



Center  
For Family  
Resources



CFR Families, Staff and Friends:

Program year 2020-2021 was again a very different and challenging year for all of us here at CFR. We opened in September, 2020 with the hopes of keeping classrooms in session all year. This proved to be difficult with occasional shutdowns of rooms due to COVID -19 and Clifton Pre-k providing virtual programming for many months to ensure the safety of the children. Our staff and families learned how to participate in virtual learning experience. As challenging as it was, we all worked together to be successful and new skills were learned by all.

The Henry and Marilyn Taub Foundation once again supported the agency with funding to facilitate Staff wellness as well as education on trauma informed care. The Administration recognized that the effects of the pandemic on our staff, children and families will be on going and CFR is determined to offer support so that success is possible.

Our partnership with the Clifton School district continues to be beneficial for the children and families. As stated, there were months of virtual learning but the district helped staff in providing services that supported the children.

Dr. Torley retired and will be missed but we were lucky to include, Marissa Papamarkos, the new Principal of this collaboration on the CFR Board of Directors.

The Highland's Family Success Center continued to offer services to the community but they were virtual until the last part of the program year. In addition, the agency received funding from Passaic County Human Services for Collective Impact. The Highlands staff managed this grant which offered ESL classes, help with referrals, Security Deposits for families that were struggling, Mental Health services, and emergency assistance to name a few aspects of the grant.

Moving forward CFR hopes for more stable and regular programming and good health to all of our families, staff and friends.

A handwritten signature in black ink that reads "Elaine V. Ruhl". The script is fluid and cursive, with the first letters of each word being capitalized and prominent.

Elaine V. Ruhl, Executive

# PROGRAM GOALS

**Program goals** are broad statements that support CFR's mission to serve children, families, and the community. They ensure the program's **commitment** to establishing **strong management, fiscal, and service delivery systems**. Long-range goals are set to be accomplished by the end of our five-year project period, 2019 through 2024.



Center for Family Resources will:

1. Ensure that there is a succession plan in place for all positions within the agency to maintain quality in every service area of the program.
2. Ensure that all tracking systems used by the agency (Child Plus, Gold, Financial Edge) are utilized to their maximum capability in order to track data for all service areas in an efficient, reliable and timely manner.
3. Enhance comprehensive services to support the development and learning skills of children & families and decrease the achievement gap upon entrance to kindergarten.
4. Establish a system that ensures that the agency maximizes recruitment efforts focusing on categorically eligible families.
5. Ensure that CFR is fiscally responsible across all service areas.
6. Encourage and support male family involvement in the program and at sites in order to develop healthy and supportive family dynamics.
7. Develop strategies and procedures to ensure technological advances in all service areas.

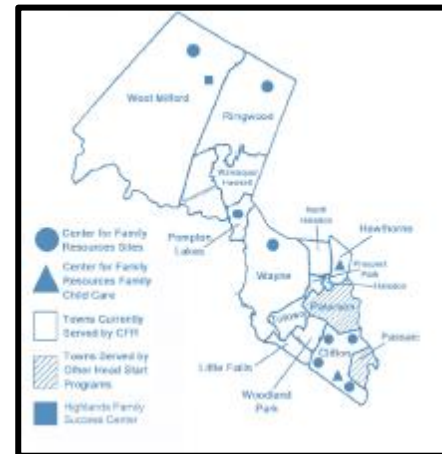
## MISSION

Center for Family Resources is dedicated to:

- Developing collaborations between parents and professionals to promote the general well-being of young children and their families
- Meeting the child development needs to promote the school readiness of young children, families, and communities through early care and education
- Obtaining community support for all

## VISION

- Providing Early Care and Education
- Engaging Families
- Building Partnerships
- Promoting Healthy Communities



### **TOWNS SERVED:**

**Bloomington ~ Clifton ~ Haledon ~ Hawthorne**  
**Little Falls ~ North Haledon ~ Pompton Lakes**  
**Prospect Park ~ Ringwood ~ Totowa ~ Wanaque**  
**Wayne ~ West Milford ~ Woodland Park**

# SITES

All Head Start, Early Head Start, and Family Childcare sites meet NJ state regulations, including child care licensing, as well as Head Start Program Performance Standards.

## West Milford

This site serves only families of West Milford. There is one preschool classroom and one Early Head Start room in our first Head Start owned facility (1991); a module behind the Upper Greenwood Lake Elementary School.

## Ringwood

This site has two preschool classrooms and two Early Head Start rooms and serves families from Ringwood, Wanaque, Pompton Lakes, and Bloomingdale. This agency owned facility is also our administrative site and includes our parent library and training center. In addition, WIC and the town clinic utilize an All-Purpose room for monthly clinic appointments. This site also has the CFR Wilderness Habitat, a Nature Explore Certified Outdoor Classroom.

## Pompton Lakes

As a result of the ARRA Head Start Expansion funding in 2010, we were able to expand Head Start services to Pompton Lakes. After minor renovations, we were able to open two preschool classes in the Pompton Reformed Church and we now serve 40 children and families from Pompton Lakes, Bloomingdale, and Wanaque.

## Wayne

This site is located on the grounds of the Passaic County Technical Institute and is the result of a long-standing partnership with the school and county enabling us to build our own facility. In the fall of 1999, we were able to bring together three previously isolated centers. At this center, we serve families from the communities of Wayne, Prospect Park, North Haledon, Haledon, Hawthorne, Little Falls, Totowa and Woodland Park. We also serve the infants/toddlers of the students enrolled at the High School. This site is NAEYC accredited.

## Family Child Care

Center for Family Resources now operates two Family Childcare homes; one in Clifton and one located in Hawthorne. Each home provides a ten-hour day for three infants/toddlers. We are one of the only Head Start/Early Head Start programs providing this option in New Jersey.

## Home Based

Center for Family Resources facilitates an Early Head Start Home Based program for 84 infants/toddler/pregnant women throughout Upper Passaic County and Clifton. These families and pregnant women are served in a program of weekly home visiting and twice a month socialization.

## Clifton

The agency operates five separate sites in the City of Clifton and is evidence of our latest partnership with a local school district. This partnership began in 1998 with one class at the PS School #6. The Father Mychal Judge site is one of the four agency's owned buildings. In addition to two Head Start/Pre-k 3-year-old classrooms, the agency operates two Early Head Start rooms. Another Clifton Site is Public School #17 which houses two 4-year-old pre-k classrooms. Our next site in Clifton is located at Public School #14 where the agency, in partnership with the Clifton Board of Education operates one 3-year-old and one 4-year-old classroom. Then, we have our site at Clifton Early Learner Academy (CELA A), houses 5 Head Start/Pre-k classrooms and 3 provider classrooms operated by CFR. Finally, we have CELA B, housing 4 Head Start /PreK classrooms and 1 provider CFR classroom. This year, we contracted with the Calvary Baptist Church to utilize space for socializations, meetings, and offices.



CFR contract to manage the Head Start preschool program

Program for infants and toddlers with disabilities is added

Parent Education program is expanded

A Safe Place begins: a comprehensive drug & alcohol prevention program for young children & their families

Pilot of home-based early intervention services is initiated

**1980s**



Fatherhood enrichment program opens

**2000**



Family Support Demonstration project

Father Mychal Judge center opens in Clifton

**2002**

New logo Adopted

New Executive Director, Elaine Ruhl, starts

**2006**



CFR is awarded the NJ Center for Excellence Award

**2009**

**1990s**

Preschool home visiting program begins

New infant & toddler program for working parents added

Family Friendly after school program is started in Ringwood

Early Head Start program is added to the infant & toddler program

Preschool program is expanded to Clifton

**2001**

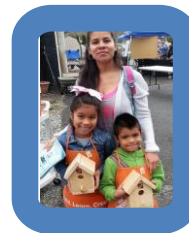
Strengthening Our Families program begins

**2004**

PNC "Grow Up Great" Demonstration project begins

**2007**

Head Start opens in Clifton School 17



CFR partners with Clifton School 14 to open 3 inclusive preschool classrooms

EHS for Family Child Care demonstration begins

Toys R Us emergency



Governmental sequester cuts effect CFR budget

County Council for Young Children collaboration with United Way of Passaic County

Pilot program with The Honest Company

Highlands Family Success Center opens



Increasing Classroom Quality funded by Taub

ChildPlus used for data collection

HFSC moves into a new building

Calvary Baptist Church Partnership begins

2011

2013

2015

2017

2020

2010

CFR is awarded Head start & Early Head Start expansion money

Early Learning Mentor Coach grant begins

2012

Nutrition Matters grant begins  
UCLA Health Literacy Program begins



2014

Healthy Food Access Grant Awarded  
Taking Steps to Healthy Success



2016

CFR Wilderness Habitat opens

# GIVING CHILDREN A HEAD START



Center for Family Resources provides Head Start/Early Head Start services to over 500 children and families throughout Upper Passaic County and Clifton. Staff support learning through play, creative expression, and guided activities. They build strong relationships as the foundation of early learning.

Education staff promote language and literacy development, early math and science concepts and positive attitudes toward learning.

In addition, we promote physical development both indoors and outdoors. We serve breakfast and lunch as well as healthy snacks. Upon enrollment, children are screened for vision, hearing and developmental abilities. At this same time, staff start to work with families to identify and reach goals around employment, training and parenting.

CFR builds on children's strengths and individualizes experiences to meet their needs. Finally, we collaborate with community agencies when further services are needed.





# FAMILY & COMMUNITY PARTNERSHIPS

Center for Family Resources Head Start/Early Head Start linked families to much needed community resources during the COVID pandemic crisis. Families and Passaic County residents were assisted with rental, mortgage and utility assistance, food pantry and referred to requested community resources. Staff made a positive impact on the community assisting families in attaining success by developing family goals with positive outcomes, utilizing community services and supporting families in their pursuit of these goals.

During virtual social service staff meetings, updates of available community resources are shared. The Social Service Manager is a voting member of the Passaic County Inter-Agency Council on Homelessness. Virtual meetings are held every other month. As a result, CFR received rental, utility and food pantry assistance. CFR also receives FEMA prevention funding and COVID related funding to prevent homelessness. Family Service staff has attended numerous virtual meetings and trainings during the year to assist staff well-being and supports to families. Parenting Education Presentations and A Safe Place Family Support Programs were offered virtually with successful outcomes throughout the program year. Staff assisted parents with the 4C's childcare subsidy application process. The partnership with 4C's continues to be strong and positive. The Social Service Manager and a Family Service Worker attends the quarterly Director's meeting. Families are consistently referred to 211, First Call For Help to locate requested resources.

# CHILD DEVELOPMENT

## EARLY HEAD START

When preparing children for school, getting infants, toddlers and preschoolers ready, the preparation needs to start off with children's everyday interactions and learning experiences. In Head start and Early Head Start we provide all children with the basic skills they will need to cooperate, get along with others, and be enthusiastic learners. The Early Head Start and Head Start program offers opportunities by using the High Scope curriculum. In the 2020-2021 school year data was collected to track many different skills children need to be successful in grade school by using the Teaching Strategies GOLD online program.



### **In the Early Head Start program specific strengths include the following:**

The EHS children made the most considerable gain in the area of mathematics development. The EHS staff provides many opportunities for children to develop skills in the area of mathematics. The teachers have become aware of early math concepts, and have been more thoughtful in their everyday interactions with infants and toddlers. They use five basic math concepts that can be woven into the everyday conversations with infants and toddlers. The five basic concepts are: 1. Number and operations – understanding the concept of number, example: “You have two eyes, and so does your bear. Let’s count: --1, 2.” 2. Shapes and spatial relationships (geometry) – recognizing and naming shapes, example: “Look, Jason went under the climber and Aliyah is on top!” 3. Measurement – size, weight, quantity, volume, and time. Example of math language: “Moving that chair is heavy” 4. Patterns, relationships, and change, example: I put the blocks in the bucket; you dump them out. I put the blocks back in the bucket; you dump them out!” 5. Collecting and organizing information, example: “Let’s put the dolls in the basket and the balls in the box.”

### **The data also notes areas that may be improved upon:**

Through the data collected we found we continue to need to take a closer look at providing opportunities for infants/toddlers in the area of language development. When talking to children, you support his/her language development. The teachers will continue to think about what they are saying from the infant or toddler's point of view. The teachers will sing, read and encourage back and forth conversations with all the children in care from the young infants to the verbal toddlers. The teachers will model bigger and better sentences. If I say, “Two cat,” you can say, “You have two cats on your shirt!”, children learn a lot from the way adults talk to them. The teachers understand that children watch adults very carefully. They will talk to others with kindness and respect, the children follow the lead and take on the manner and tone of the adult as she/he becomes more verbal. And, when we expect this kind of respectful communication from others, we are modeling how he/she should expect to be treated by others as well.

# HEAD START

Getting ready for school begins at birth, children learn best through their every-day experiences with the people who love and trust them, and when the learning is fun. The Early Head Start and Head Start program follows this idea through High Scope curriculum.

*In the Head Start program specific strengths include the following:*

**Language Development:** Our classrooms are language-rich environments where children are encouraged to converse in English and/or their home language. We often have young students who are dual language learners who learn their home language and English simultaneously. We ensure that our classrooms accommodate all of our student's linguistic needs. Environments are labeled in all languages that are represented by the children, as well as a variety of books offered in different languages. Children's books are read throughout the day to individual children, small groups and large groups. Teachers are trained to scaffold children's language to include higher-level vocabulary and descriptive words.

**Physical Development:** Our daily routine allows a great deal of time for preschoolers to practice their fine/gross motor skills. Small manipulatives and playdough all provide opportunities for children to refine their development in their hands and fingers. This will later assist in self-help skills and handwriting. Children also have a minimum of 1 hour of moderate to vigorous exercise each day which supports their growing muscles in their arms and legs. Indoor music/movement activities are offered, as well as playground time outdoors.

*The data also notes areas that may be improved upon:*

**Literacy:** Our classrooms are print-rich environments where everything is labeled in English and in the home languages of the students. This creates an exciting atmosphere for emergent readers and writers. Children's names are posted throughout the classroom and often these names are the first words that children are reading. Children sign-in, writing their names daily. Writing materials are offered in the different areas, such as blocks and dramatic play, for children who would like to label their building or restaurant. There are specific writing centers as well, equipped with paper, writing tools, stampers, and stickers where children are encouraged to "write" letters, cards and stories.

## Kindergarten Transition

Kindergarten transition is always a strong focus. We integrate many strategies to ensure readiness to kindergarten for our children and families:

- Parent workshops on Kindergarten transition
- Kindergarten back packs are sent home with children from February-May containing books and activities about going to school
- Parents receive registration and orientation information for their specific school district
- Small group/individual work with an emphasis on math/literacy skills
- Parents receive a checklist/ report about their child's development in the spring that may be shared at the school's kindergarten screening visit
- When possible, a teacher from a school district facilitates a presentation on Kindergarten Transition for families
- Summer backpacks that contain high quality children's books are distributed to encourage reading.

Our goal of high-quality early care and education is always a priority. We participate in Grow NJ Kids, our state's quality improvement system. To monitor our progress, we utilize various assessment tools:

CLASS, ECERS 3 and ITES 3.

# PREGNANT WOMAN

12

pregnant women  
enrolled

9

enrolled their baby  
in EHS after birth

100%

had health  
insurance

4

had dental exam during  
pregnancy

The Early Head Start Home Visiting Program gives pregnant women and families, particularly those at-risk, necessary resources and skills to raise children who are physically, socially, and emotionally healthy and ready to learn. When working with pregnant women, within 30 days of enrollment, a program must determine whether each enrolled woman has an ongoing source of continuous accessible health care provided by a health care professional.

Home Visitors in our program have access to our Maternal Curriculum “Partners for Healthy Mothers Healthy Babies.” In the Early Head Start program, we must also work with the families to ensure they have access to comprehensive services, including nutritional counseling, food assistance, oral health care, mental health services, substance abuse prevention and emergency shelter or transitional housing in cases of domestic violence. All moms are screened for postpartum depression using the Edinburg Post Natal assessment.

# SPECIAL SERVICES



Including children with developmental delays and disabilities in preschool classrooms and infant/toddler settings is best practice for supporting the school readiness of all children in our care. Collaborations with local education agencies and Early Intervention providers in the catchment area are crucial to providing these services. In the 2020-21 school year, the Special Services Manager obtained 6 Inter-Agency Agreements and maintained high-quality collaborations with all partners.

# FAMILY SUPPORT SERVICES



Center for Family Resources employed two part-time Mental Health Specialists and a full-time Family Support Manager (all licensed clinicians) who spent time in each classroom weekly. They provided consultation to parents and staff to support the mental health and social emotional development of the children enrolled in the program. Family support was also available as needed. The Special Services team continued their collaboration with local universities (William Paterson University and Rutgers University) as an internship site for Master's level students. Interns worked with the mental health team to provide small group counseling sessions to help children build their social-emotional skills, as well as provided individual services to children as needed.

CFR continues to work hard to create supportive environments for children and families. We are continuing the implementation process of the Pyramid Model (Positive Behavior Support) in classrooms by training and coaching staff through use of data collection and observations to support children's social-emotional development and ensure school readiness skills.





# HEALTH

CFR Health Staff monitor children's health and dental services and notify parents, Family Services Workers and Home Visitors of the need for age-appropriate immunizations, well-child exams and dental exams. Conferences are held with families on the importance of medical and dental follow ups. The center assists families with resources in order to locate medical and dental providers.

The CFR Health Staff participated in multiple trainings on the topic of COVID19, including COVID vaccinations. Our collaborative partnerships with the Clifton School District nursing staff helped ensure COVID19 Health procedures were followed at all of our centers.

## EARLY HEAD START

96% of children had  
health insurance

63% of children  
received preventative  
oral health care\*

**100%**  
of children  
received well  
child exams

## HEAD START

97% of children had  
health insurance

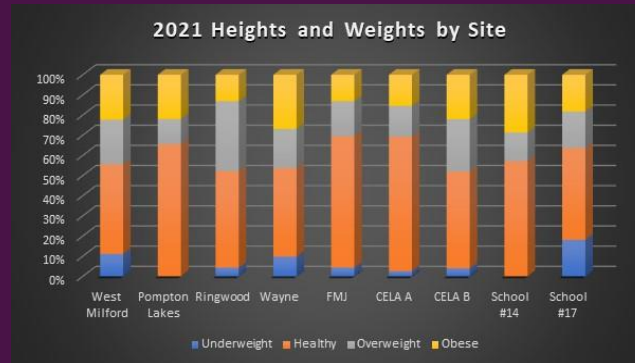
63% of children  
received preventative  
oral health care\*

New Jersey Children's Oral Health Program sponsored and New Jersey Department of Health provided virtual oral health education sessions for Head Start Classrooms. Oral Health Supplies and information were sent home to both children and pregnant women throughout the 2020-2021 program year.

# NUTRITION

The Center for Family Resources nutrition staff aim to provide all enrolled children with balanced, healthy, and delicious meals and address any nutrition related concerns. Breakfast, lunch, and snack are served each day and each meal follows USDA guidelines to meet the nutrition needs of growing children. During the spring, weekly meal bags were provided for children participating in at-home virtual learning to ensure continued access to healthy foods, even while learning at home. Five breakfasts, five lunches, and five snacks were provided each week for each child who opted in to receive meal bags.

In the classrooms, the teachers moved away from family-style eating for now to help promote cleanliness during the pandemic, but continue to encourage the children to try new foods. The nutrition team is always looking for new recipes to add to the menu and has been working specifically on adding multicultural dishes to meet the needs of the diverse population we serve.



There were several COVID-related challenges this year that made obtaining height and weight measurements for each child difficult, like school closures and the necessity of virtual learning, but we were able to obtain at least one measurement for 75% of the children enrolled throughout all of our Head Start and Early Head Start programs. This data can help us compare trends over time and helps us pick sites to target for nutrition education programs.

# TRANSPORTATION

2



6

school buses are used to transport 25 children to the Ringwood and Pompton Lakes sites with two full time drivers and one substitute.

Buses are also used for field trips for other sites.

vans maintained for staff to transport families, deliver food and aid in maintenance at the Clifton and Wayne sites.



**Thank you to our community partners.....**

4c's of Passaic County  
Assoc. for Special Children & Families  
Bergen County Special Services for Homeless Families  
City Green  
Clifton Health Department  
Clifton Public Library  
Community Networking Association of Passaic County  
Dr. Joseph Basilicato, DMD  
Catholic Family & Community Services  
Jewish Family Services  
New Bridge Services  
New Life Recovery  
North Jersey Community Coordinated Child Care  
Division of Child Protection & Permanency  
Mental Health Assoc. of Passaic County  
Passaic County Technical Institute  
Passaic County Health Department  
Passaic County Department of Human Services  
Pathways Counseling Center  
Pequannock Township Health Dept.  
PNC Bank  
Pompton Lakes/Wayne Health Dept. Ringwood  
Health Department  
Rutgers Cooperative Extension  
Sparkle Dentistry  
Special Child Health Services  
St. Joseph's Hospital WIC Program  
The Honest Company  
United Way of Passaic County WAFH House, Inc.  
Wanaque Health Department  
Wayne Counseling Family Services  
West Milford Health Department

**306  
registered families  
&  
873  
registered  
individuals  
visited this year!**



The Highlands Family Success Center is a safe and welcoming environment offering family-oriented programs and strength-based activities. Located in West Milford, we provide a variety of services for Passaic County based on suggestions and recommendations from the community. The Highlands FSC is continuously developing unique partnerships to further strengthen families and the community. With input and suggestions from the community a calendar of events is released monthly, detailing the month's activities and events. All of the Family Success Centers' activities and services are provided at no cost, and open to the community. Highlands FSC moved locations in July and have made their new home at 1801 Greenwood Lake Turnpike. The new building will allow staff to better serve the community and offers more space and parking! Since March HFSC staff have worked on setting up virtual and remote programming and while programs and activities have changed, staff have continued to be able to support families and provide programs and activities.



## Programs

Active Parenting

Youth Mental Health First Aid  
Training

Relax & Paint

Your Money Your Goals

Knitting



## **PARTNERSHIPS**

Family Support Organization of Passaic County  
Family Intervention Services- Center for Family Services  
The Plant Church  
Almond Branch Church & Resource Center  
West Milford Township  
Atlantic Health Systems  
West Milford Health Advisory Board  
The Association for Special Children & Families  
Ringwood Health Department  
Women in Transition  
Our Lady Queen of Peace Early Childhood Academy  
West Milford Municipal Alliance Family Intervention Services  
Skylands Learning Center  
Stigma Free West Milford  
Chelsea Senior Living  
CARES- Passaic Mobile Recovery  
County of Passaic- Department of Parks & Recreation

## **STRENGTHENING FAMILIES EVENTS**

Sweethearts Dinner Dance  
Scott's Fun Run/ Stigma Free  
Day Harvest Day  
Family Fitness Day at Camp  
Hope Movie Night at Camp  
Hope

## **SUPPORT GROUPS**

Alzheimer's Support  
LGBT Support  
Parent/Caregiver Support

## **PARENT AND CHILD ACTIVITIES**

Once Upon A Story Time  
Snack Class  
Sticky Fingers Art  
Melody Munchkins  
Movie Night  
Kid Craft Friday  
Donuts with Dad  
A Minute for Mom  
Family Bingo  
Kids Bingo

The Highlands Family Success Center rejoices in its success greatly due to its administrative support from Center Family Resources, our volunteers, community, extended program partners and by the warm welcoming reception it continues to receive from the community. We look forward to a year of growth and expansion and welcome all possible avenues that may lead to a greater extent of our support to the community.



**Volunteers always welcome!**

# TRAINING

Center for Family Resources encourages continuing professional staff development.

During this program period, staff attended many diverse and educational out of town trainings.

These included:

- NHTSA Fall Leadership conference
- 29<sup>th</sup> Annual School Conference
- Coalition of Infant/Toddler Caregivers
- OHS Fiscal Institute
- Trauma informed Care Series from Montclair
- William Paterson Professional Residence Coaches Series
- Reflective Leadership Group

The agency is proud to recognize the fact that staff attained the following certifications:

- 1 - CLASS Trainer Certification
- 4 - CLASS Re-certifications
- 18- CDA Re-certification
- 9 - CDA certification
- 2 - P-3 certifications
- 1- SHRM certification
- 6- SERVSafe certifications



Staff was provided with both online and in person opportunities for training including: High Scope, GOLD assessment, NJBIA, ITTERS/ECHERS, Leadership During COVID19, USDA, NJ COVID Training Series, Mindful Emotional Regulation. These are in addition to webinar trainings and professional days facilitated by Center for Family Resources quarterly.



## Personnel

Center for Family Resources continued to look at potential funding sources to offset the costs of personnel and ensure quality services. Presently, for Head Start/Early Head Start staff salary and fringe benefits account for approximately 80% of the budget. The Administration continues to facilitate the input of a staff benefits committee to look at ways to decrease costs, offer quality benefits to staff which are cost effective and develop a holiday schedule which is agreeable to staff at all the sites.

## Fringe

Again, this year, the benefits committee met with the agency's insurance agent to look at ways to continue quality health and dental coverage, life insurance and long-term disability which was manageable for the agency. These costs continued to increase annually. This committee continues to monitor the Defined Pension plan. In addition, CFR facilitated the opening of 401K accounts for staff. The Administration determined that the budget allowed for 2% to 3% deposits for all staff who were employed for the entire 2018-2019 Program Year.

# BOARD OF DIRECTORS

<b>President:</b>	Glenn Kamp
<b>Vice President:</b>	Dr. Rudy Sellitti
<b>Treasurer:</b>	Lena Maynard - Former Parent
<b>Secretary:</b>	Joann Murphy- Former Parent
<b>P.C. Liaison:</b>	Maria Marisol Castro- Former Parent

## Community Representatives

Marissa Papamarkos- <b>Clifton Schools</b>	Jeanette Davidson – <b>Town Nurse</b>
Kathryn Holmes – <b>Finance</b>	Adriana Espinosa – <b>Former Parent</b>
Edward W. Martin – <b>Lawyer</b>	Carlyn G. Walsh – <b>Child Development</b>

## Site Representatives

Rosemary Rojas- Pompton Lakes	Heather Fragapane- Clifton
Stephanie Murphy- Ringwood	Jennifer Greaves- Wayne

# POLICY COUNCIL

<b>Chairperson:</b>	Maria Marisol Castro- Former Parent
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## Site Representatives

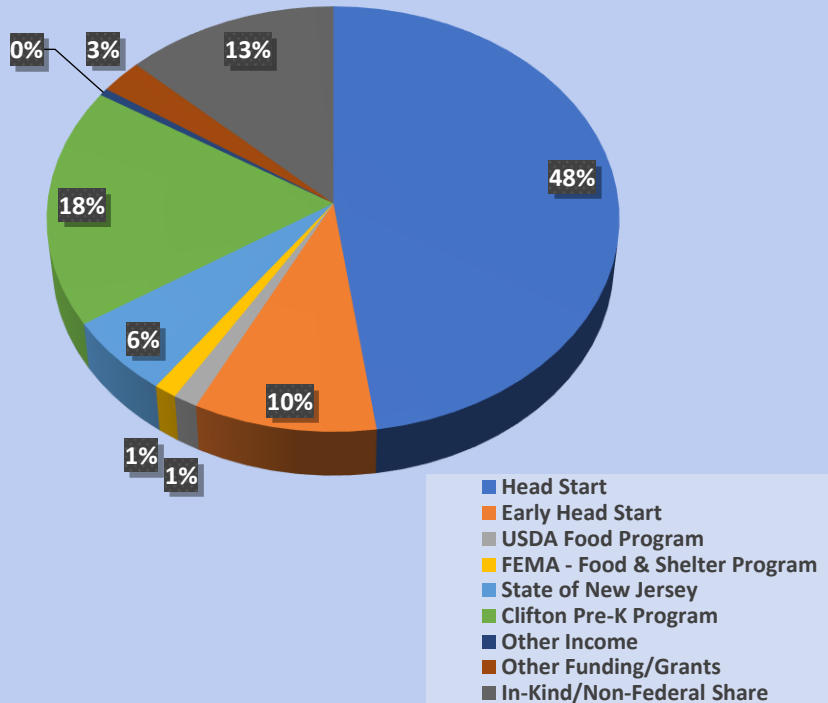
Cynthia Ron- CELA A  
Ketty Garzon- Wayne  
Ketty Williams- West Milford  
Veronica Filomeno- Pompton Lakes  
Amanda Piskunov- Ringwood

# FINANCIALS

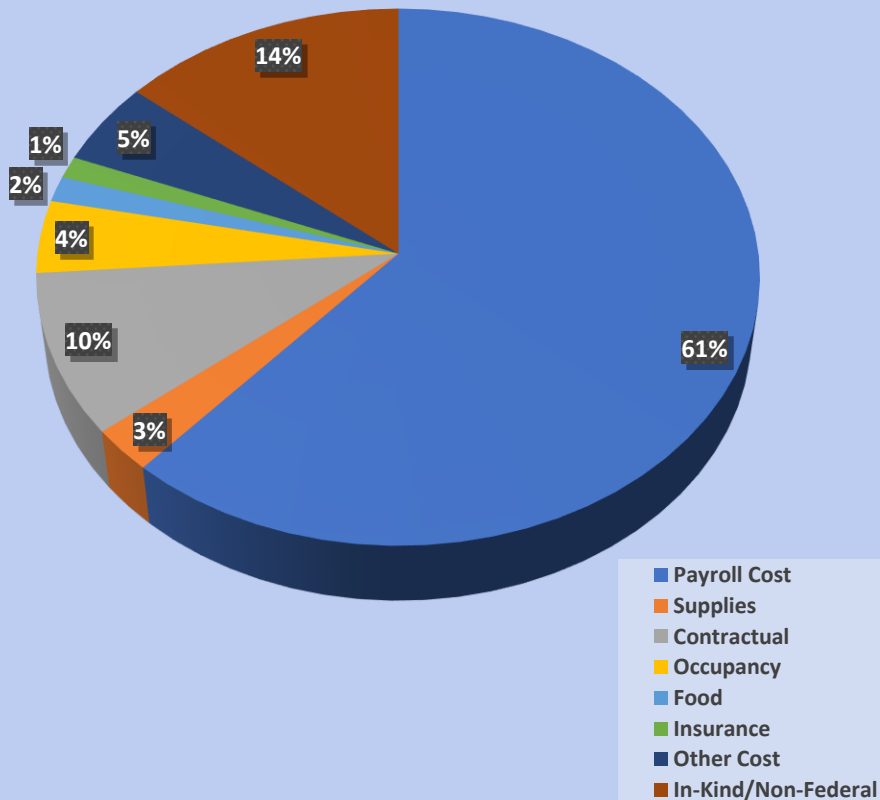
## Revenue by Source

Head Start	5,288,606
Early Head Start	1,069,878
USDA Food Program	142,550
FEMA - Food & Shelter Program	134,777
State of New Jersey	650,862
Clifton Pre-K Program	2,010,424
Other Income	62,702
Other Funding/Grants	286,246
In-Kind/Non-Federal Share	1,428,649
<b>Total Revenue</b>	<b>11,074,694</b>

## Revenue by Source



## Expense by Category



### Expense by Category

Payroll Cost	6,313,161
Supplies	270,332
Contractual	997,335
Occupancy	449,260
Food	156,989
Insurance	135,855
Other Cost	514,141
In-Kind/Non-Federal	1,428,649
<b>Total Expense</b>	<b>10,265,722</b>

Wielkotz and Company  
conducted the FY 2021  
audit without any findings.



12 Morris Rd  
Ringwood, NJ 07456

973-962-0055

[www.centerforfamilyresources.org](http://www.centerforfamilyresources.org)

