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# HEAD **START** inc. Annual Report

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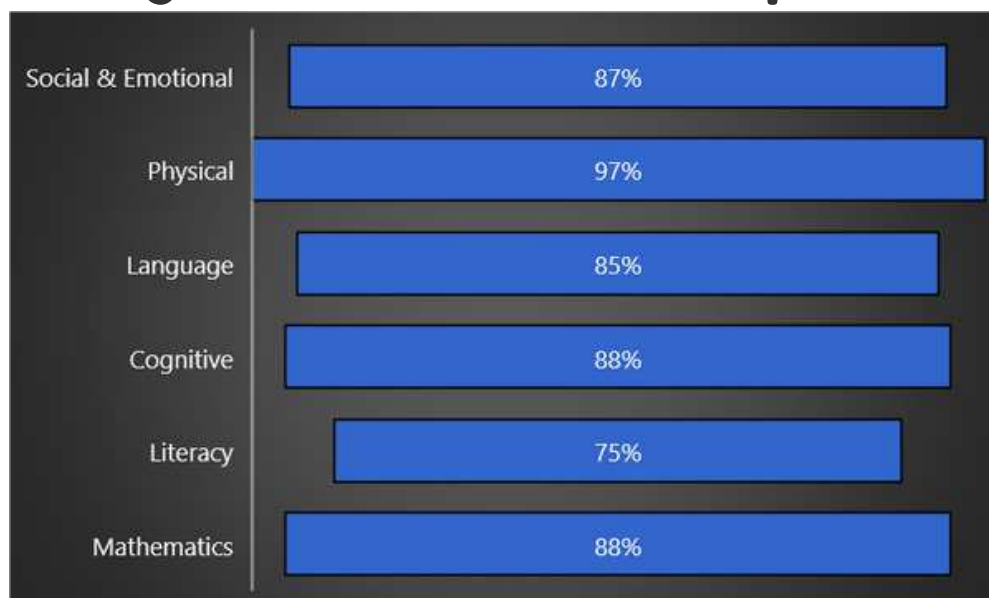
# Education

At Head Start Inc., it is our mission to ensure that all of our children leave us ready for kindergarten and life long success. Our classrooms are led by highly qualified educators, who value the uniqueness of each child in their care. Each classroom follows the Montana State Early Learning Objectives and Head Start Early Learning Outcomes. Our teachers use a variety of research based curriculum including Creative Curriculum, Handwriting without Tears, Heggerty Phonics, and Second Step to ensure our students are receiving a high quality early childhood education.

- + + In addition to our curriculum, all our students participate in developmental screenings to identify individual areas of strength and growth. Teachers, in collaboration with families, use these screeners to develop individualized learning goals for each child.
- + + Understanding that parents are a child's first and most important teacher, our teachers strive to create relationships with parents, and guardians to ensure that all our students are able to thrive both at home and at school.



## Head Start Children Are on the Path to Meeting School Readiness Expectations



% of children meeting or exceeding widely held expectations for Kindergarten



# Family Services

**93%**

**OF FAMILIES PARTICIPATED IN YEARLY GOAL SETTING WITH THEIR FAMILY ADVOCATE**

At Head Start, Inc., we believe parents are their child's first and most important teachers. Parents play an important role in shaping their child's education and lifelong success.

Our outstanding Family Services team partners with parents to ensure every child's basic needs are met, every child is healthy, and every child is ready to learn. Family Advocates provide referrals and assist with access to community resources. These Family Services staff also provide short-term counseling, employment training, budgeting support, parenting classes, and other educational opportunities.



Family Advocates meet formally with families in their home, in the community, or at one of our Head Start locations to complete the Family Outcomes process. This process aligns with the Office of Head Start's Parent, Family, and Community Engagement Framework. The Outcomes process helps families identify and build upon strengths and interests. Goals are set that impact the child's development, the individual parents, and the entire family. Family Advocates meet regularly with parents to provide assistance and ongoing support towards reaching their goals.

**FAMILY ADVOCATES PROVIDED**

**4,695**

**REFERRALS TO COMMUNITY RESOURCES FOR FAMILIES**

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# Family Engagement

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**84% of families participated in Family Engagement activities**

- Open House events at 4 centers
- 3 READ TO ME, DADDY events
- 3 Parent Committee events per center
- Spring Fling Child & Family Dance
- Parent Appreciation events at 4 centers
- 8 Conscious Discipline Parenting Mini Lessons
- Holiday Give event
- Parent CPR & 1st Aid Class
- Monthly Policy Council Meetings
- Class Dojo Communications
- 2 Educational Home Visits per family
- 2 Parent/Teacher Conferences per child
- Family Outcomes and Goal Setting with every family twice per year
- Yellowstone Art Museum Young Artist's Reception
- End of Year Celebration at Zoo Montana



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# ERSEA

ELIGIBILITY, RECRUITMENT, SELECTION, ENROLLMENT, & ATTENDANCE

TOTAL NUMBER  
OF CHILDREN  
SERVED

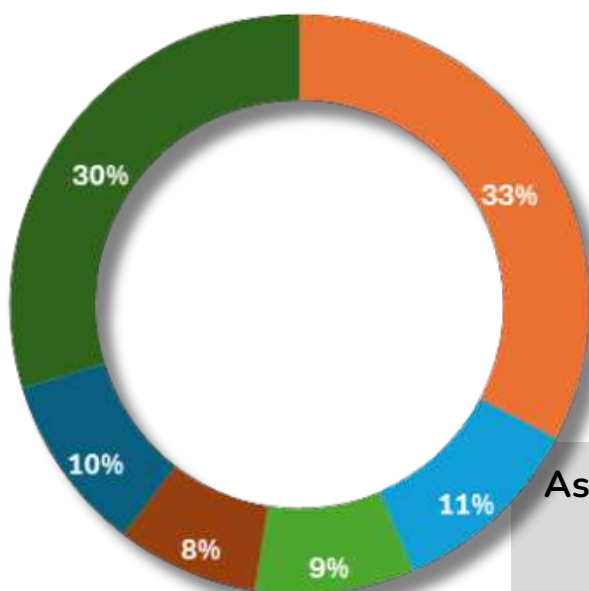
324

TOTAL NUMBER  
OF FAMILIES  
SERVED

296

35%

Average Monthly  
Enrollment



As a Head Start program, we are dedicated to serving low-income and at-risk children and families in Yellowstone and Carbon Counties.

0-100% (families at or below poverty) = 33%

101-130% (families just above poverty) = 11%

Over-income (families 131% & higher above poverty) = 9%

Foster Care (families w/ children living in foster care) = 8%

Homeless (families experiencing homelessness) = 10%

Public Assistance (families utilizing public assistance) = 30%



# Health & Nutrition

Health is the foundation of school readiness. To help children thrive, Head Start ensures that children are up to date on immunizations and well child physical and dental exams.

Eating healthy foods helps children get the nutrients their bodies need to stay healthy, active, and strong. At Head Start, children receive nutritious meals and snacks while at school, accounting for up to 2/3 of a child's recommended daily nutrients.

## 79%

of children received  
annual well-child  
**PHYSICAL EXAMS**

## 85%

of children received  
annual well-child  
**DENTAL EXAMS**



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## by the numbers...

8,368  
breakfasts

11,179  
lunches

3,796  
snacks

# Behavioral Health

In the Fall of 2022, Head Start, Inc. hired a behavioral health specialist. This full-time specialist was dedicated to supporting the behavioral health of the classrooms and our families, collaborated with teachers and parents, and improved our agencies ability to respond to behavioral needs. In the past role was filled by a person with numerous and varied responsibilities. It was an accomplishment to dedicate a position to supporting the behavioral and mental well-being of our children and their families.



Being dedicated solely to behavioral health, our specialist was able to improve and strengthen numerous process and add new initiatives. For example, with a full-time



specialist all classrooms received two global observations. This more consistent and universal observation schedule meant all classrooms benefited from opportunity to



reflect and grow. Similarly, the specialist was able to devote more time to transition meetings. As a result, more students were served, families were involved and present at more transition meetings, and meetings were held at the elementary schools which helped families connect more meaningfully with their new school community.

Our agency started implementing Conscious Discipline, an integrated social-emotional learning approach that uses evidence-based practices rooted in neuroscientific understanding of emotion and behavior to teach adults and students crucial social-emotional skills (composure, assertiveness, encouragement, choice-making, empathy, positive intent, and the ability to manage and learn from consequences). This year all staff received introductory Conscious Discipline training. Education staff received additional training to help them begin to apply these tools to their classroom. Families were invited to open house events to introduce them to the Conscious Discipline philosophy. Lastly, a plan was developed for further training and improved implementation in the 23-24 school year.



# Behavioral Health **STATISTICS**

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- Tier I Social Emotional Supports provided to **321 children**
- Tier II Behavioral and Mental Health supports provided to **53 children**
- Responsive Services provided to **16 classrooms**
- Intervention plans written for **16 students**
- Transition meetings for **17 students**
- **7 trainings** provided to develop staff's ability to support the behavioral health needs of students
- **4 trainings** for families to introduce Conscious Discipline and strengthen parenting skills
- **2 community presentations** about ACEs and resilience



# Meet Matvii's Family

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It's been almost 2 years since Russia's full-scale invasion on the country of Ukraine. Currently, Russia still occupies about 18% of the country, bombarding cities and blockading ports. Fighting and air strikes have caused nearly 22,000 civilian casualties, 5.1 million people are internally displaced, and nearly 6.2 million people have fled Ukraine. The massive civilian casualties and destruction of civilian infrastructure has caused millions to cross borders to neighboring European countries in search of safety, protection, and assistance.

## Meet Matvii and his family, as Matvii's mother, Nadiia, shares their incredible story:

*Since the war started in our homeland of Ukraine our lives changed for the worse. We lived under shelling every day and spent many hours hiding in the bathroom because it was the only room without any windows. Enemy Russian missiles and drones flew over our house more and more often every day. The winter of 2023 was very long, cold and terrifying. The whole country was without electricity, water and heating for many days. The temperatures were very low. We began to think about refuge in other countries and we knew we wanted to come to the USA. Your country provides colossal support to the Ukrainian people. We have great respect to all of you for this. My cousin has lived here for almost 20 years and she and her husband said they would support us through the program Uniting for Ukraine.*

*Therefore, Billings Montana became our refuge. My relatives provided us with housing, helped with registration of the main important document. They provided the US government with all the necessary information, and we received permission to fly here and wait out the war. The war of the Russians against the freedom-loving sincere Ukrainian people was the main reason that forced us to leave our homeland, our home, older parents, and all the memories of our lives. We wanted our children to grow up in peace and be happy.*

*In the summer of 2023, our friend who works at Billings Public Schools advised us to submit our application to Head Start, since we have nothing here at all we may be able to get a place for our younger son. That's exactly what happened! Later we received a cherished letter of happiness. Because for us it made it possible to go to work, to study English which will improve the quality of our lives and that of our children. My soul is calm when Matvii is in Head Start under the close supervision of teachers and all the staff. He happily wakes up every day and goes to you. I sincerely thank you for the opportunity to visit your institution and be a part of the Head Start Family!*

Uniting for Ukraine, provides a pathway for Ukrainian citizens forced to flee their homes as a result of Russia's ongoing invasion of Ukraine. Individuals granted passage through Uniting for Ukraine will be able to travel to and stay in the United States for up to two years. Uniting for Ukraine (U4U) opened for registration on April 25, 2022, and is managed by the Department of Homeland Security (DHS). As of December 2023, over 170,000 Ukrainians have been granted passage through U4U for up to two years.



Pictured: Nadiia, Petro, Yarsolav and Matvii Bilous

Story captured by:

Terri Harper, Family Advocate

Details by: Janice King, Executive Director

**Brittany Dimitryev & Taylor Stimmel**

# Forever Head Start

True to an adage in the Head Start world, “Once a Head Start family, always a Head Start family.” Head Start, Inc. is proud to honor Brittany Dimitryev, Human Resources Director, and Taylor Stimmel, Teaching Assistant, as former students of this very Head Start program.

In 2019, a study from the University of Michigan found that Head Start has positive long-term impacts on both higher education attainment and economic self-sufficiency. In addition to economic self-sufficiency, the study also examined the effects of Head Start on secondary and post-secondary education. Children who attended Head Start are more likely to complete high-school, to enroll in college, and 19% more likely to complete college.

Brittany holds a Master’s Degree in Public Administration and is a Senior Certified Professional with the Society for Human Resources Management. When asked if Head Start influenced the person she is today, Brittany stated, “I would like to believe so . . . I don’t have the strongest memories of my childhood, but Head Start has always been positive memory for me. I would say that it is because of this connection I felt more compelled to apply for my position within the agency.”

The Head Start program began in September 1971 in the Billings community. Since its inception, it has touched the lives of countless children (about 16,000), families, and staff. Taylor commented, “It’s (Head Start) teaching me skills I can use at work and in my day-to-day life. It’s taught me to be patient and empathic.”

When asked about memories of attending Head Start as a child, Taylor said, “I remember all the friends I made, but mostly just playing on the playground.”



Story continued on next page . . .

Brittany (far left, below teacher) with her Head Start class in 1990-1991.

# Forever Head Start cont.

*Continued from previous page . . .*

Head Start programs are required to offer nutritious meals and snacks that make up 2/3 (or more) of a child's daily nutritional needs. These guidelines play a critical role in supporting the wellness, health, and development of children. Brittany remarked, "What I remember most is the family style dining, being able to dish up my own plate and pour my own juice made me feel so grown up and responsible. I enjoyed being able to pour my own juice so much that I insisted that my mom get a pitcher just like my classroom had, so that I could be in charge of this task at home during dinner. What made it feel so special is that the pitcher we used was perfect for my size of hands and it made me feel so capable and confident."

Head Start eats meals and snacks "family style," combining food, fun, and conversation at mealtime. According to the Family Dinner Project, family style meals provide a wide variety of physical, social-emotional, and academic benefits. Some specific benefits include:

- Better academic performance
- Higher self-esteem
- Greater sense of resilience
- Lower risk of substance abuse

Efforts at the federal level have supported improvements in compensation and benefits and have prioritized workplace wellness and professional development for Head Start staff. Brittany commented she "appreciates the supportive nature of the organization. Head Start understands the role it plays in families' lives and the overlap of how that role continues with staff who are also part of the program. Because of this overlap, the agency

makes a conscious choice to approach all staff with the same level of support and understanding that we provide to the families we serve - a level of support that goes above and beyond what many employers provide and you can see that impact with the number of employees who have been here for 10, 20, and even 30 years."

Taylor sums up the impact Head Start forever places on the lives of children, families and staff, "Head Start has given me opportunities that I would have missed out on otherwise."

When asked what the future holds for both Brittany and Taylor - Brittany hopes to stay in her role for some time, Taylor hopes to be helping someone or something.

*Story By: Janice King, Executive Director*



*Taylor as a Head Start child, 2006-2007*

# FINANCIALS

## Head Start Inc.

### Statements of Financial Position

<i>As of June 30,</i>	2023	2022
<b>Assets</b>		
Current assets		
Cash	\$ 345,477	\$ 412,233
Restricted cash	284,142	44,641
Grant receivables	22,969	27,454
Prepaid expenses	-	4,584
<b>Total current assets</b>	<b>652,588</b>	<b>488,912</b>
Property and equipment, net of accumulated depreciation	2,423,825	2,439,857
<b>Total assets</b>	<b>\$ 3,076,413</b>	<b>\$ 2,928,769</b>
<b>Liabilities and net assets</b>		
Current liabilities		
Accounts payable	\$ 22,048	\$ 80,713
Accrued payroll and benefits	134,573	95,156
Current portion of notes payable	29,503	27,784
<b>Total current liabilities</b>	<b>186,124</b>	<b>203,653</b>
Long-term liabilities		
Notes payable, net of current portion	429,425	469,856
<b>Total liabilities</b>	<b>615,549</b>	<b>673,509</b>
<b>Net assets</b>		
Without donor restrictions		
Undesignated	2,176,722	2,210,619
With donor restrictions		
Purpose restrictions	284,142	44,641
<b>Total net assets</b>	<b>2,460,864</b>	<b>2,255,260</b>
<b>Total liabilities and net assets</b>	<b>\$ 3,076,413</b>	<b>\$ 2,928,769</b>

# FINANCIALS cont.

## Head Start Inc. Statement of Activities

<i>Year Ended June 30, 2023</i>	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenues and support</b>			
Grants	\$ 3,994,605	\$ 274,265	\$ 4,268,870
Donated goods and services	318,896	-	318,896
Contributions	290,329	51,043	341,372
Interest income	3,828	-	3,828
Net assets released from restrictions:			
Satisfaction of donor-imposed restrictions	85,807	(85,807)	-
<b>Total revenues and support</b>	<b>4,693,465</b>	<b>239,501</b>	<b>4,932,966</b>
<b>Expenses</b>			
Program services	4,234,298	-	4,234,298
Management and general	493,064	-	493,064
<b>Total expenses</b>	<b>4,727,362</b>	<b>-</b>	<b>4,727,362</b>
<b>Change in net assets</b>	<b>(33,897)</b>	<b>239,501</b>	<b>205,604</b>
<b>Net assets, beginning of year</b>	<b>2,210,619</b>	<b>44,641</b>	<b>2,255,260</b>
<b>Net assets, end of year</b>	<b>\$ 2,176,722</b>	<b>\$ 284,142</b>	<b>\$ 2,460,864</b>

## Head Start Inc. Statement of Activities

<i>Year Ended June 30, 2022</i>	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenues and support</b>			
Grants	\$ 4,454,262	\$ 79,976	\$ 4,534,238
Donated goods and services	252,867	-	252,867
Contributions	84,679	7,613	92,292
Net investment income	539	-	539
Loss on disposal of assets	(2,554)	-	(2,554)
Other revenue	300	-	300
Net assets released from restrictions:			
Satisfaction of donor-imposed restrictions	96,514	(96,514)	-
<b>Total revenues and support</b>	<b>4,886,607</b>	<b>(8,925)</b>	<b>4,877,682</b>
<b>Expenses</b>			
Program services	4,209,200	-	4,209,200
Management and general	499,851	-	499,851
<b>Total expenses</b>	<b>4,709,051</b>	<b>-</b>	<b>4,709,051</b>
<b>Change in net assets</b>	<b>177,556</b>	<b>(8,925)</b>	<b>168,631</b>
<b>Net assets, beginning of year</b>	<b>2,033,063</b>	<b>53,566</b>	<b>2,086,629</b>
<b>Net assets, end of year</b>	<b>\$ 2,210,619</b>	<b>\$ 44,641</b>	<b>\$ 2,255,260</b>

# FINANCIALS cont.

## Head Start, Inc.

Sources of Funding  
2022-2023

Source	Amount
Child & Adult Care Food Program	\$252,379
Health & Human Services	\$3,997,864
Private/Business Donations	\$369,949
Interest Income	\$3,828
<b>TOTAL</b>	<b>\$4,624,020</b>



### FINANCIAL AUDIT FOR THE YEAR ENDING JUNE 30, 2023

The required financial audit of Head Start, Inc. was completed by Wipfli. The audit resulted in one significant and material finding in relation to financial statements:

GAAP was not properly applied, resulting in the following account adjustments:

- Accounts payable was overstated. A correcting adjustment in the amount of \$112,630 was required.
- Accounts receivable and revenue was overstated. A correcting adjustment in the amount of \$123,914 was required.

The financial practices of Head Start, Inc. align with the Office of Budget and Management's Uniform Guidance of Head Start programs. Head Start, Inc. has a budget monitoring policy and procedure in place. Head Start, Inc. regularly provides financial training for accounting staff. Head Start, Inc. will examine all policies and procedures to ensure they comply with Generally Accepted Accounting Principles (GAAP).



# Our Community

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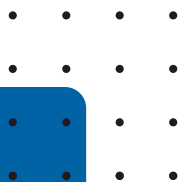
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As a non-profit agency, Head Start, Inc. relies on support from our community to provide the highest quality services and make lasting impacts on the lives of our children and families. The support we receive by the generous individuals and business in our community is what makes our program successful. The list of community provided opportunities for our children is continually growing!

Support from our incredible community partners makes it possible for us to provide diversified and wholistic education and family services to our children and families. Our partners provide monetary, material and volunteer donations to ensure our children have what they need to succeed. They support us buy purchasing needed supplies, sending volunteers to complete projects and funding program initiatives.



# Community Partners

## Corporate Partners

- First Interstate Bank
- Valley Federal Credit Union
- Stockman Bank
- Midland Chapter of Federal Credit Unions

## Membership Organizations

- Billings Chamber of Commerce
- Billings BIRD
- Montana Head Start Association

National Head Start Association

## Health, Nutrition, & Wellness Partners

- Rimrock Pediatric Dentistry
- Bright Smiles Dental Hygiene Services
- RiverStone Health
- Billings Clinic
- Blue Skies Pediatric Services

## Foundation Support

- Montana Community Foundation
- Billings Community Foundation
- Louvin Foundation
- Siedman Family Foundation
- Paul Foster Foundation

## Education & Family Service Partners

- Magic City Optimist Club
- Yellowstone Art Museum
- United Way of Yellowstone County
- ZooMontana
- Billings Public Schools
- Lockwood Public Schools
- Huntley Project Schools
- AWARE Early Head Start
- Family Tree Nurturing Center
- Photo Creations
- Read Dogs
- Adult Resource Alliance
- Berkshire Hathaway Home Services
- Girl Scouts of Montana & Wyoming

## Discounted Services & Support (\$1000 or more)

- Graphic Finesse
- Baumgart Consulting
- Payne West Insurance
- Yellowstone Valley Electric
- TDS Fiber
- Benedict's Imaging Products & Printers
- Entre Technology Services
- Stonerock Business Solutions
- Child Plus

THANK  
YOU!

# Governing Bodies

## BOARD MEMBERS

Position	Name	Occupation/Employer
Chair	<i>Genia Castro Waller</i>	Owner Graphic Finesse
Vice Chair	<i>Daniel Brooks</i>	Business Advocacy Director Billings Chamber of Commerce
Treasurer	<i>Dylan Meccage</i>	Commercial Loan Officer Stockman Bank
Member	<i>Kasodie West</i>	Attorney AVA Law Group
Member	<i>Sofia Anderson</i>	Teacher Billings School District 2
Member	<i>Jordan Hennessy</i>	Commercial Relationship Manager First Interstate Bank
Member	<i>Kody Johnson</i>	Architectural Designer & Project Manager EEC
Member	<i>Craig Botnen</i>	Training & Development Coordinator Alternatives, Inc.
Member	<i>Kristen Bonner</i>	Director of Health Provision & Public Health RiverStone
Member	<i>Sarah Moyer</i>	Owner/Operator, Project Lunch Founder, Eat.Share.Give
Member	<i>Jesse Peterson</i>	Vice Chair Policy Council

## POLICY COUNCIL MEMBERS

Position	Name	Center Representation
Chair	<i>Emily Tucker</i>	North Park
Vice Chair	<i>Jesse Peterson</i>	Terry Park
Treasurer	<i>Marissa Bradshaw</i>	Lockwood
Past Chair	<i>Brittany Holmes</i>	North Park
Member	<i>Brenda Barr</i>	North Park
Member	<i>Walter Switzer</i>	North Park
Member	<i>Emily Chen</i>	Terry Park
Member	<i>Karis Bresach</i>	Terry Park
Member	<i>Amber Martin</i>	Terry Park
Member	<i>Beta Lowther</i>	AWARE
Member	<i>Kari Boiter</i>	AWARE

# Program Management



Janice King, Executive Director



Richard Geiger, Finance Director



Brittany Dimitryev, HR Director



Michelle Martonen, Family Services



Christopher Belcher, Operations



Sandra Caufield, Education



Megan Martin, Training & Development



Kathy Huck, Nutrition



Jessica Pingle, Education

# STRATEGIC GOALS

## 2023-2028

**1.** Head Start is recognized for excellence in building new community partnerships and quality family services provided in the greater Yellowstone County area by formalizing 15 new collaborative agreements.

**2.** The National Head Start Association recognizes Head Start, Inc. for consistently demonstrating excellence in program management, services, and school readiness.

**5.** Head Start prioritizes children's social and emotional development by expanding on-site behavioral health services for children and their families

**3.** Head Start launches Foundation; raising \$750K annually.

**4.** Head Start, Inc receives The Billings Chamber Employer of the Year Excellence Award for 2028.

### MISSION

Head Start provides comprehensive services for young children and their families to achieve school readiness and lifelong success.

### VISION

Encourage, Empower, and Educate All Children.

### VALUES

- Children First
- Respect
- Positivity
- Empathy
- Competence



**HEAD START** inc.

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