



# HEAD START COMMUNITY PROGRAM OF MORRIS COUNTY, INC.

A New Jersey Nonprofit Corporation

*Est. 1965*



**2024 ANNUAL REPORT**



## A MESSAGE ON OUR “HEART WORK” AND A TRANSITION:

Looking back on the accomplishments and growth of the organization in 2024, we are incredibly grateful to the friends, donors, volunteers and supporters who have made our success possible. We also share news of a transition in the leadership of Head Start Community Program of Morris County. After serving as the chief executive of the agency for the past decade, I am retiring from a long and rewarding career as an early care and education leader. It has been my honor to be part of our “heart work” over the past ten years. During this time, the program has experienced tremendous growth. With the support of federal, state, county, and donor funding, we have doubled the reach of our impacts, elevating the quality of programs and services. We have built

a new facility space at Parsippany’s Robert C. Grant (RCG) site in partnership with the County of Morris, and completed multiple additions to our headquarters facility in Dover. We are providing high-quality child development and family services to more than 300 of the area’s most vulnerable children and families, and have achieved elite 5-STAR Grow NJ Kids ratings. These achievements would not have been possible without the passion and commitment of our amazing and talented staff.

The Head Start Board of Directors has named a member of our existing leadership team, Juan P. Fernandez, to serve the organization as Interim Head Start Director. We are thrilled to introduce Juan as our new leader! He provides a well-rounded lens for management systems, with strong skillsets in facilities management and fiscal integrity. Juan also brings cultural competence and carries an important perspective as the parent of a child who participated in the Head Start program.

Head Start Community Program of Morris County is ready to move into the future, and will remain committed to our tradition of excellence and continuous improvement. Our team shares a singular passion for the work of Head Start, which is built on a simple premise: Every child, regardless of circumstances at birth, has the ability to reach their full potential.

Longtime Head Start Board President, Robert C. Grant, joins me on this message and will remain at the helm to support the program, along with our dedicated staff. We look forward to a hopeful future as we carry out Head Start’s vision to empower families and strengthen the communities we serve.

Yours truly,

Susan O'Donnell  
Chief Executive Officer (2015-2025)

Robert C. Grant  
President, Board of Directors



*(L to R) Retiring Chief Executive Officer Susan O'Donnell, Interim Head Start Director Juan P. Fernandez, and Board of Directors President Robert C. Grant*

# 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, a New Jersey nonprofit corporation, is a private 501(c)(3) agency which has served the Morris County community for 59 years. Federal grant funding from the Administration for Children and Families, Office of Head Start, allows us to bring high-quality Head Start Preschool (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.



## BOARD OF DIRECTORS 2024

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Judy Josephson  
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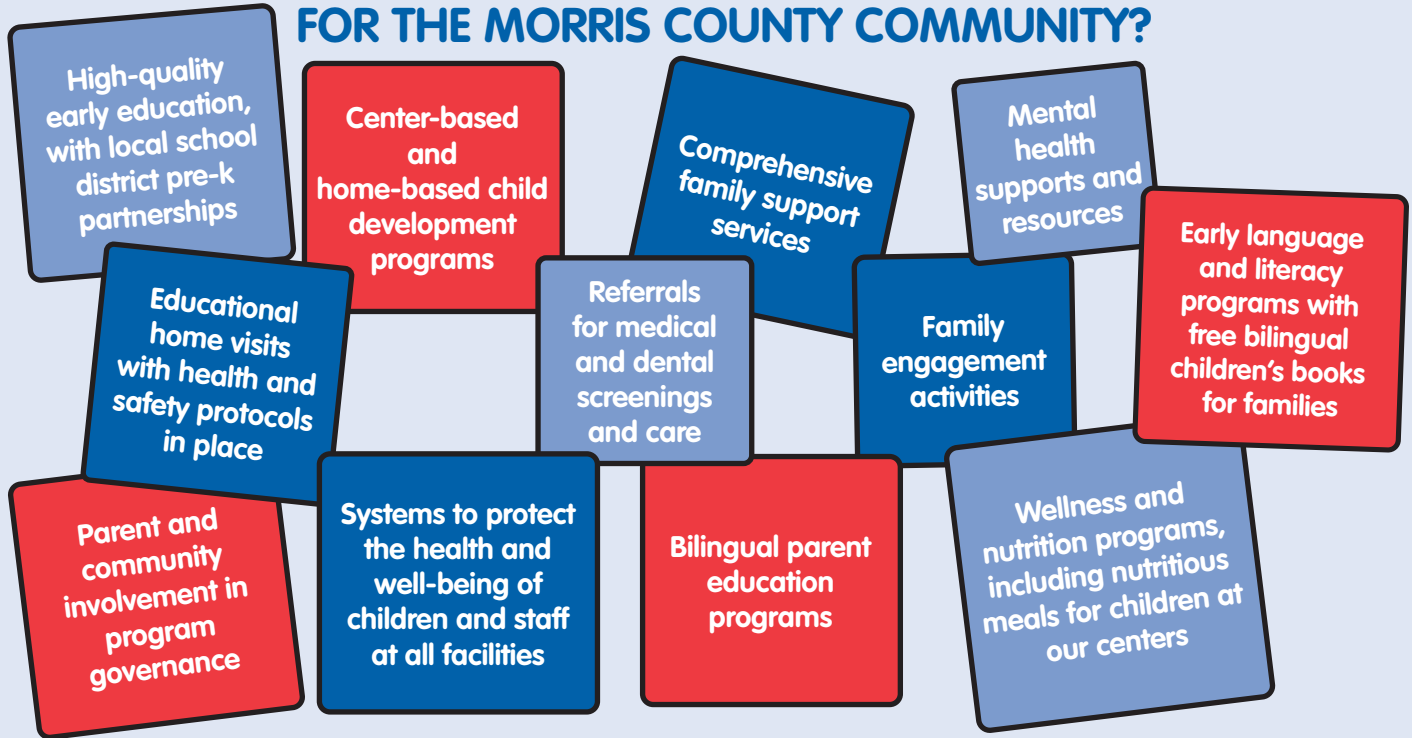
Ivan Reyes  
(Parent and Policy Council Liaison)

CHIEF EXECUTIVE OFFICER:  
Susan O'Donnell, M.S.

INTERIM HEAD START DIRECTOR:  
Juan P. Fernandez

CHIEF FISCAL OFFICER:  
Rebecca Kolpa

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



## HOW MANY CHILDREN DO WE SERVE?

### Head Start

Funded Enrollment = 199  
Cumulative Enrollment = 213\*

### Early Head Start

Funded Enrollment = 106  
Cumulative Enrollment = 133\*

**Total Funded Enrollment = 305**

**Total Families Served = 346\***

*\*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.*



# 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 2024 community and self-assessment:

- There are at least 1,564 eligible children in the service area, based on the number of children receiving public assistance (SSI, TANF, SNAP). An estimated 261 pregnant women in Morris County were also eligible for Early Head Start services, for a total of 1,825 eligible individuals. Many children have needs that fall into multiple categories. Although there is no way to estimate an unduplicated count of eligible children, there are an estimated 1,293 income-eligible children who may or may not also be eligible for public assistance, 55 children experiencing homelessness, 18 children in foster care, and 1,633 children with disabilities who are categorically eligible for services as well.
- For the most recent program year, a total of 346 individuals received services. Given the community assessment data around the number of eligible people, our program served approximately 19% of the population eligible for services.
- A dynamic community recruitment program prioritizes reaching families most in need of services. In total, 346 eligible individuals were enrolled in free Head Start/Early Head Start programs provided by Head Start Community Program of Morris County. 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 27,262 hours of service to support Head Start/Early Head Start, contributing to the non-federal match requirement over the course of the program year. Of the 296 individuals who volunteered their time, 202 were current or former parents who received services from the program.
- Family engagement was robust, with over 90% 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%. Program staff conducted home visits for 100% of families.
- 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 9% of enrolled Head Start Preschool children and 20% of enrolled Early Head Start children, or 13% of cumulative enrollment.
- 99% 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.
- 98% of enrolled children had an ongoing source of continuous, accessible dental care, including access to preventive care and dental treatment.
- 97.5% of enrolled children were on schedule with childhood vaccinations, outside of a small number with approved medical or religious exemptions. 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.



# 2024 Highlights

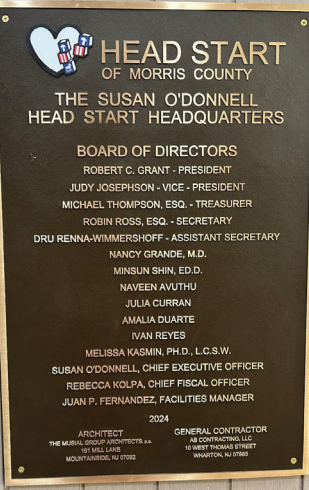
## Completion of Dover Expansion and Renovation Project

– In September 2023, the agency embarked on a major construction project at the Dover Head Start site. The project was funded through grant awards from the Administration for Children and Families, Office of Head Start, along with a generous legacy donation provided by the estate of Harold Sholk. In order to ensure uninterrupted services to children, the project was completed in stages, with major sections of work taking place during school breaks, evenings and weekends. The 2024/2025 program year opened with four new, state-of-the-art pre-k classrooms, a dedicated space for Early Head Start socialization and parent meetings, and new Health Services offices. Child bathrooms were added to existing classrooms, and upgrades throughout the building provide an ideal environment to support children's learning and development.

With the completed project, the Dover site provides space for 16 additional Early Head Start children from 18 months to three years of age, fulfilling a critical need in the community. These children were previously served in the Home-based program and now can receive full-day services on site, which supports their parents' participation in the workforce.

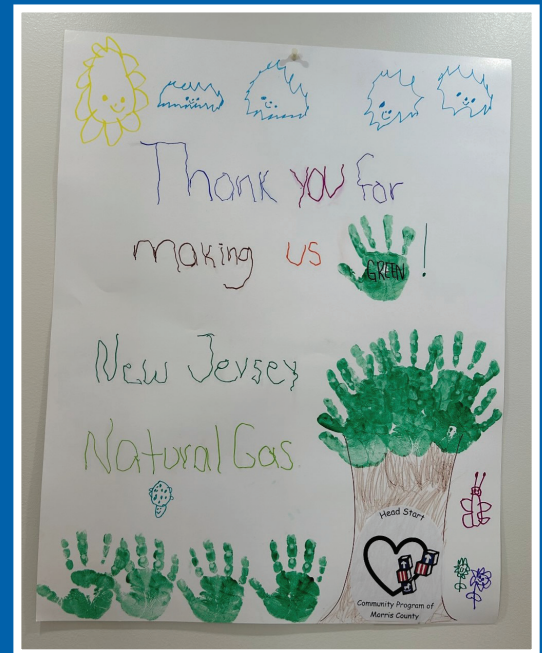
To honor the legacy of retiring CEO Susan O'Donnell, the renovated Dover facility was named The Susan O'Donnell Head Start Headquarters by the Board of Directors.





**Energy Efficiency Upgrade** – Through the New Jersey Board of Public Utilities Equipment Upgrade Direct Install Program, Head Start of Morris County benefited from a NJ Natural Gas SAVEGREEN project. We were able to complete a major energy efficiency upgrade with cost-saving improvements, including a new boiler system, water heater, insulation, a smart thermostat, and new LED lighting throughout the facility. As one of the first local nonprofits to benefit from the Direct Install Program, the agency hosted a visit from NJBPU and NJ Natural Gas representatives to see the impacts of the program first-hand.

*Juan Fernandez, along with contractor representatives Manuel Cruz and Hector Cruz (L To R) from Air2Cool explain the functions of the new boiler system to visiting officials from the NJ Board of Public Utilities and NJ Natural Gas.*



**NJ EDA Child Care Facility Improvement Program Grant** - Head Start of Morris County received a \$200,000 grant award from the New Jersey Economic Development Authority's Child Care Facility Improvement Program. The grant will cover the full cost of a kitchen rehabilitation project at the Dover site, contributing to high-quality programming and expanding the agency's capacity to provide nutrition services at all facilities.

**PJs With A Book** - The Princeton Women's Network, a group of Princeton University alumni, supported our PJs With A Book project. The project was led by co-organizers Nancy Grande—a member of the Board of Directors of Morris Head Start, and Lily Partridge, a leader of the Princeton group. PJs With A Book gathered donations of pajamas for Head Start children, together with a book and an educational message.

Children in the program received these gifts during the month of December. Warm winter pajamas have been identified as a need for families receiving Head Start services, and high-quality, new books in children's home languages are always a need.



*(L to R) Lily Partridge of the Princeton Women's Group joins CEO Susan O'Donnell and Head Start Board of Directors member Dr. Nancy Grande for our PJs With A Book event.*

*Head Start Board of Directors member Julia Curran joins volunteers to create messages for families to go along with their pajama and book donations.*





**Continued Growth of School District Partnerships** – 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. In 2024, a public pre-k collaboration was added, serving children from the Mine Hill School District in a newly constructed classroom. Existing 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. 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.

*Head Start Preschool students enjoyed a visit from U.S. Senator Andy Kim (D-NJ-11) in September 2024 to kick off the new school year.*



**Volunteer of the Year** – Head Start parent Iván Reyes Utrera was honored with the Senator Anthony R. Bucco Volunteer of the Year award for 2024. This award, given to a deserving member of the Head Start community since 2007 celebrates the spirit of the late Senator's legacy as an advocate for early childhood education programs. Mr. Reyes has participated in the Head Start Fatherhood Initiative and has served on the Head Start Policy Council and Board of Directors.

*Ivan Reyes receiving the Volunteer of the Year Award at Head Start's annual Fatherhood event in June 2024, and together with his family.*





**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. During the 2023-2024 program year, 50 children were served through the New Jersey Child Care Assistance program.

**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 sponsors 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, 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; Jeans Fridays; Spirit Days; staff social activities, breakfast and lunch days provided by donors, and special teambuilding events; and focus groups that enable multi-disciplinary staff teams to share ideas and feedback for our process of continuous improvement.





**Mental Health Consultation Program** – An innovative, ongoing 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. The program provides monthly mental health consultation services to support staff in implementation of the Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children. Licensed mental health clinicians offer strategies for effective classroom management, positive learning environments, culturally responsive teacher practices, and ways to help the Head Start community overcome adverse childhood experiences.

**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 52 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, 10 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.



**Parent Education Programs** – Throughout the agency, 73 Head Start families attended sessions 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 implement positive behavior supports 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 3300 new, high-quality children's books were distributed to families at our centers and home-based programs in 2023-2024. Books were provided in English, Spanish, Arabic and Ukrainian, 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 multi-language learners, acquiring early literacy skills in their home language is an essential part of school readiness.



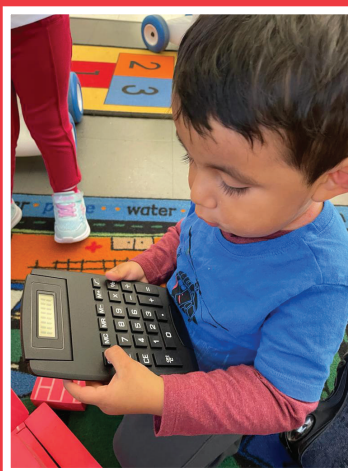
## COMMUNITY ENGAGEMENT TO BENEFIT HEAD START CHILDREN

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, and socks for our children. Throughout the program year, community partnership events and drives benefited Head Start children and supported the organization. Community connections helped with food and nutrition, clothing, diapers, housing, employment referrals, and filled backpacks for children entering kindergarten.




# EDUCATIONAL OUTCOMES & SCHOOL READINESS

- The program prioritizes development of children's home language as well as English. Over the past program year, 98% of children served were dual language learners from Spanish-speaking families, with another 2% from families speaking Middle Eastern or Slavic 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 Preschool 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. 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, and to plan staff training. The system provides top and bottom values with a numeric range of typical expectations for skills by age group.
- During the 2023-2024 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 over the past two school years are detailed in the following charts, which examine aggregate data from Teaching Strategies GOLD. The Bottom and Top values indicate the range of scores within national Widely Held Expectations by age.

 Head Start Community Program Teaching Strategies GOLD School Readiness - Areas of Development Head Start - Program Wide 4-Year-Olds											
2022-2023 Average Achievement Levels						2023-2024 Average Achievement Levels					
	Social Emotional	Language	Cognitive	Literacy	Mathematics		Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	442	473	448	487	371	Bottom	442	473	448	487	371
Fall	438.0	465.0	434.0	479.0	352.0	Fall	419.0	449.0	436.0	469.0	338.0
Winter	448.0	488.0	464.0	495.0	375.0	Winter	446.0	490.0	461.0	496.0	370.0
Spring	480	536	500	517	400	Spring	476	524	498	510	397
Top	522	602	563	560	446	Top	522	602	563	560	446



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

2022-2023 Average Achievement Levels

	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

2023-2024 Average Achievement Levels

	Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	376	410	381	446	298
Fall	386.0	406.0	388.0	435.0	300.0
Winter	411.0	444.0	417.0	465.0	336.0
Spring	441	479	452	485	363
Top	463	524	481	509	376



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

2022-2023 Average Achievement Levels

	Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	318	341	298	369	218
Fall	272	283	259	274	134
Winter	335	344	316	342	207
Spring	350	354	327	367	228
Top	403	445	401	454	320

2023-2024 Average Achievement Levels

	Social Emotional	Language	Cognitive	Literacy	Mathematics
Bottom	318	341	298	369	218
Fall	229	219	208	222	112
Winter	298	297	280	337	194
Spring	379	392	370	420	291
Top	403	445	401	454	320



## 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. In fall 2024, program-wide assessment was conducted through New Jersey's Quality Rating and Improvement System (QRIS). Participation in the QRIS is required for Head Start programs, and provides important quality benchmarks, along with access to robust professional development for staff. The rating process looks at all areas of the program including; Safe, Healthy Learning Environment, Curriculum and Learning Environment, Family and Community Engagement, Workforce/ Professional Development and Administration and Management. Trained raters, using comprehensive, research-based tools (ECERS-3 and ITERS-3), formally assessed the program at both sites, monitoring quality in accordance with these standards.



Quality Rating and Improvement System

The Grow NJ Kids rating scale describes levels of quality using a 5-STAR system

- ★ ★ ★ ★ ★ **MEETS VERY HIGH-QUALITY STANDARDS**
- ★ ★ ★ ★ **MEETS HIGH-QUALITY STANDARDS**
- ★ ★ ★ **MEETS QUALITY STANDARDS**
- ★ ★ **COMMITTED TO QUALITY IMPROVEMENT**
- ★ **MEETS STATE LICENSE STANDARDS**



Head Start of Morris County has earned a 5-STAR Rating through Grow NJ Kids! This elite quality rating, achieved at both program sites, identifies the program as a statewide leader in quality. We are the **FIRST** 5-STAR program in Morris County, and the **ONLY** Head Start program in the NJ to have demonstrated this level of quality.

# HEAD START PROGRAM MONITORING

On November 14, 2024, the Administration for Children and Families (ACF) conducted a Risk Assessment Notification (RAN) monitoring review in response to a self-report filed by Head Start Community Program of Morris County. Based on the information gathered during the review, a determination was made that an area of noncompliance was found under applicable Head Start Program Performance Standard 1302.47(b)(5)(iv). This finding noted, as reported by the program, that an incorrect child was briefly released to the custody of an adult who was known to the program. A full corrective action plan was immediately put in place and submitted in response to the finding.

Prior to this event, a full scheduled monitoring was conducted by the ACF, Office of Head Start in October 2022. This successful, comprehensive Focus Area 2 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
- 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
- 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.

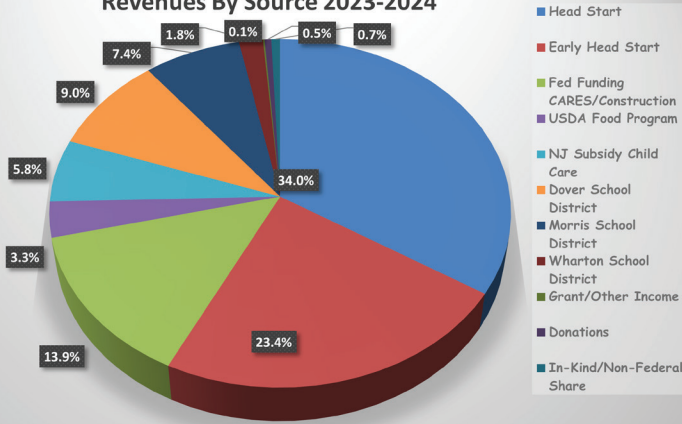
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## BUDGET & FINANCIAL AUDIT

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 \$1,043,236 in funds to support the federal interest in the renovation and expansion project at the Dover site.

An independent financial audit was conducted by Nisivoccia LLP for the fiscal year ending June 30, 2024, 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 2023-2024.

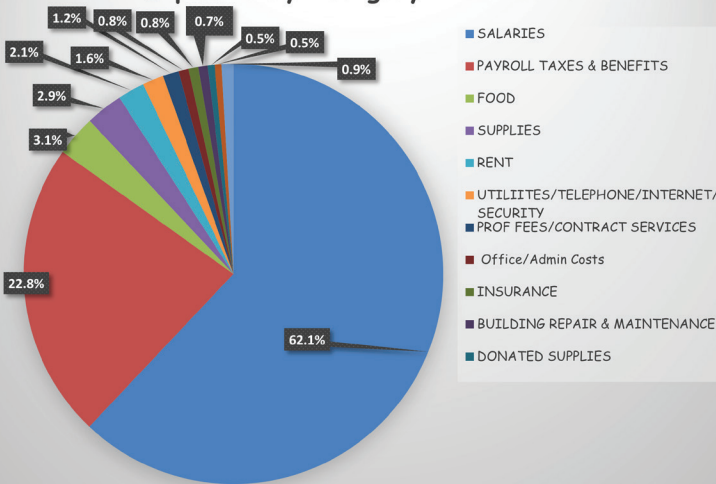
**Revenues By Source 2023-2024**



**2023-2024 Revenue By Source**

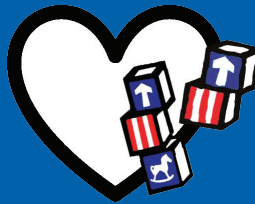
Head Start	2,550,835
Early Head Start	1,754,746
Fed Funding CARES/Construction	1,043,236
USDA Food Program	248,111
NJ Subsidy Child Care	437,123
Dover School District	678,750
Morris School District	559,020
Wharton School District	137,892
Grant/Other Income	9,459
Donations	37,808
In-Kind/Non-Federal Share	51,157
<b>Total Revenue</b>	<b>7,508,137</b>

**Expenses By Category 2023-2024**



**2023-2024 Expenses by Category**

Salaries	4,068,676
Payroll Taxes & Benefits	1,495,168
Food	205,204
Supplies	187,513
Rent	135,408
Utilities/Telephone/Internet/Security	107,534
Prof Fees/Contract Services	80,055
Office/Admin Costs	51,739
Insurance	49,220
Building Repair & Maintenance	46,311
Donated Supplies	35,947
Travel	34,179
Training/Vol. Time/Printing/Misc	59,525
<b>Total Expenses</b>	<b>6,556,479</b>



**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**