



HEAD START COMMUNITY PROGRAM OF MORRIS COUNTY, INC.



2023 ANNUAL REPORT

Est. 1965

<https://www.headstartmc.org>



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WHAT IS HEAD START?

Head Start is a program of the United States Department of Health and Human Services, first launched in 1965, that provides comprehensive education, health, nutrition, and parent engagement services to children from low-income families. The Head Start model is grounded in research and best practice, and is responsive to the needs of local communities.



WHO ARE WE?

Head Start Community Program of Morris County, Inc. is a nonprofit, 501(c)(3) agency which has served the Morris County community for 58 years. Federal grant funding from the Administration for Children and Families, Office of Head Start, allows us to bring high-quality Head Start (ages 3-5) and Early Head Start (prenatal through age 3) programs to needy families. We must provide a non-federal share of 20% of total grant revenues, and are grateful for the support of donors, community partners and collaborators, which enables us to raise the required non-federal match.



Our Mission:

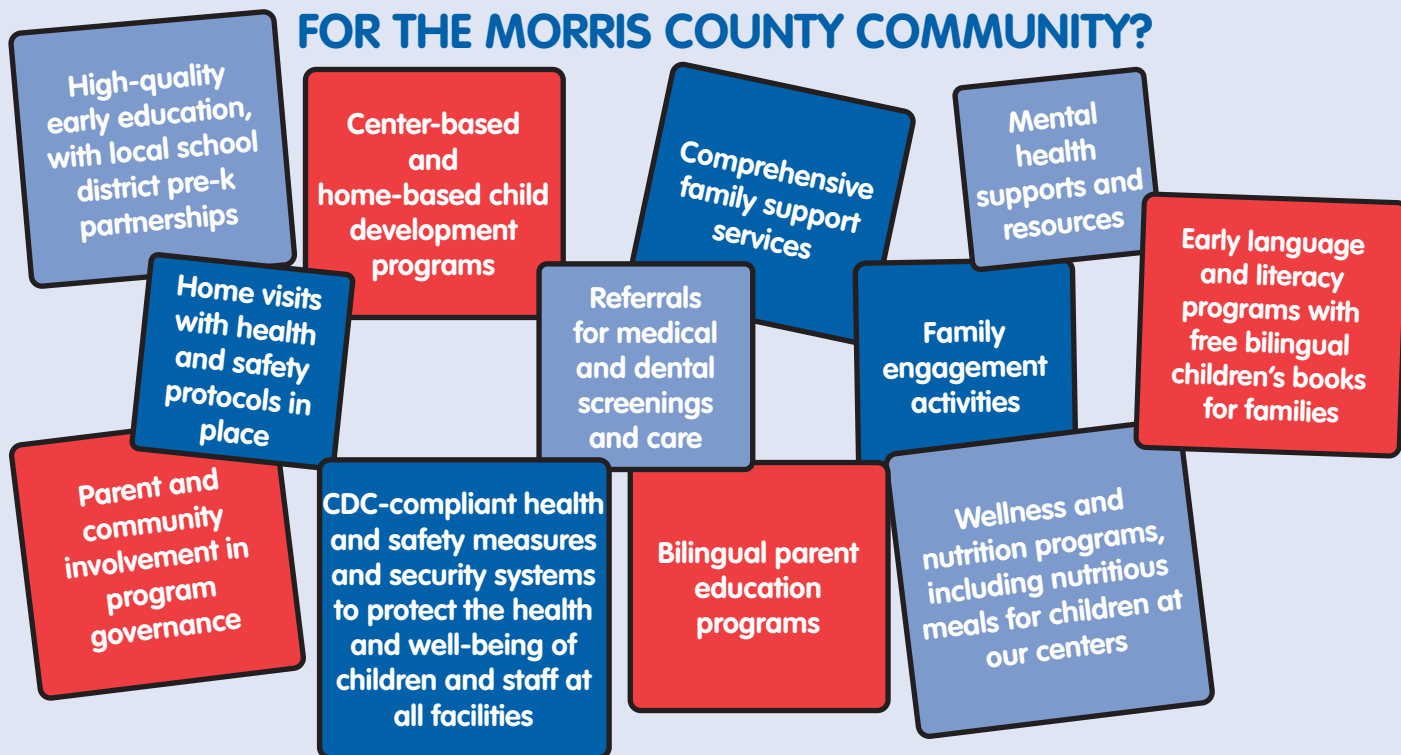
Head Start Community Program of Morris County partners with families to provide comprehensive support for child development and school readiness, from prenatal to kindergarten ages, for the community's most vulnerable children.

Our Vision:

To empower diverse families and strengthen communities.



WHAT SERVICES DOES HEAD START PROVIDE FOR THE MORRIS COUNTY COMMUNITY?



HOW MANY CHILDREN DO WE SERVE?

Head Start

Funded Enrollment = 199
Cumulative Enrollment = 208*

Early Head Start

Funded Enrollment = 109
Cumulative Enrollment = 148*

Total Funded Enrollment = 308

Total Families Served = 356*

**The cumulative enrollment of children served is larger than the funded enrollment because it reflects children who left the program after being served part of the year, who were replaced by other children taking their slots.*

In July 2023, the program received a Change in Scope approval from the Office of Head Start, reducing the Early Head Start funded enrollment slots from 109 to 106. This change enables the program to serve 8 children (rather than 9) in center-based Early Head Start classrooms, reducing the number of staff members required for each room to 2 (rather than 3). The change provides the program with flexibility to address staffing needs throughout the program as a measure to address a statewide staffing crisis.





COMMUNITY ASSESSMENT & SELF-ASSESSMENT

The agency annually conducts a community assessment to gather updated data on community needs, strengths, and resources. Self-assessment is also conducted each year, examining the past program year and developing a Program Improvement Plan to provide strategic direction toward continuous program improvement. Parents, staff, governing body and policy council members, stakeholders, and community partners all have a participatory role in both the community assessment and self-assessment process.

Key data gathered from 2023 community and self-assessment:

- An estimated 2,810 children in Morris County were eligible for Head Start/Early Head Start services. This number includes income-eligible children, children experiencing homelessness, children in foster care, children receiving public assistance*, and children with disabilities. An estimated 207 pregnant women in Morris County were also eligible for Early Head Start services, for a total of 3,017 eligible individuals.

*During the past program year, children who are recipients of the Supplemental Nutrition Assistance Program (SNAP) became categorically eligible for Head Start/Early Head Start services

- A dynamic community recruitment program seeks to reach families most in need of services. In total, 356 eligible individuals were enrolled in free Head Start/Early Head Start programs provided by Head Start Community Program of Morris County. This means that 11.8% of eligible Morris County children actually received services. The agency maintains an active waiting list which averaged 50 families monthly during the most recent program year.
- Parent, community, and corporate volunteers completed a total of 31,823 hours of service to support Head Start/Early Head Start, contributing to the non-federal match requirement over the course of the program year.
- Family engagement was robust, with 88% of families completing a Family Partnership Agreement and setting goals for the school year. Of families remaining with the program 90 days or more, the level of Family Partnership Agreement participation was 100%.
- In our home-based Early Head Start program, 100% of families participated in group socializations at Head Start, along with home visits.
- Inclusive, individualized disabilities services were provided for 12% of enrolled Head Start children and 31.6% of enrolled Early Head Start children.
- 98.6% of enrolled Head Start and Early Head Start children and 100% of pregnant women had an ongoing source of continuous, accessible health care, including medical screenings and exams.

- 93.8% of enrolled children had an ongoing source of continuous, accessible dental care, including access to preventive care and dental treatment.
- 100% of enrolled children were on schedule with childhood vaccinations, outside of a small number with approved medical or religious exemptions. The program also was a Gold level awardee from the NJ Department of Health for the Hot Shots for Tots Immunization Campaign, a voluntary, point-based incentive program for child care and preschool facilities. Through the program, our agency provided information and resources to parents about childhood immunizations to support high levels of childhood vaccination in the communities served by Head Start.



2022/2023 Highlights

Groundbreaking Expansion and Renovation Project – In September 2023, program leadership held a groundbreaking event to mark the start of construction at the Dover Head Start site. The project will feature a building addition with four state-of-the-art pre-k classrooms, followed by renovation of spaces within the existing footprint of the building, including construction of child bathrooms in existing classrooms. The expansion and renovation project is the result of a competitive grant award from the Administration for Children and Families (ACF), Office of Head Start (OHS) awarded to the agency in 2019. A generous legacy donation of more than \$430,000 toward the nonfederal share of the project was also provided by the estate of Harold Sholk. During the multi-year federal approval process for construction funding, Head Start of Morris County also gained additional federal funding for the project, staged in multiple phases to accommodate ongoing services to children. Completion of the project will provide space for 16 additional Early Head Start children (aged 18 months to 3 years), as well as more pre-k/Head Start partnership students.



Members of the Head Start Board of Directors, administration and supporters participated in the groundbreaking ceremony for the Head Start expansion and renovation project.

Shown (L to R) are Dru Renna-Wimmershoff, Amalia Duarte, Judy Josephson, Robert C. Grant, Jackie Wetcher, Michael Katz, Susan O'Donnell, Robin Ross, and Dr. Nancy Grande.





Community partners joined us for a visit from Congresswoman Mikie Sherrill (NJ-11) in September 2023 to kick off the new school year. Pictured (L to R) are County College of Morris President Dr. Anthony J. Iacono, County College of Morris Executive Director of Diversity, Equity, Inclusion Julian Gomez, Morris County Human Services Director Kasey Errico, Dover Public Schools Director of Preschool Education Dr. Elaine M. Mendez, Dover Public Schools Superintendent Dr. James McLaughlin, Congresswoman Sherrill, Head Start CEO Susan O'Donnell, Head Start Board of Directors Vice-President Judy Josephson, and Head Start Board of Directors President Robert C. Grant.

Continued Growth of School District Partnerships – As New Jersey continues its move toward Governor Murphy's vision of universal preschool, the 2023-2024 school year brought an important shift in how State funds for preschool are allocated. In recent years, the application process was available only to public school districts with 10 percent or more of student enrollment from low-income families; 2023 marked the first time that any school district was able to apply for preschool-expansion funding, with applications reviewed and scored by the State on merits. With oversight and guidance from the New Jersey Department of Education Division of Early Childhood and Family Engagement, certified preschool teachers and bilingual, credentialed teacher assistants created learning environments to help children succeed and strengthen local communities. Partnerships to serve Head Start eligible children for Dover Public Schools (five classrooms), Wharton Borough Public Schools (one classroom), and Morris School District (four classrooms) have continued to grow and thrive through State Pre-k funding. As we look to the future, our expanded spaces at the Dover site can provide opportunity for growth to reach more children in the community with high-quality services.

Congresswoman Mikie Sherrill reads a thank you card from Early Head Start students at lunchtime.





Recognition of Head Start Leadership – Head Start CEO Susan O'Donnell received the Child & Family Resource's S.H.I.N.E. Educator of the Year – Community Based Early Education Award in March 2023. This award acknowledges educators whose professional practice and advocacy for the profession are deemed exemplary—educators who Serve, Help, Inspire, Nurture, and Excel in the field of education. A former public-school teacher and preschool master teacher, Susan has been a Morris County early childhood leader for the past two decades. She serves on the steering committee for United in Care, United Way of Northern NJ's program which partners licensed child care centers with home-based child care providers. A mother of four and grandmother of five, Susan has a deep passion for the mission of Head Start, and knows first-hand that parents and family members are a child's first and most important teachers.

Head Start CEO Susan O'Donnell accepts the Educator of the Year Award and a Congressional Commendation from (NJ-11) District Director Kellie Doucette; Members of the Head Start leadership team receive agency congratulations at the S.H.I.N.E. awards gala in March 2023. Pictured (L to R) are Family Services Manager Theresa Alonzo, CFO Rebecca Kolpa, Susan O'Donnell, Facilities Manager Juan Fernandez, Office Manager Melissa Martinez, Early Head Start Manager Patricia Romero, and Family Support Coordinator Gladys Garcia.



Wrap-around and Summer Child Care Services – The Child Care Assistance Program (CCAP) helps income-eligible parents who are working, in school or in job training to pay for child care. This funding from the State of New Jersey, Department of Human Services, Division of Family Development, provides important wrap-around care. Head Start Community Program of Morris County facilitates CCAP services to extend the Head Start school day for working parents, offer summer programs to local children from low-income families, and provide child care for staff and community families. At the Dover Head Start site, 59 children participated in subsidy care programs during the 2022-2023 school year. A total of 46 children ages 3 to 6 participated in fun summer programs focused on social-emotional development and physical wellness during June and July 2023.



Staff Child Care – Self-Assessment data also pointed to the need to go above and beyond to make Head Start Community Program of Morris County an outstanding place to work. The agency offers up to ten (10) free child care slots to staff, to the extent that space in the program is available. This benefit supports the agency's most valuable resource—our dedicated and highly-qualified staff.

Intentional Focus on Staff Wellness – An intentional, program-wide focus on promoting the wellness of all personnel creates a positive and nurturing organizational culture at Head Start program sites. Staff surveys regularly collect data on preferences and ongoing needs of the Head Start workforce to support retention, recruitment, and identify staff priorities. An internal team meets monthly to brainstorm and develop programs and activities to promote staff mental health and wellness. Wellness supports for staff include games and fitness programs, discounted online clothing store for agency attire; "Head Start Heart Work" staff newsletter (in English and Spanish) to support morale and transparent communication; recognition of staff birthdays, work anniversaries and professional development achievements; monthly Cupcake Day to celebrate staff birthdays; Jeans Fridays; Spirit Days; staff social activities and special teambuilding events; and a staff affirmation program to recognize staff when they go above and beyond job expectations.

Mental Health Consultation Program – An innovative partnership with the Montclair University Center for Autism and Early Childhood Mental Health provided mental health consultation services designed to support a program-wide culture that promotes healthy development of the mental health and social and emotional wellbeing of children and staff. Through monthly onsite consultation sessions with licensed mental health clinicians, staff receive strategies for effective classroom management, positive learning environments, culturally responsive teacher practices, and ways to help the Head Start community overcome adverse childhood experiences. The program also provided targeted, bilingual professional development sessions for program staff around early childhood mental health and the Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children.



Fatherhood Initiative - Engaged fathers are a hallmark of Head Start's focus on family wellbeing. Through our innovative Fatherhood Initiative, fathers are engaged in the healthy development of their children and families. The program is partially supported by the County of Morris, Grant-in-Aid funding. Fathers develop goals around positive parenting behaviors, promoting children's healthy development, and connecting with their children's school. A total of 69 fathers attended monthly meetings, which were held in-person, with an option for attendance through the Zoom platform. At the conclusion of the school year, 11 program participants who had attended all or nearly all program sessions came together with their families to be recognized for their commitment to fatherhood and positive parenting. At this event, fathers shared testimonials on their progress and celebrated the program's impact on their role as fathers.

Head Start's Fatherhood Initiative is an inclusive program that supports families after they have left the program. Some fathers, like "Gustavo", pictured here, have continued to participate after their children graduate from preschool, serving as mentors to support other male caregivers whose children will enter local public school systems.





Parent Education Programs – Throughout the agency, 127 Head Start families attended monthly classes for our evidence-based, bilingual parenting curriculum, Positive Solutions for Families. Early Head Start home-based families received support from Home Educators and through bi-monthly socialization sessions featuring the implementation of Positive Solutions designed for the youngest children, Parents Interacting with Infants (PIWI). These parenting curriculum models, developed by the Center on Social and Emotional Foundations for Early Learning (CSEFL) through Vanderbilt University, are aligned with the approach to positive behavior supports implemented in our center-based and home-based programs. Parent education group meetings took place using a combination of Zoom and in-person meeting formats, responsive to the needs of parent groups. In addition, parent meetings provided information on a wide variety of topics to support family well-being, including economic mobility supports, mental health, child health, nutrition, and child development.

Early Language and Literacy Program - This program, supported by the Morristown Rotary Club and through the generosity of individual donors, provides children's books for families to keep, with the goal of promoting daily reading in the home. More than 2650 new, high-quality children's books were distributed to families at our centers and home-based programs in 2022-2023. Books were provided in English, Spanish, Arabic, Russian and French, in accordance with the home language of families. Monthly literacy messages, providing tips and strategies to support children's language development and build a love of reading, accompanied the books. For dual language learners, acquiring early literacy skills in their home language is an essential part of school readiness.

COMMUNITY ENGAGEMENT TO BENEFIT HEAD START CHILDREN

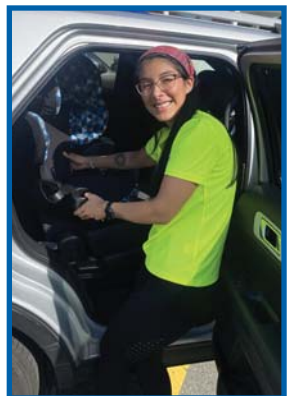
Head Start youngsters and their families benefit from the support and collaboration of more than 100 community partners and donors (see full list at <https://www.headstartmc.org/supporters-head-start-nj>). A successful annual holiday appeal sponsored by the Board of Directors provided opportunities for individual, corporate and community supporters to support children's school readiness through donations and sponsorships of individual families and children. Families of children in the program received gift cards for Shop-Rite, Wal-Mart or local stores. Community partners and donors also provided new coats, warm hats, gloves, pajamas and socks for children and families. Throughout the program year, community partnership events and drives benefitted Head Start children and supported the organization. Community connections helped with food and nutrition, clothing, diapers, COVID testing, COVID and flu vaccines, housing, employment referrals, and backpacks for all children entering kindergarten.



Board of Directors Vice-President Judy Josephson is a regular classroom volunteer.



Board of Directors member Dr. Nancy Grande received the 2023 Senator Anthony R. Bucco Volunteer of the Year Award from Head Start Community Program of Morris County.



Head Start of Morris County was recognized as the Outstanding Organization for 2023 by the *Northern New Jersey Safe Kids, Safe Communities* program, led by our longtime community partner, Morristown Medical Center, Atlantic Health System. The *Safe Kids, Safe Communities* program educates families and prevents injuries to children. With Head Start Home Educators coordinating bilingual services at our central Dover location, families can easily access information about car seat safety and requirements, receiving support for proper car seat installation. This life-saving initiative also provided more than 35 new car seats for Head Start families at events during the program year.



EDUCATIONAL OUTCOMES & SCHOOL READINESS

- The program prioritizes development of children's home language as well as English. Over the past program year, 92% of children served were dual language learners from Spanish-speaking families, with another 2% from families speaking Middle Eastern languages.
- 100% of all enrolled children who remained with the program at least 45 days received timely developmental screenings during those first 45 days of enrollment, using ASQ/ASQ-SE, ESI-3, and Brigance III instruments.
- The research-based model, *Creative Curriculum*, was implemented in Early Head Start and Head Start classrooms, with coaching support for fidelity.
- *The Teaching Pyramid Observation Tool (TPOT) for Preschool Classrooms* was implemented to reinforce high-quality practices that support children's social-emotional development and behavior. TPOT measures how well teachers are implementing the 3 tiers of the *Pyramid Model for Promoting Social Emotional Competence in Infants and Young Children* in classrooms serving children 2–5 years of age. TPOT observations were used to implement strategies to prevent and address challenging behavior and to guide teachers in reinforcing interactions that promote social-emotional competence in young children.



School Readiness Data: TS GOLD

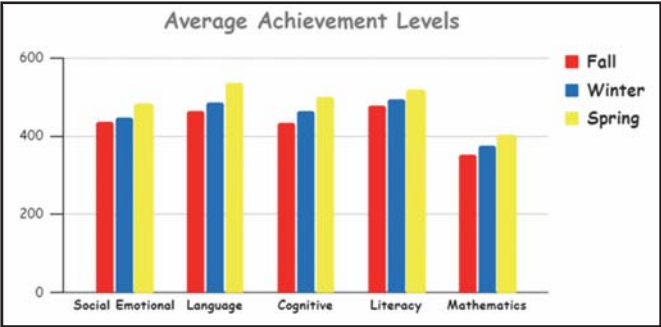
- Approved by the New Jersey Department of Education, *Teaching Strategies GOLD* is an authentic observation-based assessment system for children from birth through kindergarten which helps inform teachers and parents about what children know and can do. GOLD uses a rating scale based on standard developmental and learning expectations based on the age of children. It measures school readiness with a child assessment portfolio which contains samples of work, audio and video clips, photographs and observation notes to demonstrate that a child has demonstrated particular behaviors related to learning objectives for age-specific expectations in specific areas of development and learning. The GOLD assessment system shows wide ranges of progressive skills and behaviors for the objectives, and can be used to assess progress of dual-language learners and children with disabilities. At regular checkpoints during the school year (fall, winter, spring), assessment data is analyzed to guide objectives for development and learning. The system provides top and bottom values with a numeric range of typical expectations for skills by age group.



- During the 2022-2023 school year, children experienced overall incremental growth program-wide—despite beginning below or at the bottom of the range of typical expectations in essential learning domains.
- Areas of highest growth throughout the year:
 - Head Start Four-Year-Olds: Language, Cognitive and Mathematics
 - Head Start Three-Year-Olds: Language, Cognitive and Mathematics
 - Early Head Start: Literacy and Mathematics
- Children’s educational outcomes during the 2022-2023 school year are detailed in the following charts, which show aggregate data from Teaching Strategies GOLD:

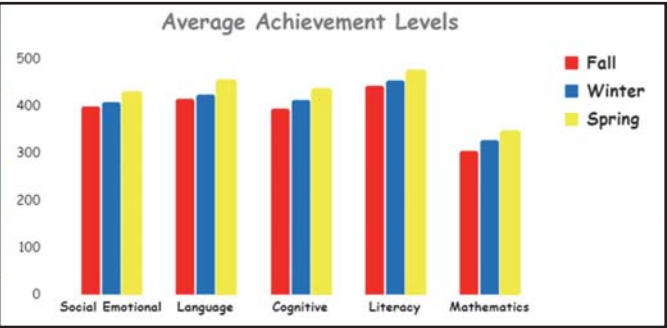
Head Start Community Program 2022-2023 Teaching Strategies GOLD School Readiness - Areas of Development
 Head Start - Program Wide 4-Year-Olds

	Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	442	473	448	487	371
Fall	438.0	465.0	434.0	479.0	352.0
Winter	448.0	488.0	464.0	495.0	375.0
Spring	480	536	500	517	400
Top	522	602	563	560	446



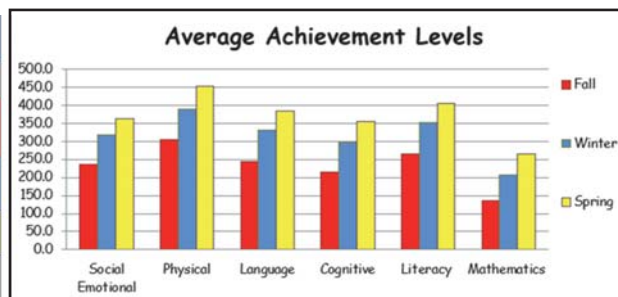
Head Start Community Program 2022-2023 Teaching Strategies GOLD School Readiness - Areas of Development
 Head Start - Program Wide 3-Year-Olds

	Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	376	410	381	446	298
Fall	399.0	414.0	393.0	443.0	304.0
Winter	407.0	423.0	412.0	455.0	328.0
Spring	429	453	435	475	346
Top	463	524	481	509	376



Head Start Community Program 2022-2023 Teaching Strategies GOLD School Readiness - Areas of Development Early Head Start

	Social Emotional	Physical	Language	Cognitive	Literacy	Mathematics
Bottom	318	411	341	298	369	218
Fall	235.0	305.0	243.0	214.0	265.0	135.0
Winter	317.0	390.0	332.0	296.0	352.0	207.0
Spring	364	454	384	354	405	264
Top	403	518	445	401	454	320

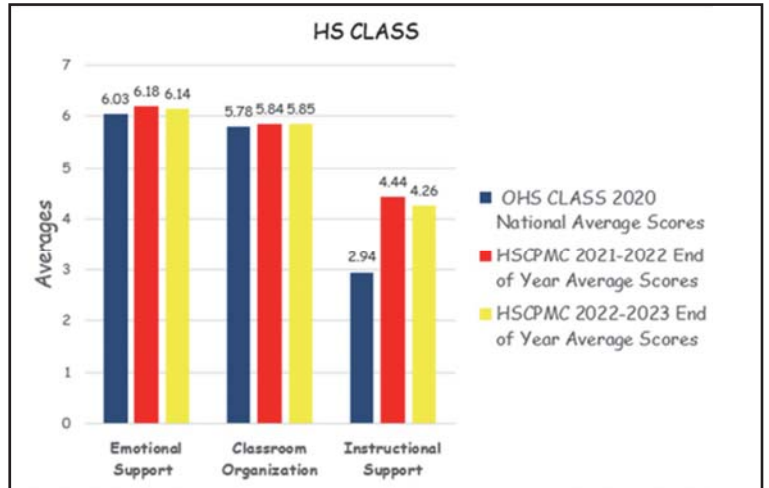


School Readiness Data: CLASS

- Children's progress was also assessed by our instrument-reliable staff, using the *Classroom Assessment Scoring System (CLASS)*. CLASS is an evidence-based observation instrument used by the Office of Head Start to evaluate the quality of educator-child interactions in center-based classrooms across the nation. Research shows that children benefit socially and academically from classrooms with high-quality adult-child interactions.
- Members of the educational leadership and coaching team conducting CLASS assessments achieved or maintained Reliability in the CLASS instrument in 2022-2023.
- At the preschool level (Head Start), CLASS includes three domains of teacher-child interactions that support children's learning and development: Emotional Support, Classroom Organization, and Instructional Support. The Office of Head Start also collects national data on CLASS results for preschool aged children.
- The toddler CLASS measure assesses classroom environments for children from 15 months to 36 months of age. It focuses on how teachers help children navigate toddlerhood—developing autonomy, learning to manage their behavior, and beginning to make connections between things that they learn. For toddlers (Early Head Start), CLASS domains are organized into Social Emotional Behavior and Engaged Support for Learning.
- Aggregate data for the agency's Head Start classrooms show that average CLASS scores for the 2022-2023 program year exceeded national CLASS averages for Head Start programs. These scores also reflect an organization-wide focus on supporting social emotional development for the students and mental health for the staff. Coaching and professional development will continue to support the CLASS domain of Instructional Support as the program moves forward.
- While the Office of Head Start does not currently collect national data on CLASS scores for Early Head Start programs, aggregate data for Head Start Community Program of Morris County reflects many strengths. Early Head Start classroom environments maintained strong scores, with ongoing coaching and professional development targeted at continued support for high-quality classroom interactions.
- The following charts examine aggregate, program-wide data from CLASS assessments during the 2022-2023 school year.

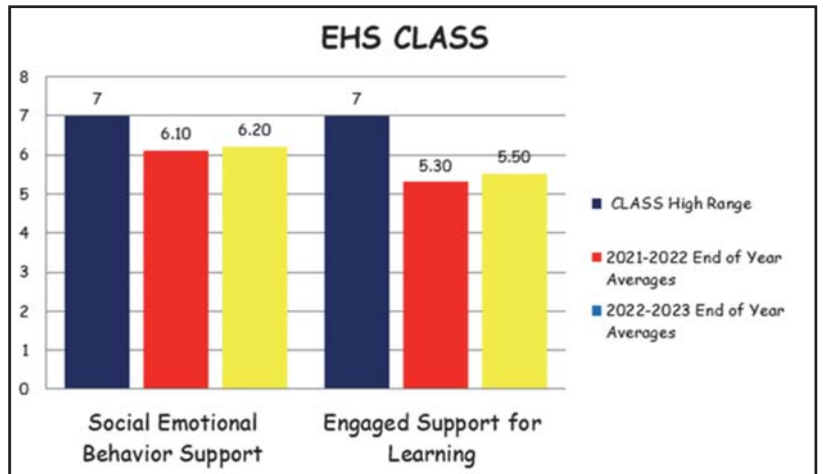
Head Start Community Program Head Start Program Classroom Assessment Scoring CLASS 2022-2023

School Year	Emotional Support	Classroom Organization	Instructional Support
OHS CLASS 2020 National Average	6.03	5.78	2.94
HSCPMC 2021-2022 End of Year Average Scores	6.18	5.84	4.44
HSCPMC 2022-2023 End of Year Average Scores	6.14	5.85	4.26



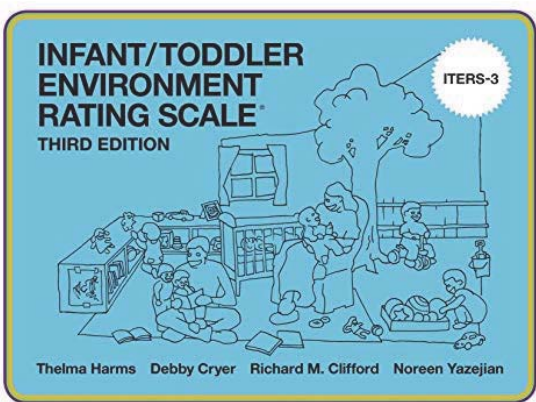
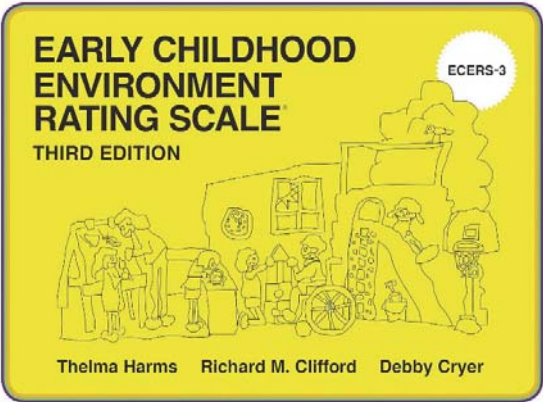
Head Start Community Program Early Head Start Program Classroom Assessment Scoring CLASS 2022-2023

School Year	Social Emotional Behavior Support	Engaged Support for Learning
CLASS High Range	7	7
2021-2022 End of Year Averages	6.10	5.30
2022-2023 End of Year Averages	6.20	5.50



School Readiness Data: ECERS-3 & ITERS-

As a public-school pre-k partner program, the organization also assesses classroom quality using the nationally normed tools used by the New Jersey Department of Education and *Grow NJ Kids*: the **Early Childhood Environment Rating Scale, Third Edition (ECERS-3)** and **Infant/Toddler Environment Rating Scale, Third Edition (ITERS-3)**. These research-based scales assess overall quality in early childhood center-based programs. Quality is determined by the classroom environment (e.g. furniture and materials), schedule and activities in the classroom, and the various interactions between staff and children, as well as interactions among the children themselves. An overall score of 5 is indicative of a high-quality program. ECERS-3 and ITERS-3 outcomes are below—our classrooms were consistent in demonstration of high-quality, caring, well-appointed learning environments.



ECERS-3	2022-2023 Program Wide Averages
Space and Furnishings	5.82
Personal Care Routines	5.58
Language and Literacy	5.6
Learning Activities	5
Interaction	5.44
Program Structure	5.1

ITERS-3	2022-2023 Program Wide Averages
Space and Furnishings	7
Personal Care Routines	6.3
Language and Books	5.3
Activities	7
Interaction	5.6
Program Structure	6.3
Average Subscale Scores	6.25

NJ Quality Rating Improvement System Ratings

- **Grow NJ Kids** is the state-sponsored initiative to raise the quality of child care and early learning throughout New Jersey. Trained raters, using comprehensive, research-based tools (ECERS-3 and ITERS-3), formally assessed our programs.
- Head Start Community Program of Morris County has achieved an elite 4-Star Grow NJ Kids rating. The achievement of 4-Stars is reflective of the program's superior status as a quality provider of early childhood services. The program is looking forward to being re-rated under an updated Grow NJ Kids ratings system during the 2023-2024 program year.



HEAD START PROGRAM MONITORING

In accordance with Head Start guidelines, ongoing internal monitoring and annual self-assessment address: Program Governance/Leadership; Management Systems; Fiscal; Environmental Health & Safety; Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA); School Readiness and Classroom Environment Assessments; Comprehensive Services, and performance on grant goals and objectives.

In October 2022, the Administration for Children and Families (ACF), Office of Head Start, conducted a comprehensive Focus Area Two (FA2) monitoring review of our Head Start and Early Head Start programs. This successful monitoring event found FULL COMPLIANCE and zero (0) areas of concern, noncompliance, or deficiencies. Results of the review noted:

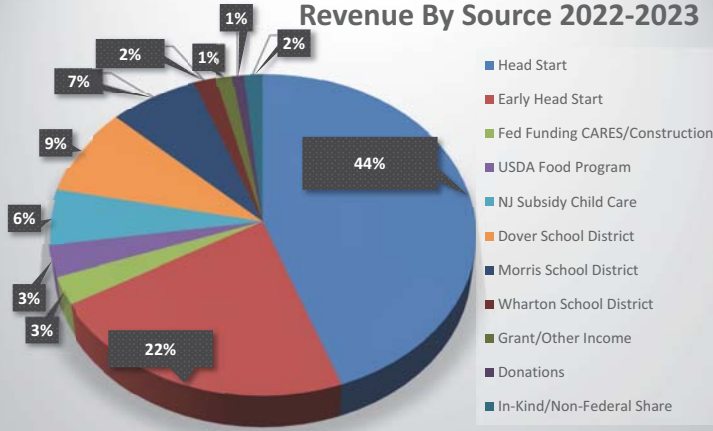
- High-quality service delivery across programs
- Effective and intentional teaching practices with quality learning experiences for children
- Process for monitoring and maintaining safe, healthy learning environments
- Data-informed progress on goals and compliance with Head Start Program Performance Standards
- Program governance oversight of quality, with an engaged Policy Council parent membership
- Staff receive guidance for effective preparation, ongoing support, and opportunities to grow within the program
- Effective lesson planning which implements research-based assessment
- High-quality home-based program services and learning experiences
- Effective monitoring and timely information on children's care, health, and oral health
- Quality services support prenatal, postpartum, infant and maternal health
- Program-wide culture promotes mental health and social and emotional wellbeing
- Program services strengthen parent-child relationships and support parents
- Fiscal management system meets the budget needs of the organization and provides for effective accountability for all funds, property and assets

BUDGET & FINANCIAL AUDIT

The non-federal share of at least 20% of the budget is achieved annually through support from partnering school districts, community/corporate grants and donors, and a very dedicated core of parent and community volunteers. Revenue totals reflect that the Office of Head Start provided \$868,948 in funds to support the federal interest in the renovation and expansion project at the Dover site, which was used to pay off the mortgage on the property. A larger bequest of \$409,511 is also earmarked for the construction project, as referenced in the audit report.

An independent financial audit was conducted by Nisivoccia LLP for the fiscal year ending June 30, 2023, which gave an unqualified opinion of the financial statements. The audit reported no material weaknesses or significant deficiencies regarding internal control over financial reporting—no audit findings for 2022-2023

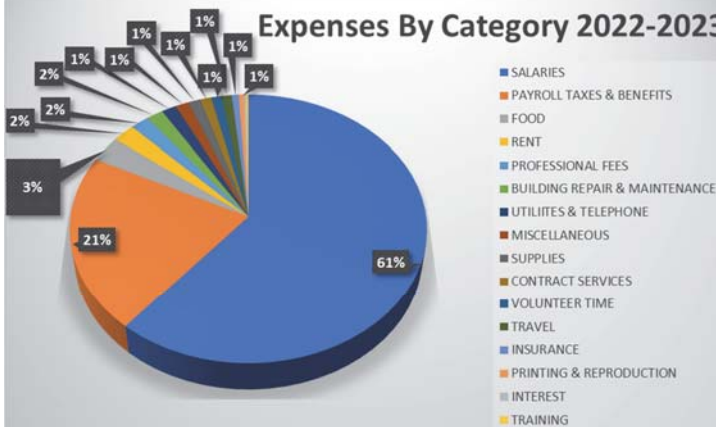
Revenue By Source 2022-2023



2022-2023 Revenue By Source

Head Start	3,232,574
Early Head Start	1,619,901
Fed Funding CARES/Construction	204,247
USDA Food Program	228,796
NJ Subsidy Child Care	407,203
Dover School District	642,075
Morris School District	528,060
Wharton School District	132,015
Grant/Other Income	98,779
Donations	68,415
In-Kind/Non-Federal Share	111,775
Total Revenue	7,273,840

Expenses By Category 2022-2023



2022-2023 Expenses by Category

Salaries	3,803,361
Payroll Taxes & Employee Benefits	1,328,050
FOOD	192,914
RENT	138,630
PROFESSIONAL FEES	115,290
BUILDING REPAIR & MAINTENANCE	102,945
UTILITIES & TELEPHONE	92,100
MISCELLANEOUS	82,169
SUPPLIES	77,101
CONTRACT SERVICES	67,736
VOLUNTEER TIME	65,063
TRAVEL	61,837
INSURANCE	42,793
PRINTING & REPRODUCTION	31,254
INTEREST	14,971
TRAINING	3,475
Total Expense	6,229,689



Head Start Community Program of Morris County, Inc.

<https://www.headstartmc.org>

<https://www.facebook.com/headstartmorriscounty/>

Central Phone Number 973-989-1430 | Central Fax Number 973-328-3306

MAIN HEADQUARTERS: 18 Thompson Avenue, Dover, NJ 07801

**Robert C. Grant Head Start Center of Morris County
1 Medical Drive, Parsippany/ Morris Plains, NJ 07950**

This report was prepared in compliance with the Head Start Reauthorization Act of 2007, Administrative Requirements and Standards Sec. 644 [42 U.S.C 0839 (a)(2)]. This report can be viewed electronically at <https://www.headstartmc.org>