$49,193.52	\$20,551.19
2170-0000-60600	Accounts Payable - 0000	(\$717.85)	(\$616.46)	(\$101.39)
2171-0000-60100	A/PAY - INTERCO	\$2,406.82	\$0.00	\$2,406.82
2175-0000-60100	ACCRUED SAL/WAGES PAYABLE	\$115,452.21	\$115,452.21	\$0.00
2180-0000-60600	Accrued Longevity-Deferred Compensa	\$12,155.06	\$12,155.06	\$0.00
2204-0000-60100	RETIREMENT PAYABLE	\$0.01	\$0.01	\$0.00
2205-0000-60100	INSURANCE PAYABLE	\$1,270.54	\$3.86	\$1,266.68
2206-0000-60100	FICA PAYABLE	\$8,167.28	\$8,167.28	\$0.00
2210-0000-60100	ACCRUED ANNUAL LVE	\$143,186.24	\$143,186.24	\$0.00
2213-0000-60100	SUTA/FUTA Payable	\$18.02	\$18.02	\$0.00
2215-0000-60100	Accrued Liabilities	\$20,722.38	\$25,736.13	(\$5,013.75)
Total Payables		\$372,405.42	\$353,295.87	\$19,109.55
Total Current Liabilities		\$372,405.42	\$353,295.87	\$19,109.55
Total Liabilities		\$372,405.42	\$353,295.87	\$19,109.55
Net Assets				
Unrestricted				
3001-0000-60100	Net Assets - Operating	\$2,617,626.86	\$2,711,077.48	(\$93,450.62)
3001-0000-60300	Net Assets - Management Directed	\$50,391.77	\$50,391.77	\$0.00
3001-0000-60400	Net Assets - Property & Equipment	\$4,369.85	\$4,437.11	(\$67.26)
Total Unrestricted		\$2,672,388.48	\$2,765,906.36	(\$93,517.88)
Temporarily Restricted				
3001-0000-60600	Net Assets - Temporarily Restricted	\$131,201.46	\$130,911.46	\$290.00
Total Temporarily Restricted		\$131,201.46	\$130,911.46	\$290.00
Total Net Assets		\$2,803,589.94	\$2,896,817.82	(\$93,227.88)
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>		<b>\$3,175,995.36</b>	<b>\$3,250,113.69</b>	<b>(\$74,118.33)</b>

**STARRY**  
**Statement of Activities**

	Year To Date				Total 2/28/2021
	Operating Unrestricted 2/28/2021	Other Unrestricted 2/28/2021	Temporarily Restricted 2/28/2021	Permanently Restricted 2/28/2021	
<b>RECEIPTS</b>					
Receipts					
Contributions	\$35,618.02	\$0.00	\$290.00	\$0.00	\$35,908.02
BGCT	\$23,084.05	\$0.00	\$0.00	\$0.00	\$23,084.05
State Programs	\$738,033.87	\$0.00	\$0.00	\$0.00	\$738,033.87
Investment Income	\$1,835.78	\$0.00	\$0.00	\$0.00	\$1,835.78
<b>Total Receipts</b>	<b>\$798,571.72</b>	<b>\$0.00</b>	<b>\$290.00</b>	<b>\$0.00</b>	<b>\$798,861.72</b>
<b>Total RECEIPTS</b>	<b>\$798,571.72</b>	<b>\$0.00</b>	<b>\$290.00</b>	<b>\$0.00</b>	<b>\$798,861.72</b>
<b>EXPENSES</b>					
Operating Expenses					
Salaries	\$530,778.48	\$0.00	\$0.00	\$0.00	\$530,778.48
Fringe Benefits	\$101,025.98	\$0.00	\$0.00	\$0.00	\$101,025.98
Payroll Tax	\$39,377.44	\$0.00	\$0.00	\$0.00	\$39,377.44
Computer	\$11,970.16	\$0.00	\$0.00	\$0.00	\$11,970.16
Conferences, Training, Dues	\$2,796.47	\$0.00	\$0.00	\$0.00	\$2,796.47
Foster Care & Assistance	\$57,654.51	\$0.00	\$0.00	\$0.00	\$57,654.51
Insurance	\$3,352.80	\$0.00	\$0.00	\$0.00	\$3,352.80
Mail, Postage, Promotional	\$3,467.51	\$0.00	\$0.00	\$0.00	\$3,467.51
Medical, Dental, Therapy	\$17.79	\$0.00	\$0.00	\$0.00	\$17.79
Miscellaneous	\$111.54	\$0.00	\$0.00	\$0.00	\$111.54
Professional Fees	\$47,227.02	\$0.00	\$0.00	\$0.00	\$47,227.02
Repairs & Maintenance	\$79,076.41	\$0.00	\$0.00	\$0.00	\$79,076.41
Supplies	\$806.46	\$0.00	\$0.00	\$0.00	\$806.46
Telephone	\$6,229.85	\$0.00	\$0.00	\$0.00	\$6,229.85
Transportation & Travel	\$3,529.56	\$0.00	\$0.00	\$0.00	\$3,529.56
Utilities	\$4,554.54	\$0.00	\$0.00	\$0.00	\$4,554.54
<b>Total Operating Expenses</b>	<b>\$891,976.52</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$891,976.52</b>
Other Expenses					
Depreciation	\$0.00	\$67.26	\$0.00	\$0.00	\$67.26
<b>Total Other Expenses</b>	<b>\$0.00</b>	<b>\$67.26</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$67.26</b>
<b>Total EXPENSES</b>	<b>\$891,976.52</b>	<b>\$67.26</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$892,043.78</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$93,404.80)</b>	<b>(\$67.26)</b>	<b>\$290.00</b>	<b>\$0.00</b>	<b>(\$93,182.06)</b>

**STARRY**  
**2021 Annual Operating Budget**

<b>REVENUE</b>	<b>Annual</b>
Individuals	\$263,235
Business/Corporate	\$240,000
Foundations	\$198,000
Churches	\$18,000
BGCT	\$132,000
State - STARRY Counseling	\$4,380,000
State - Foster Care	\$840,000
State - Adoption	\$72,000
State – Fatherhood Contract	\$216,000
Investment Income	\$24,000
	<b><u>\$6,383,235</u></b>

<b>EXPENSES</b>	<b>Annual</b>
Salaries	\$3,947,158
Payroll Tax	\$307,772
Fringe Benefits	\$715,085
Computer	\$72,321
Conferences, Training, Dues	\$31,262
Family & Foster Care Assistance	\$544,040
Insurance	\$13,152
Mail, Postage, Promotional	\$7,032
Medical, Dental, Therapy	\$2,764
Miscellaneous	\$648
Professional Fees	\$37,639
Repairs & Maintenance	\$455,837
Supplies	\$29,796
Telephone	\$44,520
Transportation & Travel	\$145,833
Trustee Expense	\$120
Utilities	\$23,697
Small Furnishings	\$4,560
	<b><u>\$6,383,235</u></b>

STARRY is one of four independent 501(c)(3) charities that receives donated services including financial and human resource management, fundraising and communications, charitable estate planning, and technology services from Children At Heart Ministries, a separate 501(c)(3) entity. The facilities on which STARRY operates at its headquarters in Round Rock are owned and donated for its use by TBCHFS, a nonprofit property-holding entity. These in-kind donations help tremendously in lowering administrative and fundraising costs.

## STARRY STRATEGIC PROGRAM GOALS 2019-2022

In 2018, STARRY created strategic goals to guide programming over a four-year period from 2019-2022. Each includes specific inter-related focus areas with related activities designed to improve program impact. The goals, focus areas, and some examples of related activities that have taken place under various focus areas are described below:

### 1) Increase Impact and Presence

Focus Areas: Increase Diversity, Equity, and Inclusion; Increase Foster Parent Recruitment (this one is detailed under Goal 5 below); Create Warmer, More Inviting Atmosphere for Families; Expand Community Engagement; Increase Brand Recognition for STARRY.

Examples of related activities:

#### *Focus Area: Increase Diversity, Equity, and Inclusion*

STARRY is working to increase DEI by using high risk zip code maps for outreach and services; providing intentional learning opportunities for current staff; and increasing diversity of new staff. These efforts have included:

- Adding a diversity hiring statement in 2019
- Hosting a Dads and Diversity Conference (with 65 participants) in February 2019
- Introducing a diversity book club series in May 2020
- Hosting a 12-week online diversity series starting in August 2020
- Engaging a contract DEI consultant in 2020 who hosted a focus group and three-part training series for staff; and provided formal recommendations related to DEI.
- Implementation of data tracking related to ethnicity, income levels, and fatherhood engagement
- Engaging in United Way Waco-McLennan County DEI efforts. This engagement has stretched the agency's overall capacity to reach underserved communities, while also understanding the stigma regarding mental health and other historically racist and oppressive structures.
- Developing Employee Resource Groups that will launch in Summer 2021. These will include various staff groups interested in creating and moving change in STARRY policies and procedures related to race and ethnicity.

#### *Focus Area: Increase Brand Recognition for STARRY*

- Since 2019, STARRY has continually worked to increase the number of service locations, as well as outreach, in outreach in rural communities in order to increase awareness and access to services. STARRY believes that investing in office space and creating welcoming and engaging environments will not only increase its brand recognition; it will ultimately increase the number of clients who feel comfortable seeking out services.



## 2) Enhance Data Tracking and Measurement Processes

Focus Areas: Embrace Innovative Technology; Create Sustainable Systems for Relaying Information; Measure Trauma Informed Engagement; Track All Services; Implement Feedback from Youth and Parent Advisory Council; Share "Data Stories" and Celebrate Success.

Examples of related activities:

### *Focus Area: Data Tracking*

- In 2018, STARRY began implementing an electronic health records system to track and measure data. The system has proven very effective in improving client intake processes, collection client profile data, overall data management, reports, State billing, and client services. It has also increased overall efficiency by reallocating staff time toward service delivery and ensuring immediate access to data for program evaluation.

### *Focus Area: Implement Feedback from Youth and Parent Advisory Council*

- STARRY formed a Youth Advisory Council in 2019 and a Parent Advisory Council in 2020 to increase community feedback and community collaboration in program design and service delivery. Data provided by these groups is very beneficial in identifying community needs and helping to shape programming to address those needs.

## 3) Multiply "Securing Our Shared Future" Strategies

Focus Areas: Create and Navigate Strategic and Balanced Budgets; Increase Funding; Embrace Accountability; Increase Staff Budgetary Knowledge; Strategic FTE Resourcing; Targeted Travel Savings.

Examples of related activities:

### *Focus Area: Create and Navigate Strategic and Balanced Budgets; Embrace Accountability; Increase Staff Budgetary Knowledge; Strategic FTE Resourcing; Targeted Travel Savings*

- STARRY has worked diligently over the last three years to reduce costs when possible. These efforts have focused on creating balanced budgets; increasing accountability for staff; and continually improving its stewardship of State funding and grant awards.

### *Focus Area: Increase Funding*

In 2019, STARRY began exploring new funding opportunities that would allow it to broaden program offerings and increase impact.

- In 2019, STARRY was awarded a multi-year DFPS PEI Fatherhood EFFECTS contract funding father-focused counseling services in Bell and McLennan counties.
- In Fall 2020, STARRY submitted proposals for three additional funding contracts. These include Nurse Family Partnerships (prenatal -2) in Bell and Erath counties; HOPES Program (ages 0-5) in Williamson County; and Community Youth Development (teen mentoring and leadership trainings and coaching) for African American youth in McLennan and Bell counties.
- In April 2021, STARRY submitted a proposal for additional funding to create a Family Resource Center in Williamson County. This center would be incorporated into STARRY's current National Family Support Network efforts. Depending on the award, it could potentially dovetail STARRY's FAYS programming in Williamson and/or Bell County.

#### 4) Increase Employer of Choice Strategies

Focus Areas: Establish Employee Resource Groups; Empower Culture Club Feedback; Expand STARRY's Operational Support for Data, Hiring, and Social Media; Increase Trauma Informed Employment Practices; Support Healthy Boundaries; Give Staff "Voice"; Improve Training Platform and Scope.

Examples of related activities:

*Focus Area: Establish Employee Resource Groups*

- STARRY is has been developing Employee Resource Groups that allow for persons who have been historically marginalized to have a safe space to express needs and provide creative solutions. The framework has been developed; consultation has been provided; and groups will commence in Summer 2021.

*Focus Area: Expand STARRY's Operational Support for Data, Hiring, and Social Media*

- In 2019, STARRY created the position of Director of Operations. This individual now assists staff in the many logistical and procedural needs that occur in a nonprofit agency. This individual has assumed many day-to-day operational activities previously handled by direct care staff in various offices. Among other things, their role includes overseeing hiring and onboarding processes; coordinating insurance coverage; handling office transitions and other facility needs; and managing supply orders. This has resulted in cost savings, streamlined operations, improved efficiencies, and reduced stress for regional program staff who previously carried out these activities for their offices. It also freed up time they can now devote to direct client services.

*Focus Area: Support Healthy Boundaries*

- In 2019, STARRY created clear metrics and accountability processes for staff, including a clear corrective action procedure. This information has increased efficiency and accountability.

*Focus Area: Give Staff "Voice"*

- STARRY determined a need to increase personal support for agency staff due to the level of stress and burnout they may face in the course of serving traumatized youth and families. In 2020, STARRY moved an existing staff into the newly created position of Director of Pastoral Care. This individual now provides staff with debrief sessions, prayer guidance, and support for basic needs, as needed or requested.
- In 2020, STARRY began utilizing "stay interviews" to better capture how staff are feeling about job satisfaction. Adjustments are being made as needed.

*Focus Area: Improve Training Platform and Scope*

- In 2020, STARRY purchased an online platform to facilitate staff training needs. This platform allows for better experiences for staff in maintaining their licensure and training needs.

#### 5) Advance Foster Care Programs and Services Scope

Focus Areas: Provide Monthly Open Houses; Offer Online Training; Increase Coaching; Expand Scope of Family Engagement Team; Reduce Disruptions; Serve 175 Children Per Year; Increase Foster Families' Service Capacity; Grow Age Range Served.

Examples of related activities that support all of these Focus Areas:

- Carrying out targeted networking and outreach strategies in Bell and Hays counties in order to increase the number of foster families in those areas.
- Increasing the number of foster parent trainings and open houses
- Continued development of the Family Engagement Services STARRY introduced in 2018 through which it provides coaching and TBRI® training to foster, adoptive, and biological families of children in care.
- In 2019, STARRY Foster Care became a member of the new WILCO Family Recovery Court collaborative. A Family Engagement Specialist provides counseling and trauma-intervention to CPS-involved parents who are engaged in this program.
- Increasing online training opportunities that increase access for prospective parents seeking to engage in service delivery.
- Increasing/improving activities and locations through which foster parents connect with one another and with the STARRY brand.
- Increasing distribution of diapers and other supplies to support delivery of care.
- Increasing strategic marketing efforts toward parents willing to serve teens, sibling groups, and higher needs youth.
- Incorporate new and/or enhanced training opportunities.

## 6) Cultivate Exemplary Client Experiences

Focus Areas: Provide Client-focused Centralized Call Services; Increase Parent to Parent Support; Set Positive Community Expectations; Implement Evidence-Based Practices; Provide Excellent Customer Service; Provide Contracted Crisis Services and Warm Handoff; Community Referrals; Utilize Client Feedback; Implement NFSN Certification Processes.

Examples of related activities:

### *Focus Area: Client-focused Centralized Call Services*

- In 2019, STARRY employed a professional staff who is highly experienced in crisis intervention to respond to calls made to STARRY's toll free crisis hotline. This individual now coordinates a team of professional staff that respond to all intake calls.

Centralizing the call intake process has increased the efficiency and quality in STARRY's response to families trying to access services. Clients in crisis who need immediate access to services can now speak directly to a professional who is trained to conduct intake questions and who can schedule them for services during the initial call. Previously, the staff answering the call were not trained to conduct intake and were unable to schedule appointments. Callers had to leave a message and wait for a return call, so the service was incomplete. Clients can now receive intake, information, and referrals in one call.

### *Focus Area: Implement NFSN Certification Processes*

In 2019, STARRY was accepted as a National Family Support Network (NFSN) agency to join the first Texas Family Support Network. NFSN is a membership-based organization comprised of statewide networks that work to ensure coordinated quality support for families.

STARRY has since implemented NFSN Standards of Quality for Family Strengthening & Support agency-wide, which has resulted in improved experiences for both clients and staff. These standards require continual training, formal self-assessment, and quarterly deliverables. Related activities to implementing NFSN Standards have included:

- Conducting extensive initial and ongoing staff training in NFSN Standards.
- Increasing parent-to-parent support by offering additional parent groups and workshops throughout the year.
- Creating a more welcoming space in the lobbies in regional offices and incorporating interactive activities for families to engage in while they are waiting for services.
- Providing staff training in conducting Parent Cafés that offer opportunities for parents to support from one another.
- Applying NFSN tools and principles to create the Youth Advisory Counseling and Parent Advisory Council which assist STARRY in understanding and meeting community needs.

The Infographic shown on the following page offers a visual summary for all of the goals and focus areas described above.

# STARRY Strategic Plan 2019-2022

NURTURING CHILDREN  
STRENGTHENING FAMILIES  
RESTORING HOPE



## 1. EXPAND IMPACT AND PRESENCE

Emphasize Diversity and Inclusion - Increase Foster Parent Recruitment - Create Warmer, More Inviting Atmosphere for Families - Expand Community Engagement - Increase Brand Recognition

## 2. ENHANCE DATA TRACKING AND MEASUREMENT PROCESSES

Embrace Innovative Technology - Create Sustainable Systems for Relaying Information - Measure Trauma Informed Engagement - Track All Services - Implement Feedback from Youth and Parent Advisory Council - Share "Data Stories" and Celebrate Success



## 3. MULTIPLY "SECURING OUR SHARED FUTURE" STRATEGIES

Create and Navigate Strategic and Balanced Budgets - Increase Funding - Embrace Accountability - Increase Staff Budgetary Knowledge - Strategic FTE Resourcing - Targeted Travel Savings

## 4. INCREASE "EMPLOYER OF CHOICE" STRATEGIES

Establish Wellness Groups - Empower Culture Club Feedback - Expand STARRY's Operational Support for Data, Hiring, and Social Media - Increase Trauma Informed Employment Practices - Support Healthy Boundaries - Give Staff "Voice" - Improve Training Platform and Scope



## 5. ADVANCE FOSTER CARE PROGRAM SERVICES AND SCOPE

Provide Monthly Open Houses - Offer Online Training - Increase Coaching - Expand Scope of Family Engagement Team - Reduce Disruptions - Serve 175 Children Per Year - Increase Foster Families' Service Capacity - Grow Age Range Served

## 6. CULTIVATE EXEMPLARY CLIENT EXPERIENCES

Provide Client-focused Centralized Call Services - Increase Parent to Parent Support - Set Positive Community Expectations - Implement Evidence-Based Practices - Provide Excellent Customer Service - Provide Contracted Crisis Services and Warm Handoff Community Referrals - Utilize Client Feedback - Implement NFSN Certification Processes

