

ACTION INC. HEAD START

2021-2022 ANNUAL REPORT



Action Inc. Head Start is a comprehensive early childhood development program that serves children three to five years old and their families at no cost to the family. Income requirements apply.



TAKING APPLICATIONS

Throughout the year!

CALL (406) 723-4078

For more information



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Action Inc. Grantee Agency

Action Inc. is a non-profit Community Action Agency that is “dedicated to development of pathways out of poverty through innovative, community-based collaborative approaches. Headquartered at 25 W. Silver in Butte and incorporated in 1965, Action Inc. provides services to low-income citizens in a six-county area and advocates for community level change on behalf of the area’s most vulnerable population. In addition to Head Start, Action Inc. also oversees the following programs; Energy Share, Weatherization, Low Income Energy Assistance (LIEAP), Emergency Housing Services, Feeding the Homeless, (We Deliver) Housing Choice Voucher Program, Summer Nutrition Program, Montana Chafee Foster Independence Program, Work Innovation and Opportunity Act (WIOA) and Youth Homeless Programs, USDA properties – Continental Gardens (Butte), Valley Housing (Ennis), The Meadows (Deer Lodge) and Shermont Manor (Sheridan). With an annual budget of over \$8 million, Action Inc. has a workforce of 100 and serves more the 6,000 people per year.



Head Start is a comprehensive early childhood development program that serves low-income children and their families ages three to five.

There are four major components to Head Start.

- * Education: Providing a variety of learning experiences to help children grow intellectually, socially, and emotionally.
- * Health: Provides health services such as immunizations, dental, medical, mental health, nutritional and early identification of health problems.
- * Parent Involvement: Involve parents in the planning and implementation of activities. Parents serve on Policy Council and committees that assist in the decision-making process regarding their child.
- * Social Services: Work with families to identify their strength, work on their goals and support them to become their child's first and most important teacher.

The Creative Curriculum is a research-based curriculum that is used at Action Inc. Head Start to empower educators to provide children with developmentally appropriate learning opportunities to promote school readiness success.



Program Governance

Head Start is governed by the Action Inc. Board of Directors, who have the legal and fiscal responsibility for the Action Inc. organization. The Head Start Policy Council is comprised of parent/guardians of children currently enrolled at Head Start as well as community representatives the Board of Directors and Policy Council work with key management staff to ensure the program meets the needs of all Head Start children and families.

Action Inc. Board of Directors 2022

Tara Callaghan.....	Board Chairperson
Ivy Fredrickson	Board Secretary/Financial Expert
Leo Prigge	Board Vice-Chairperson
Charity Fetcher	Board Treasurer
Theresa Rader	Executive Committee/PC Rep
Sandi Seccomb	Executive Committee
Kevin Skocilich	Child Development Expert
.....	Dodie Rennfield
Megan Montgomery...	Krissy Krackowsky
Bill Deavel	Rick Hartz
Jerome McCarthy	Marilyn Ross
Gail Leeper	Brandon Twist

Action Inc. Policy Council Officers 2022-2023

Dave Rathgeber.....	Chairperson
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Head Start would like to thank the following businesses and organizations throughout the year in providing monetary support, volunteer hours and donations for families in need:

AWARE – Early Head Start

Butte 4 C's

Butte Central Catholic Schools

Butte Real Estate Group

Butte Silver Bow Health Dept.

Butte Silver Bow Fire Dept.

Butte Silver Bow Police Dept.

Butte Pediatric Dentistry

Career Futures

Family Outreach

Foster Grandparent Program

Gilman Foundation

Glacier Bank

Granite Mountain Electric

Lion's Club

McGree Trucking

Montana Abstract and Title Company

Montana Tech. Nursing Dept.

Mountain West Credit Union

School District #1

Southwest Montana Community Health Center

Steele's Warehouse

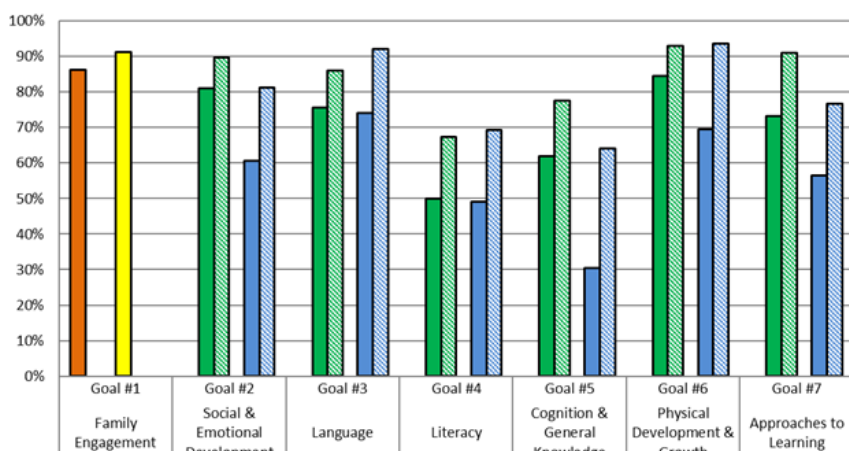
St. James Healthcare



School Readiness

Teaching Strategies Gold is the On-line assessment tool used to monitor Head Start children's school readiness. Data is used to develop individual goals for children to ensure school readiness success.

Action Inc. Head Start
Percent of Children Meeting School Readiness Goals
Fall/Spring 2021-2022



Fall All Children	86%						
Fall 3yr old		81%	76%	50%	62%	85%	73%
Spring 3yr old		90%	86%	67%	78%	93%	91%
Spring All Children	91%						
Fall 4yr old		61%	74%	49%	31%	70%	56%
Spring 4yr old		81%	92%	69%	64%	94%	77%



Family Engagement

Ongoing research shows that family engagement in schools improves student achievement, reduces absenteeism, and restores parents' confidence in their child's education.

Head Start supports family engagement by offering the following opportunities:

- Parenting Classes
- Family Partnership Agreements/goal setting
- Volunteering in classrooms/field trips
- Employment opportunities
- Policy Council
- Center Committee
- Advisory team member
- Family Literacy events
- Kindergarten Readiness events



Transition to Kindergarten

Head Start works in collaboration with the local school district to ensure a smooth transition to Kindergarten. Kindergarten registration is conducted at Head Start with school district personnel available to assist families in the registration process. Head Start personnel also provide birth certificates and immunization records to assist with the process.

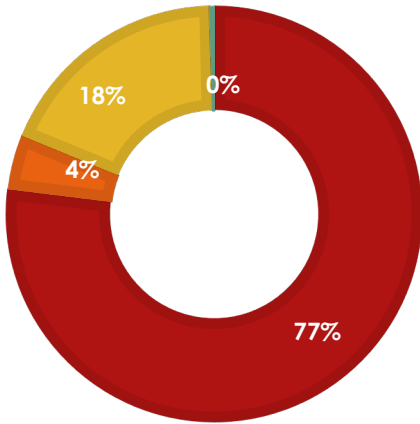
Head Start classrooms plan field trips to local Kindergarten rooms to give children the opportunity to see their new classroom.

Kindergarten teachers participate in School Readiness events at Head Start and give parents the opportunity to ask questions on what to expect when their child enters Kindergarten as well as ideas on what they can work on with their child to help them to prepare for Kindergarten.

Meetings are also schedule between Head Start and Kindergarten teachers to assist in the transition process.



FUNDING SOURCES



■ HS Grant Revenue (\$2,078,118) 77%

■ CACFP Revenue (\$114,572) 4%

■ Non-Federal Share (\$498,867) 18%

■ Community Donations (\$9,493) 0%

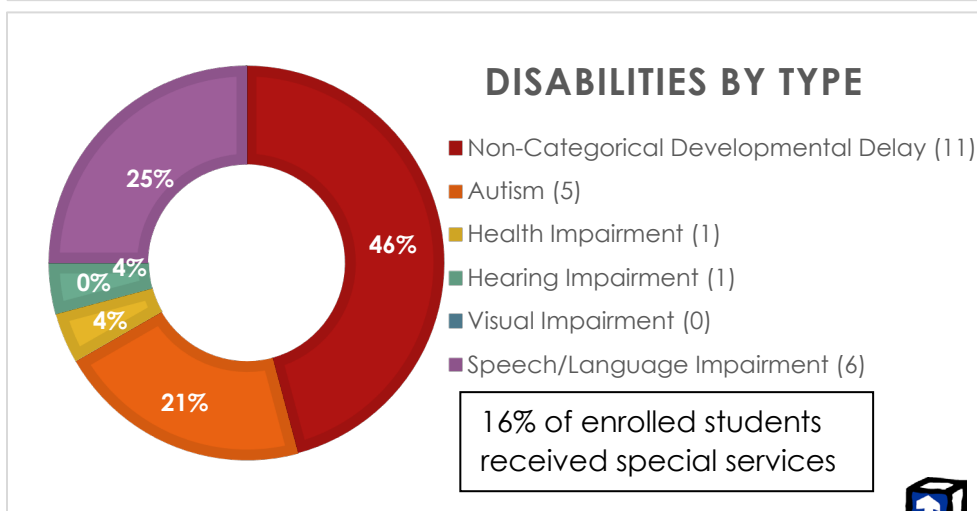
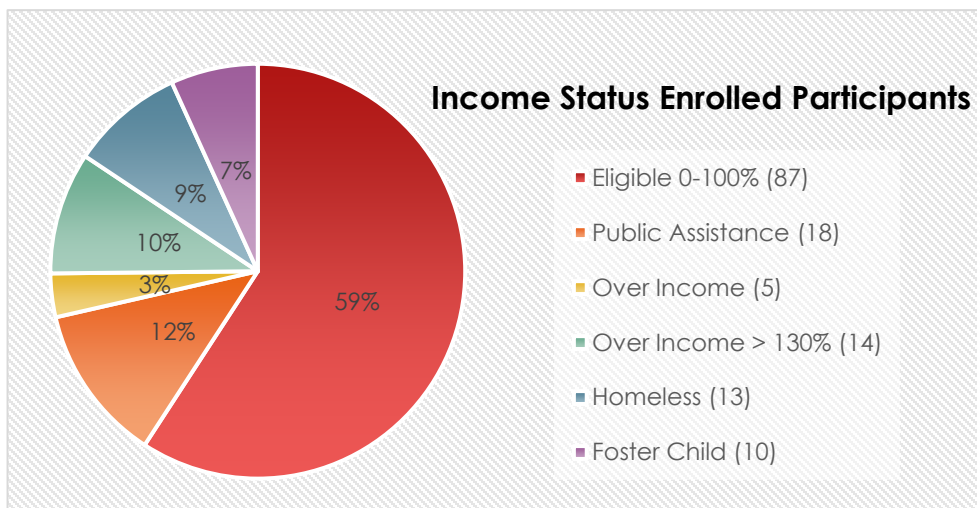
Total (\$2,498,987)

	FY 21-22	FY 22-23
Head Start Grant Revenue	Actual	Proposed
HS Grant Revenue	\$ 1,872,180	\$ 2,323,592
HS COVID Grant Revenue	205,938	72,500
CACFP Revenue	114,572	110,000
Non-Federal Share Revenue	498,867	450,000
Community Donations	9,493	-
Total Revenue	\$ 2,701,049	\$ 2,956,092
Expenses		
Salary and Wages	\$ 1,081,719	\$ 1,234,065
Fringe	278,068	315,124
Repair & Maintenance	56,465	40,000
Materials & Supplies	142,756	110,700
Utilities	42,033	45,700
Food	89,933	110,000
Vehicles	37,651	31,520
Common Cost Allocated	199,872	200,000
Training & Education	48,971	23,170
Other	115,185	206,018
Equipment	-	78,000
Playground Equipment	111,795	111,795
In-Kind	498,867	450,000
Total Expense	\$ 2,703,315	\$ 2,956,092



Enrollment Children and Families Served 2021-2022

Funded Enrollment	186
Total number of children served:	147
Total number of families served:	138
Average monthly enrollment:	
Percent of eligible children served:	100%



Health and Related Services 2021-2022

Parent Education Level

Neither GED nor Diploma	15 (11%)
High School Diploma	91 (66%)
Associate Degree/Some College	16 (12%)
Advanced or Bachelor's Degree	16 (12%)

Children's Health Payment Source

Medicaid	139 (95%)
State Funded	5 (3%)
No Insurance	3 (2%)

Dentals and Physicals

Physical Exams Completed	121 (82%)
Dental Exams Completed	118 (80%)
Treatment Needed	50 (48%)
Treatment Received	45 (90%)

CACFP – Meals Served

Snack	9,070.00
Breakfast	29,752.91
Lunch	54,116.76
Total amount reimbursed	\$96,784.03



Focus Area 1 Review

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Ms. Tara Callaghan

Action Inc.

25 W Silver St

Butte, MT 59701 - 2024

From: Responsible HHS Official



Date: 05/06/2022

Dr. Bernadine Futrell

Director, Office of Head Start

From April 4, 2022 to April 8, 2022, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the Action Inc. Head Start program. This report contains information about the recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, we have found your program meets the requirements of all applicable HSPPS, laws, regulations, and policy requirements.

Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

DISTRIBUTION OF THE REPORT

Copies of this report will be distributed to the following recipients:

Ms. Cheryl Lutz, Regional Program Manager

Ms. Margie Seccomb, Chief Executive Officer/Executive Director

Ms. Barbara Brophy, Head Start Director





Program Management and Quality Improvement

Program Management

The recipient establishes a management structure consisting of staff, consultants, or contractors who ensure high-quality service delivery; have sufficient knowledge, training, experience, and competencies to fulfill the roles and responsibilities of their positions; and provide regular supervision and support to staff.

Ongoing Monitoring and Continuous Improvement

The recipient uses data to identify program strengths, needs, and areas needing improvement; evaluate progress toward achieving program goals and compliance with program performance standards; and assess the effectiveness of professional development.

Program Governance

The recipient maintains a formal structure of program governance to oversee the quality of services for children and families and to make decisions related to program design and implementation.

The policy council is engaged in the direction of the program, including program design and planning of goals and objectives.

Program Management and Quality Improvement Summary

Action, Inc. receives funds to serve 186 Head Start participants in rural Butte County, Montana through a center-based program design. As a community action agency, the recipient supports Head Start families with housing and heat assistance, youth empowerment activities, and nutrition services. The leadership team serves as both content area experts and case managers to assist families with achieving goals and developing advocacy and leadership skills.

The recipient established a pathway for families' self-sufficiency through employment. The program actively hired current and past parents of Head Start participants for open positions. Specifically, current and former parents of enrolled children worked as teachers and on the management team. Additionally, the recipient provided opportunities for staff members to further their education. This approach to recruitment benefitted families as they worked toward improved economic circumstances.





Monitoring and Implementing Quality Education and Child Development Services

Alignment with School Readiness

The recipient's school readiness efforts align with the expectations of receiving schools, the Head Start Early Learning Outcomes Framework (HSELOF), and State early learning standards.

Effective and Intentional Teaching Practices

The recipient's teaching practices intentionally promote progress toward school readiness and provide high-quality learning experiences for children.

Supporting Teachers in Promoting School Readiness

The recipient prepares teachers to implement the curriculum and support children's progress toward school readiness.

Home-based Program Services

Not Applicable.

Education and Services Summary

Action, Inc. collaborated with local school districts to support children's school readiness. The program and the schools shared Head Start children's outcomes data before and after children transitioned to kindergarten. These data were used to align transition efforts and evaluate the effectiveness of the program's teaching practices. This data analysis helped the program to focus on intentional lesson planning and the implementation of literacy-rich activities in the classroom. Through collaboration, the program strengthened its ability to prepare children for their next learning environment.





Monitoring and Implementing Quality Health Services

Child Health Status and Care

The recipient effectively monitors and maintains timely information on children's health status and care including ongoing sources of health care, preventive care, and follow-up.

Mental Health

The recipient supports a program-wide culture that promotes mental health and social and emotional well-being, and uses mental health consultation to support staff.

Oral Health and Nutrition

The recipient maintains and monitors for effective oral health practices and nutrition services that meet the nutritional needs and accommodate feeding requirements and allergies.

Safety Practices

The recipient implements a process for monitoring and maintaining healthy and safe environments.

Services to Expectant Families

Not Applicable.

Health Services Summary

Action, Inc. leveraged the experience and expertise of its Health Services Advisory Committee (HSAC). Members of the committee represented the local Early Head Start program, community health providers, local education agencies, parents, and social services agencies. The HSAC assisted the program with ensuring families had access to ongoing medical and dental care. For example, a dental hygienist on the committee completed children's dental screenings and created treatment plans with parents when additional oral health care services were needed. In addition, HSAC members attended parent meetings to provide families with information and community health updates. During the pandemic, the HSAC helped the program share timely information with families regarding the prevention and impact of COVID-19. Furthermore, the program utilized the committee's resources to secure free personal protective equipment in order to help mitigate any spread of the virus. By partnering with its HSAC, the program assisted families with receiving health and preventative services for their children.





Monitoring and Implementing Quality Family and Community Engagement Services

Family Well-being

The recipient collaborates with families to support family well-being, parents' aspirations, and parents' life goals.

Strengthening Parenting and Parent-Child Supports

The recipient provides services that strengthen parent-child relationships and support parents in strengthening parenting skills.

Family Engagement in Education and Child Development Services

The recipient provides education and child development services that recognize parents' roles as children's lifelong educators and encourage parents to engage in their child's education.

Family and Community Engagement Services Summary

Action, Inc. assisted families with developing behavior management skills. In response to family data indicating 71 percent of parents were seeking strategies to address children's behavior at home, the program increased support in this area. The recipient offered families parenting education classes using the parenting curriculum to improve parents' knowledge and skills in teaching their children to manage their feelings and behaviors. Parents reported that their children were better able to communicate and manage their emotions. As a result of educating parents, children exhibited new vocabulary to describe their emotions, and parents showed increased confidence in their parenting skills.





Monitoring and Implementing Fiscal Infrastructure

Budget Planning and Development

The recipient develops and implements its budget to sustain management, staffing structures, and the delivery of services that support the needs of enrolled children and families.

Ongoing Fiscal Capacity

The recipient plans and implements a fiscal management system that supports the organization's ongoing capacity to execute its budget over time and meet the needs of its organization.

Budget Execution

The recipient's financial management system provides for effective control over and accountability for all funds, property, and other assets.

Facilities and Equipment

The recipient complies with application, prior approval, and reporting requirements for facilities purchased, constructed, or renovated with Head Start funds.

Fiscal Infrastructure Summary

Action, Inc. implemented a collaborative approach to budget development. Members of the governing Board and the policy council participated with fiscal and program staff to review regularly generated financial statements. These reports were also used to track expenditures against allocations to verify adequate funding was available for goal attainment and program priorities. For example, prior to applying for Coronavirus Aid, Relief, and Economic Security Act funding, members of the leadership team, policy council, and governing board assessed the needs of children, families, and staff. These results informed the leadership's application for the funds to address food insecurity and ensure safe learning environments. By engaging all program stakeholders, the recipient made sure that the budget was used to provide responsive services.





Monitoring ERSEA: Eligibility, Selection, Enrollment, and Attendance

Determining, Verifying, and Documenting Eligibility

The recipient enrolls children or expectant mothers who are categorically eligible or who meet defined income-eligibility requirements.

Enrollment Verification

The recipient maintains and tracks enrollment for all participants including expectant mothers.

ERSEA Summary

Action, Inc. improved daily attendance through program goal development. The program's 5-year goals included empowering families to be proactive in their children's success in school and beyond. One objective of this goal included improving daily attendance for all children, with an established goal of 90 percent. To accomplish this, the program developed an attendance toolkit, and parents were trained on the importance and impact of daily attendance on children meeting targeted outcomes. Although the pandemic impacted families' ability to ensure their children's daily attendance, the program achieved an 86 percent average daily attendance rate for the first 3 months of the 2021-2022 program year. Action, Inc.'s focused efforts to support attendance for all children resulted in improvements.

----- End of Report -----



Action Inc. Audit Letter 2021

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors
Action, Inc.
Butte, Montana

Report on Compliance for Each Major Federal Program

We have audited Action, Inc. and Affiliates (the Organization) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Organization's major federal programs for the year ended September 30, 2021. The Organization's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of federal statutes, regulations, and terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the Organization's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 *U.S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Organization's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Organization's compliance.

Opinion on Each Major Federal Program

In our opinion, the Organization complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2021.



Report on Internal Control Over Compliance

Management of the Organization is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Organization's internal control over compliance with the types of requirements that could have a direct and material effect on a major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance for each major federal program and to test and report on the internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Anderson Zee Muehlen & Co., P.C.

Butte, Montana
May 26, 2022





Action Inc.
A COMMUNITY ACTION PARTNER

*Action Inc. Head Start
1000 S. Arizona St.
Butte, MT 59701*

«Name»

«Address»

«City_State_Zip»

Place
Stamp
Here