INDIANHEAD
COMMUNITY ACTION AGENCY, INC.
OPENING DOORS. CREATING OPPORTUNITIES.

Head Start
Early Head Start
Annual Report
2025-2026

In accordance with section 644(a)(2) of the Head Start Act, ICAA Head Start/Early Head Start's Annual Report is made available to the public and can be reviewed in the following ways: ICAA's website, at your local Head Start/Early Head Start Center, ICAA's administrative office, or a copy can be provided upon request by contacting ICAA at 715-532-4222.

PROGRAM OVERVIEW

At Indianhead Community Action Agency (ICAA), our mission is to empower individuals through resources and opportunities. Through our Head Start and Early Head Start programs, we fulfill this mission by partnering with families to promote the healthy growth and development of children from birth through age five. Comprehensive services in early learning, health, family well-being, and family engagement help children enter school ready to succeed while strengthening families and communities. Following the award of federal funding for Fiscal Year 2025, ICAA continued to provide Head Start and Early Head Start services across Burnett, Clark, Rusk, Sawyer, Taylor, and Washburn Counties.

182 Total Funded Enrollment	105 Head Start Enrollment (ages 3-5)	77 Early Head Start Enrollment (ages 0-3)

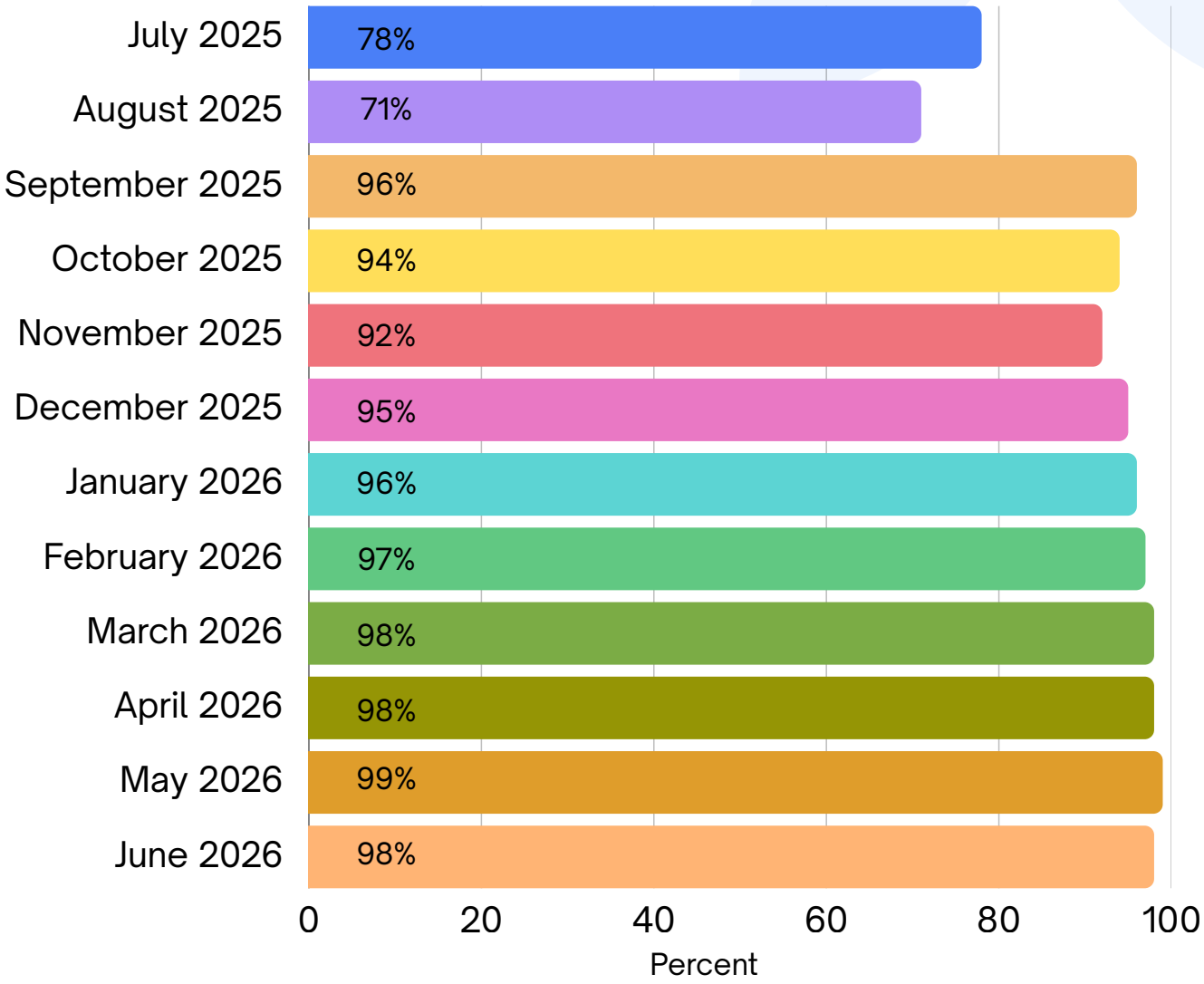
The staff of ICAA remain committed to supporting the unique strengths, needs, and goals of every child and family we serve. We recognize that each family's circumstances and experiences are different and strive to provide individualized services, resources, and opportunities that promote growth, well-being, and success. During the 2025-2026 program year, ICAA served 123 children and families through Head Start and 124 children and families through Early Head Start. The following highlights reflect the impact of our programs and the families and children served throughout the year.

Enrollment Snapshot

10% Homeless or Foster
25% Dual Language Learners
57% Two Parent Family
43% Single Parent Family
4% Veteran/Active Military
23% Child with a Disability

ENROLLMENT & ELIGIBILITY

Head Start/Early Head Start Average Monthly Enrollment



ICAA Head Start/ Early Head Start enrolls children following eligibility guidelines which includes income, SSI, TANF, and SNAP. We also include homeless, foster, or disabliity status.

- 89% Income Eligible (Income 100% federal poverty level, SSI, SNAP, TANF, homeless, foster care)
- 5% Children and families 100-130% (income up to 130% federal poverty level)
- 6% Children and families over the income guidelines

SCHOOL READINESS & EDUCATION

Preparing children for a successful transition to kindergarten is a cornerstone of the ICAA Head Start program. Through nurturing relationships, engaging learning experiences, and strong family partnerships, children develop the skills, confidence, and independence needed for success in school and beyond.

ICAA classrooms provide developmentally appropriate, hands-on learning experiences that support growth in language and literacy, early mathematics, science, social-emotional development, physical development, and creativity. The program utilizes SmartTeach, a research-based platform that integrates curriculum, assessment, professional development, and family communication. Teachers use ongoing assessment data to individualize instruction and ensure every child receives the support and opportunities needed to reach their full potential. Head Start classrooms implement Al's Pals to strengthen social-emotional skills, while Early Head Start is introducing Conscious Discipline to further support emotional regulation, positive relationships, and self-management.

Families remain essential partners in promoting school readiness. Family Advocates work closely with parents to identify goals, strengthen parenting skills, and connect families with community resources. By recognizing parents as their child's first and most influential teacher, ICAA helps build strong home-school partnerships that support lifelong learning.

The 2025-2026 School Readiness Report measured growth in five key developmental domains: Approaches to Learning, Cognition, Language and Communication, Perceptual, Motor and Physical Development, and Social and Emotional Development. Head Start children demonstrated significant progress across all domains from fall to spring assessments. The largest gains were seen in Approaches to Learning and Social-Emotional Development, while Perceptual, Motor and Physical Development achieved the highest spring outcome at 92.1%.

Early Head Start children also showed strong progress throughout the year, with more than 79% meeting expectations in every developmental domain by spring. These results highlight the positive impact of high-quality early education, individualized instruction, and family engagement in preparing children for kindergarten and continued success in school.

Disablility Services

- ICAA HeadStart/Early Head Start staff served 30 children with IEPs and 26 children with IFSPs.

INVESTING IN OUR COMMUNITIES

Department of Health and Human Services Administration for Children and Families Funding

Early Head Start $2,798,621
Head Start $2,747,659

Wisconsin Department of Children and Families Funding

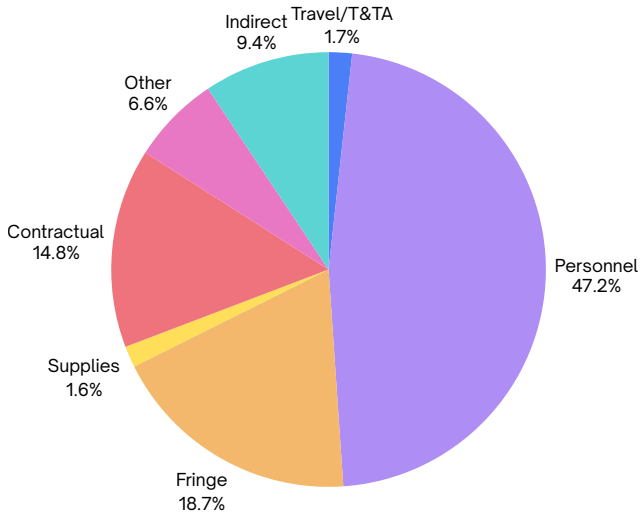
$230,169

Expenditures 2025

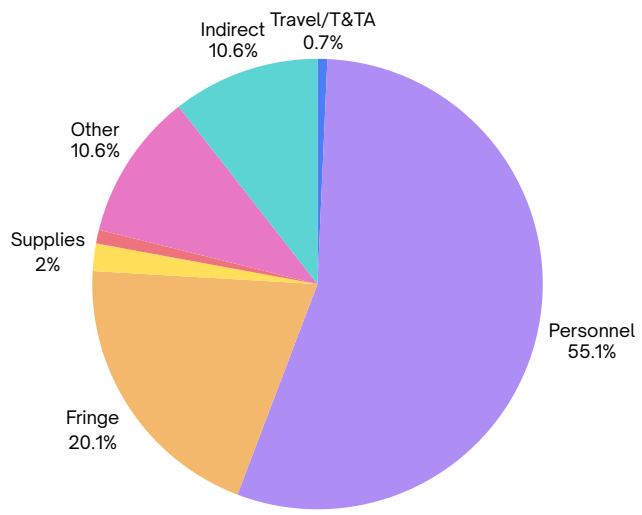
Head Start utilized approximately 93% of its annual budget, while Early Head Start utilized approximately 87%. Remaining Personnel and Fringe balances were likely influenced by staffing vacancies, turnover, positions being filled later than anticipated, and differences between budgeted and actual benefit costs. Savings in these areas helped offset higher costs in Supplies and other program needs. Wisconsin Department of Children and Families spending was essentially fully utilized.

Proposed Budget 2025

Early Head Start 2025: 2,798,621



Head Start 2025: $2,747,659



HEALTH SERVICES

ICAA Head Start and Early Head Start recognize that children's physical health is essential to their overall development and serves as a strong foundation for school readiness and lifelong learning.

ICAA CHILD HEALTH OUTCOMES 2025-2026

- 98% Children with health insurance
- 95% Children with medical home
- 92% Children received medical exam
- 79% Children with dental home
- 64% Children received dental exam
- 72% Children with up-to-date immunizations

FAMILY SERVICES

ICAA Head Start and Early Head Start staff partner with families by connecting them to community resources and referrals, hosting family engagement events, providing parent education opportunities, and supporting families as they work toward their individual goals. During the 2025–2026 program year, families established 141 family partnership goals to strengthen their well-being and achieve personal objectives. In addition, 88 fathers or father figures actively participated in their child's Head Start or Early Head Start experiences. These efforts highlight the important role families play in children's learning and development. The results below illustrate the many ways ICAA supported children and families throughout the program year.

18% Families received housing assistance

24% Families Received Emergency/Crisis Intervention

88% Families participated in parent education opportunies

14% Families received support with adult education (GED/College) or Job Training

CHANGING LIVES THROUGH COMMUNITY PARTNERSHIPS

Thanks to the generosity of the Dorchester Lions Club, one local child received a life-changing opportunity to see the world more clearly. Through the club's donation of a comprehensive eye exam and a new pair of glasses, a significant vision impairment was identified that had previously gone undetected.

The examination revealed severe nearsightedness and astigmatism, with a prescription of -7.0, limiting the child's ability to see beyond just a few inches. To help the child adjust comfortably, partial-strength glasses were provided, with plans to transition to full-strength lenses in the coming months.

This partnership has given the child access to essential vision care and the ability to better explore, learn, and engage with the world. It is a powerful example of how community partnerships can remove barriers, support healthy development, and help children build the foundation for lifelong learning.

SOURCES OF PUBLIC AND PRIVATE FUNDING

Community Services Block Grant (Federal) $156,057

Office on Violence Against Women (Federal) $336,651

Family Foundations Home Visiting (State) $755,793

Diverse Business Assistance (Federal) $470,167

The Emergency Food Assistance Program (Federal) $64,743

Supportive Services for Veterans Families (Federal) $583,299

Public Service Commission (State) $25,348

Wisconsin Department of Veterans Affairs (State) $267

Child Abuse and Neglect Prevention Board (State) $58,404

WISTAF Legal Services (Federal) $21,643

Quest (Federal) $110,598

Rural Immunization Through Community Education (State) $5,868

Associated Bank $3,500

Delta Dental $3,000

Bob Woodruff Foundation $54,030

Rural Housing $6,739

Rental Income $135,827

Community Donations $28,567

FEDERAL REVIEW: FOCUS AREA 1

During the 2025 federal monitoring review conducted by the Office of Head Start, ICAA demonstrated compliance in several key program areas, including Fiscal Infrastructure and Eligibility, Recruitment, Selection, Enrollment, and Attendance. The review also confirmed compliance in Education and Child Development, recognizing the program's responsive teaching practices and meaningful parent engagement through home visits and socializations.

The review identified areas requiring corrective action and continuous improvement, including strengthening program governance by ensuring required expertise on the Board of Directors, community representation on Policy Council, and improving background check procedures to ensure full compliance with federal requirements.

ICAA developed and implemented corrective action plans to address each finding. During the week of June 18, 2026, ICAA was notified previously identified findings have been corrected. These efforts reflect the agency's ongoing commitment to continuous quality improvement, accountability, and providing high-quality services to children and families throughout the communities it serves.

INDIANHEAD COMMUNITY ACTION AGENCY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED DECEMBER 31, 2025

Section I – Summary of Auditors' Results

Financial Statements

Type of auditors' report issued:	Unmodified	
Internal control over financial reporting:		
Material weakness(es) identified?	_____ yes	____x____ no
Significant deficiency(ies) identified that are not considered to be material weakness(es)?	_____ yes	____x____ none reported
Noncompliance material to financial statements noted?	_____ yes	____x____ no

Federal Awards

Internal control over major federal programs:		
Material weakness(es) identified?	_____ yes	____x____ no
Significant deficiency(ies) identified that are not considered to be material weakness(es)?	_____ yes	____x____ none reported
Type of auditors' report issued on compliance for major federal programs:	Unmodified	
Any audit findings disclosed that are required to be reported in accordance with section 2 CFR 200.516(a)?	_____ yes	____x____ no

Identification of Major Federal Programs

Assistance Listing Number(s)	**Name of Federal Program or Cluster**
93.660	Head Start Cluster

Dollar threshold used to distinguish between Type A and Type B programs:	$ 1,000,000	
Auditee qualified as low-risk auditee?	_____ yes	____x____ no

INDIANHEAD COMMUNITY ACTION AGENCY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)
YEAR ENDED DECEMBER 31, 2025

Section I – Summary of Auditors' Results (Continued)

State Awards

Internal control over major state programs:

Material weakness(es) identified?	_____ yes	__x__ no
Significant deficiency(ies) identified? reported	_____ yes	_____x_____ none
Type of auditors' report issued on compliance for major state programs:	Unmodified	
Any audit findings disclosed that are required to be reported in accordance with State Single Audit Guidelines?	_____ yes	__x__ no

Identification of Major State Programs

Assistance Listing Number(s)	Name of Federal Program or Cluster
437-5060	Head Start State Supplement

Dollar threshold used to distinguish between Type A and Type B programs:	$ 330,000	
Auditee qualified as low-risk auditee?	_____ yes	__x__ no

Section II – Financial Statement Findings

Our audit did not disclose any matters required to be reported in accordance with *Government Auditing Standards*.

Section III – Findings and Questioned Costs – Major Federal Programs

Our audit did not disclose any matters required to be reported in accordance with 2 CFR 200.516(a).

INDIANHEAD COMMUNITY ACTION AGENCY, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (CONTINUED)
YEAR ENDED DECEMBER 31, 2025

Section IV – Other Issues

Does the auditor have substantial doubt as to the auditee's ability to continue as a going concern?	No

Does The Audit Report Show Audit Issues (I.E. Material Noncompliance, Nonmaterial Noncompliance, Questioned Costs, Material Weakness, Significant Deficiency, Management Letter Comment, Excess Revenue Or Excess Reserve) Related To Grants/Contracts With Funding Agencies That Require Audits To Be In Accordance With State Single Audit Guidelines:

Wisconsin Department of Children and Families	No

Was a Management Letter or other document convent audit comments issued as a result of this audit?	No

Name and Signature of Signing Director:

Dawn M. Yarrington, CPA
Signing Director

Date of Report: June 24, 2026