

Connecticut Institute For Communities, Inc.

2018 - 2019 Annual Report

“CIFIC: Strengthening Families; Building Communities”



Dr. Francis J. Muska, Ph.D.
Chair, Board of Directors

Hon. James H. Maloney, J.D.
President & Chief Executive Officer

December 2019

Health • Education • Housing • Economic Development

www.ct-institute.org

2018 - 2019 Annual Report

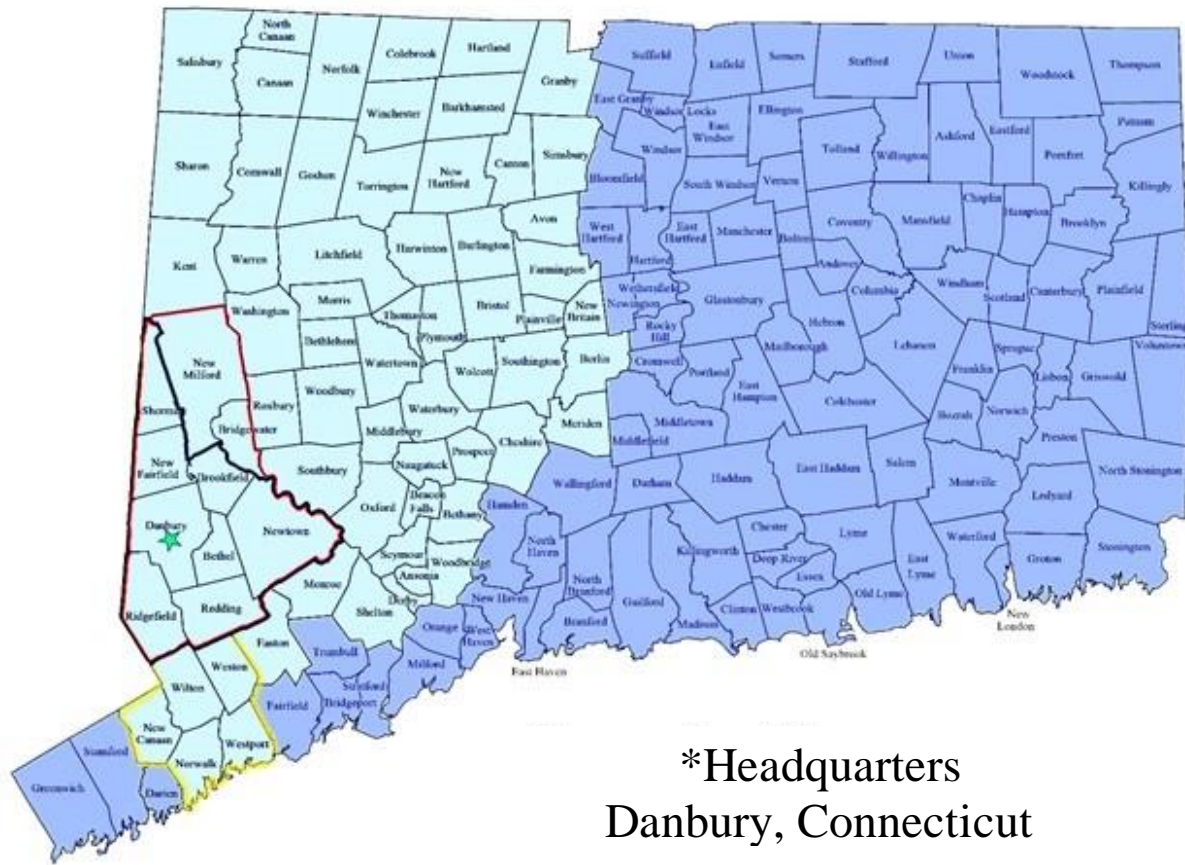
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MISSION STATEMENT

Connecticut Institute For Communities, Inc. (CIFIC) is a community development corporation, a locally based non-profit organization serving the communities and low and moderate income families of Connecticut, with headquarters in Danbury, CT. CIFIC is dedicated to advancing our communities, and fostering greater opportunities for the individual residents of our service areas, through a combination of health and education programs and housing and economic development projects.



*Headquarters
Danbury, Connecticut

***Our General Service Area:
The State of Connecticut***

***Our Primary Service Area:
Along & North of the Merritt, West of I-91***

**CIFIC's Greater Norwalk
Head Start
Service Area**

* Norwalk * Wilton
* Weston * Westport
* New Canaan

**Head Start & Early Head Start of Northern
Fairfield County
Service Area**

* Bethel * Newtown
* Brookfield * Redding
* Danbury * Ridgefield
* New Fairfield * Sherman

**CIFIC's
Greater Danbury Community Health Center
Service Area**

* Bethel * Danbury * Redding
* Bridgewater * New Fairfield * Ridgefield
* Brookfield * New Milford * Sherman
* Newtown

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DEDICATION

Our Annual Report for 2018-2019 is dedicated to
Mayor Mark D. Boughton of Danbury (R) and Mayor Harry W. Rilling of Norwalk (D).



Mayor Mark D. Boughton



Mayor Harry W. Rilling

Mayor Boughton, a Danbury native, is currently serving his historic tenth consecutive term in office, making him the longest-serving Mayor in Danbury's history. He was first elected in 2001. Mayor Boughton attended Danbury Public Schools. He then received a Bachelor of Science in American history and his education degree from Central Connecticut State University in 1986. He went on to receive his Master's Degree in Educational Psychology from Western Connecticut State University in 1997. Prior to becoming mayor, he was a social studies teacher at Danbury High School, and the State Representative from Danbury's 138th Assembly District.

Mayor Rilling, now about to begin his fourth term, was first elected Mayor in 2013, following a career with the Norwalk Police Department. Born and raised in Norwalk, Mayor Rilling graduated from Norwalk High School in 1965 and enlisted in the U.S. Navy in 1967, where he received an Honorable Discharge with the rank of E-5 in 1971. In 1971, he joined the Norwalk Police Department as a patrolman. He was promoted to Deputy Chief in 1987. In May 1995, Mayor Rilling was promoted to Chief of Police. Following his retirement in 2012, Mayor Rilling was appointed to the Norwalk Zoning Commission where he served until his election as Mayor in 2013.

Both Mayors have played pivotal roles in helping Connecticut Institute For Communities, Inc. reach its goals, particularly in regard to the Danbury Regional Head Start program (Head Start of Northern Fairfield County) and the Greater Norwalk Head Start program, respectively. Without their support, we would not be where we are today and thousands of children and their families would not have received the benefit of CIFIC's outstanding Head Start programs.





Connecticut Institute For Communities, Inc.

Dr. Francis J. Muska, Ph. D.
Board Chair

Hon. James H. Maloney, J.D.
President & Chief Executive Officer

The CIFIC Idea

The **CIFIC Idea** is that communities are strengthened by developing the capacity of the individual members of the community, and, correspondingly, individual members of the community are strengthened by developing the capacity of the community as a whole.

CIFIC works to advance the overall community by creating and deploying services and facilities that are needed by the communities we serve, especially in the fields of health, education, housing and economic development. Some examples include: the creation of a Federally Qualified Community Health Center in Danbury, and the re-establishment of a quality Early Childhood Development / Head Start program in Norwalk.

Individuals in our communities are advanced through the services they receive through CIFIC. More comprehensively, all of our CIFIC staff members, volunteers, and Board Members are incentivized and supported in developing their individual increased human capital and capacities. We also seek to extend that approach to everyone in which our CIFIC personnel came in contact.

Our Moto: “Pro Civitas” (“For the Community”).

Our Catchphrase: “Strengthening Families; Building Communities”.



“CIFIC: Strengthening Families, Building Communities.”



Greater Danbury Community Health Center			
<input type="checkbox"/> Central Business Office 120 Main St., 4 th Floor Danbury, CT 06810	<input type="checkbox"/> Early Learning Programs Danbury Head Start Center 37 Foster Street Danbury, CT 06810	<input type="checkbox"/> Beaver Street Apartments Co-op. 1B Meehan Place Danbury, CT 06810	<input type="checkbox"/> Health Center – Central Site 120 Main St., Danbury, CT 06810 <input type="checkbox"/> Health Center – South 70 Main St., Danbury, CT 06810 <input type="checkbox"/> Health Center – North 57 North St., Danbury, CT 06810
			<input type="checkbox"/> WIC Nutrition Program (Women, Infants, & Children) 80 Main St., Danbury, CT 06810 <input type="checkbox"/> School-Based Health Centers 120 Main Street, 4 th floor Danbury, CT 06810

♦ An Equal Opportunity Provider & Employer ♦

Tel: (203) 743.9760 ♦ Fax: (203) 743.3411 ♦ Email: info@ct-institute.org

BACKGROUND

The Federal Government has long recognized the valuable contributions made by community development corporations. For example, the U.S. Office of Management and Budget identified, as a consequence of its Program Assessment Rating Tool (PART), the growing capacity of community development corporations in relation to the need for “effective organizations that foster community development.” OMB, PART, 2003.

“At its best, community development is a nonlinear enterprise: tackling two or three different but related problems can produce dramatically more results than a single-minded assault on just one target. That’s why the usual itemized inventory of community development corporation activities ... often gives a poor picture of the organizations’ real mission and potential. These aren’t discrete, or even simply cumulative, activities. They are something like a chemical formula, intended to produce a transforming reaction.” Local Initiatives Support Corporation (LISC), “The Whole Agenda: The Present and Future of Community Development,” 2002, page 8.



Building Dedication and Ribbon Cutting at CIFIC’s new Greater Danbury Community Health Center and Headquarters Building, 120 Main St., Danbury (10/31/16).

Left to Right: Congresswoman Elizabeth Esty; U.S. Senator Richard Blumenthal; Danbury Mayor Mark D. Boughton; Dr. Uwe C. Koepke, MD, PhD, Founding Medical Director; Hon. Dannel P. Malloy, Governor; Dr. Francis J. Muska, PhD., CIFIC Board Chair; Dr. Thomas F. Draper, MD, MPH, Founding Medical Director; Hon. James H. Maloney, JD, CIFIC President & CEO; Katherine M. Curran, JD, CIFIC Chief Operating Officer & Deputy General Counsel; Richard M. Palanzo, MSA, CIFIC Director of Facilities.

Photo: Debbie McCuin-Channing, former CIFIC Director of Planning & Communications.

Health • Education • Housing • Economic Development

LEADERSHIP'S ANNUAL REPORT

December 2019



Dr. Francis J. Muska, Ph.D.
Board Chair



Hon. James H. Maloney, JD
President & CEO

Dear Friends:

This past year, 2019, has been one of substantial progress and growth at the Connecticut Institute For Communities, Inc. (CIFIC). The credit, as always, goes to the hard work, wisdom and leadership of our dedicated Board of Directors and committed, creative staff. At the same time, it has also been a year of significant challenges, but challenges, we are gratified to say, that have been successfully met. Here are some of CIFIC's major accomplishments this past year:

- We start with the many positive developments by CIFIC's Health Center Division:
 - We opened our new 3-operatory Dental Suite at our 120 Main Street central building early in 2019. We are now able to serve both Adult and Pediatric dental patients on-site, convenient to and integrated with the services of our medical offices.
 - We significantly expanded our Adult Behavioral Health Services located at 152 West St., in Danbury. Our new space there opened this past Spring.
 - Similarly, we significantly expanded, in cooperation with a growing roster of Pharmacy partners, our heavily discounted prescriptions and medical supplies program for our neediest patients.
 - This past summer, Dr. William Johns M.D., a distinguished, board-certified Internal Medicine physician, was appointed as CIFIC's new Chief Medical Officer and Chief of Adult Medicine.

- Under the guidance of Dr. Johns and our new Chief Quality Officer, Dr. Joan Draper, the health center moved to a team-based model of care where providers work very closely with their nursing and support staff to take a collaborative approach to patient care, and we were very proud to learn that CIFIC GDCHC had for 2018 the lowest (which means the best) uncontrolled A1c rate among our diabetic patients, making our health center the best on that measure among all of the federally qualified health centers in Connecticut.
- During the year, we added three (3) community health workers to our staff to help address the complex social needs of our patients in such areas as housing, education, transportation, and other service needs that often factor into a patient's health outcomes and overall well-being.
- Also during 2019, CIFIC's Mobile Health Van was fitted out to provide Dental screening services; this Fall the van provided such Dental services to nearly 200 local residents, particularly low-income children in area schools.
- While all this was being accomplished by our Health Division, our Early Childhood Center Division was also making significant progress:
 - The year opened for education with the recognition that CIFIC would need to make major changes in its early childhood programs. During 2018, we had inaugurated our new, comprehensive Head Start and Early Head Start services in Norwalk, and had in the planning stages a substantial expansion of our Danbury Early Head Start program. But, then, our long-time Head Start Director resigned in early January 2019 due to issues outside of her work with us. This combination of positive and adverse circumstances led to a far-reaching internal review and reorganization of our Head Start and Early Childhood program structure, while we simultaneously undertook an extensive, multi-state search for a new Early Childhood/Head Start Director.
 - Both the organizational and leadership-search challenges were successfully met during the course of this past year, largely due to the expert guidance of CIFIC's Chief Operating Officer and General Counsel, Mrs. Katie M. Curran, J.D. In addition, Mrs. Elizabeth Goehring, CIFIC's Director of Planning and Communications, stepped up in outstanding fashion to serve as our acting Early Childhood/Head Start Director; Mrs. Robin Scott, CIFIC's Lead Educational Professional in our Danbury/HSNFC's program, similarly stepped up to serve as our Danbury HSNFC Senior Program Professional (a role to which she was permanently promoted in October of this year); and Mr. Kevin Holmes, our new Senior Program Professional at our new Norwalk/GNHS program, fulfilled his responsibilities with admirable initiative, dedication, and success.
 - By September, our search for a new Director had come into focus, as had our complete plan of program re-organization. Given limited parent interest in what had been our temporary "Home-Based" Head Start option, we moved to convert the existing sixty (60) "Home-Based" slots to three "Center-Based" classrooms for twenty (20) children each. (Parents had reported to us that "Home-Based" Head Start -- which was programming conducted approximately once a week in each individual family's home -- met neither their children's needs for more in-depth services, nor their family's need for child care coverage to enable critical parental employment outside the home - facilitated by "Center-Based" Head Start).

- Accordingly, we expedited efforts to open additional pre-school classrooms at a new facility at 29 Park Avenue in Danbury. This new facility now houses 7 new early childhood education classrooms, as well as a state-of-the-art playground, for the 140 children ages 3 and 4 served there. The center also includes a multi-purpose indoors “mini-gym” and community meeting room, staff offices, a nursing office, and food service space. The facility, the former “Danbury Cadillac/Oldsmobile” show room, was comprehensively redeveloped by its owner, the **Connecticut Community Facilities Development Corp.**, a local non-profit community organization headed up by Attorney Jeff Nicholas of Bethlehem, CT a long-time supporter of CIFC. Site acquisition was made possible in cooperation with the **State of Connecticut** and construction financing was provided by **Newtown Savings Bank**. The new Center was licensed to CIFC by the State Office of Early Childhood earlier this month and has already opened for services. A formal Dedication Ceremony and Open House (all are invited) is scheduled for Monday, January, 6, 2020 at 3:00 p.m.
- Responding to vigorous parent interest, we also opened four (4) new Early Head Start classrooms in September, for children aged 6 weeks to 2 years 11+ months, at our Laurel Gardens Head Start Center at the northern end of Main Street in Danbury. The **Danbury Housing Authority** was most gracious in cooperating with this program enhancement.
- Simultaneously, we restructured our overall Early Childhood/Head Start program to include the new leadership position of “Monitoring Professional”, to assure that at all times our programs would be living up to the very highest standards, as had been the case for so many years when our ELP programs were much smaller. Ms. Kendra Veazey, MA, of Danbury joined us in early Fall to take on this new responsibility.
- Shortly thereafter we also concluded our search for a new Early Childhood/Head Start Director through the appointment of Mrs. Nicole Taxiltaridis, MPA, of Bridgeport, CT as our new Program Director, with ultimate responsibilities for all of our Early Childhood / Head Start operations in both Danbury and Norwalk. Mrs. Taxiltaridis is the current Vice Chair (and past Chair) of the Connecticut Head Start Association and was most recently the Director of the Stamford Head Start Program. She also has experience with the Norwalk Head Start Program, as well as years of leadership roles in other educational settings. She holds a master’s degree in public administration, as well as certification from Georgetown University in the Science of Early Childhood Education and Development. She is also a graduate of the Emerging Leaders Program in Washington, D.C., which was established by the former Chancellor of the D.C. school system. We are very pleased and excited to have an early childhood education leader of Mrs. Taxiltaridis experience, expertise and talent in her new leadership role with CIFC.
- Similarly, our Housing and Economic Development Division also made significant progress:
 - Last Christmas time (2018), Beaver Street Apartments Cooperative experienced a major fire which damaged 6 units and displaced approximately 30 residents. A year later, all six units -- including the two units that had to be nearly fully reconstructed -- have been completely repaired and are back in service.
 - In late December 2019, we opened the pool facilities at our newly redeveloped Danbury Community Center (Governor Dannel P. Malloy Hall), located at the former YMCA building in downtown Danbury. As of December 28, 2019 the pool is open nearly every Saturday with a comprehensive program of “Senior Swim”, elementary and middle school swimming lessons, adult “lap swims”, and general-public “family swims”. The physical improvements at the pool were made possible by a grant from the **State of Connecticut**, and pool operations, including the swim lessons, are made possible by a grant from the **Peter and Carmen Lucia Buck Foundation**.

- CIFIC is proud of our major achievements of 2019, and we also note with pride that every one of CIFIC's programs made progress and improvements this past year, which is fundamental to the organizational culture and the internal "DNA" of the Connecticut Institute For Communities. As of this report, our programs and services encompass the following:
 - Beaver Street Apartments Cooperative, Inc.
 - Danbury Armory Historic Preservation and Adaptive Reuse Project
 - Danbury Main Street Health Center and CIFIC Headquarter Building
 - Greater Danbury Early Learning Programs:
 - CIFIC Park Avenue Early Childhood Education Center, with 7 new early childhood classrooms and related facilities
 - Head Start of Northern Fairfield County Program
 - Early Head Start of Northern Fairfield County Program
 - Danbury CIFIC School Readiness Program
 - City of Danbury Head Start Center (37 Foster Street)
 - Greater Danbury Community Health Center (GDCHC):
 - Primary Care: Infant, Pediatric, Adolescent, Adult and Geriatric Medicine
 - Women's Health Center (OB/GYN services)
 - Behavioral Health (Pediatrics, Adolescent, and Adult)
 - Family Dental Services
 - GDCHC Teaching (Post-MD) Health Center (ACGME Accredited)
 - GDCHC School Based Health Centers:
 - Danbury High School (including a Dental Suite)
 - Henry Abbott Technical High School (State of CT)
 - Rogers Park Middle School (Danbury) (including a Dental Suite)
 - Broadview Middle School (Danbury)
 - Newtown Middle School
 - Dental suite at Danbury's Ellsworth Avenue Elementary School
 - GDCHC Mobile Health / Dental Van
 - Danbury Regional Women, Infants & Children's Health & Nutrition Program (WIC)
 - Danbury Community Facilities Collaboration:
 - Modernization of the equipment and facilities of the Danbury War Memorial building (completed in 2018).
 - New Early Childhood Center at 29 Park Avenue, Danbury (the Center was completed in 2019, see above).
 - Danbury Community Center to include a planned Boys and Girls Club of Danbury (building completed in 2019, see above; the Boys and Girls Club organizing work is underway).
 - Elderly Housing Building (planning for 80 +/- one and two bedroom units for Seniors and Veterans in Danbury).
 - Greater Norwalk Early Learning Programs:
 - Greater Norwalk Head Start
 - Greater Norwalk Early Head Start
 - Ely Center and Franklin Center Head Start facility enhancement projects

- Harambee Youth Center, including planning for a comprehensive adaptive re-use project for the historic Danbury Armory, the location of the Harambee program.

So, once again, this has indeed been a dynamic year, one of outstanding progress and productive good work!

We continue to be ever grateful to our talented and hardworking staff, our dedicated and active Board of Directors, and to our many friends in both the public and private sectors, all of whom have made our progress possible and who will continue to be critical to our future success.

Yours truly,

Dr. Francis J. Muska, Ph.D.
Chair, Board of Directors

Hon. James H. Maloney, J.D.
President & Chief Executive Officer



*Connecticut Institute For Communities, Inc. (CIFIC)
Greater Danbury Community Health Center and CIFIC Headquarters Building
120 Main Street, Danbury, CT*

CIFIC: Education ▪ Health Care ▪ Housing ▪ Economic Development



HISTORICAL HIGHLIGHTS

Connecticut Institute For Communities, Inc. (CIFIC) is an independent non-profit, organization established in 2003. CIFIC was founded on a commitment to help meet basic human needs in the fields of health, education, human services, and housing for low- and moderate-income children, families and adults in our service area. CIFIC is the only organization in western Connecticut that combines health care, education, human services, and housing in a comprehensive, coordinated approach.

Connecticut Institute For Communities, Inc. performs two unique roles. CIFIC serves both as a “safety-net provider” of human services, and also as an especially qualified “community developer” of programs and projects. As a “safety-net provider” of human services, CIFIC steps forward to make sure that needed and valued human services in our service areas are properly organized, managed, and delivered to the intended recipients. As a community development organization, CIFIC, unlike other non-profit organizations, works not only with human services, but also takes on projects including physical development and/or rehabilitation.

2003 – 2012

Over the course of its first decade, CIFIC matured into a very significant agent for community good in western Connecticut.

- In 2004, CIFIC became the new sponsor of the Danbury Head Start program, maintaining a locally-based operation and retaining more than \$2 million per year in public funding. The Northern Fairfield County Head Start Program provides comprehensive child and family development services to low-income residents, annually providing early childhood education services to more than 300 children including supportive services to their families (over 400 adults).
- In 2005, CIFIC stepped in as the Managing Agent for the Beaver Street Apartments Cooperative, keeping 300 residents out of foreclosure.
- In 2006, at the City of Danbury’s request, CIFIC took on administrative, fiscal oversight and program development roles for the Harambee Youth Center, ensuring that Danbury’s inner-city youth would continue to have afterschool opportunities.
- Since 2007, the CIFIC School Readiness Program, which is funded through the Connecticut Department of Education, has steadily expanded to now provide school-day, school-year, child day-care and developmental services to 44 Danbury children ages 3 and 4.
- In June 2010, CIFIC converted the child care component of the Even Start program into a federally funded Early Head Start program, which now serves 40 low income infants, toddlers, and teen moms.

- In 2010, CIFIC opened the CIFIC Greater Danbury Community Health Center (CIFIC/GDCHC), providing comprehensive primary health care on a sliding fee basis to people of all ages: children, adolescents, adults and seniors, especially those who are medically underserved; thereby ensuring affordable, accessible, comprehensive, high quality health care to all area residents regardless of their ability to pay or their insurance status
- In 2012, CIFIC/GDCHC opened a satellite School Based Health Center at the Henry Abbott Technical High School (HATS) in Danbury.
- Also, in 2012, CIFIC was awarded the contract to serve as the regional Women, Infants and Children (WIC) Nutrition Program sponsor. WIC provides nutrition assessment and education, breastfeeding promotion and support, and food vouchers for low-income women, infants, and children up to the age of five. WIC currently serves nearly 2,500 clients each year.

2013

- In 2013, CIFIC's Greater Danbury Community Health Center became certified as a Level 3 Patient Centered Medical Home (PCMH) by the National Committee For Quality Assurance (NCQA), the highest level of certification, and one of the few in the state to receive such distinction.
- Also in 2013, CIFIC's Greater Danbury Community Health Center was accredited by the Accreditation Council for Graduate Medical Education (ACGME) as a Teaching Health Center sponsoring an Internal Medicine Primary Care (post-MD) Residency Program. It is the only FQHC Teaching Health Center in the state, and one of only about 60 in the country.
- Moreover, in September 2013, the new Danbury Head Start Center opened its doors in downtown Danbury. Jointly financed by the City of Danbury and the State of Connecticut, the state-of-the-art Early Care and Learning Center has 16 classrooms designed for infants and preschoolers (ages 6 weeks up to age 5). Classes started at our new facility in July 2013.
- As 2013 came to a close, CIFIC/GDCHC, at the request of the City of Danbury, took on administrative, fiscal, and program management of Danbury's three School Based Health Centers located at the City's High School and two Middle Schools.

2014

- CIFIC successfully integrated the Regional Women, Infants and Children's Health & Nutrition Program (WIC) as a service of our Greater Danbury Community Health Center, with official recognition by the USD/HHS Health Resources and Services Administration.
- CIFIC took over operations, within its Community Health Center, of three Danbury School Based Health Centers, previously administered by the Danbury Health Department at Danbury High School and Danbury's two Middle Schools, (Broadview and Rogers Park).

- The organization continued planning for the “Old Police Station Site,” at 120 Main St. in downtown Danbury (opposite St. Peter’s R.C. Church), for the construction of both a new, comprehensive 36,000 +/- square-foot Health Center facility and a new multi-unit Elderly Housing Complex. An updated site plan, approved by the City of Danbury Planning Commission, allowed for the expansion of the Elderly Housing building up to 79 units.
- CIFIC conducted preliminary revitalization work, following our purchase from the State of Connecticut, through the City of Danbury, of the Historic Armory Building on West Street in downtown Danbury, providing a permanent home for our Harambee Youth Center Program.
- The organization successfully turned over the Batchelder Brownfield Project to the Town of Newtown, allowing the Town to seek environmental remediation grants to complete clean-up of the Batchelder site.
- CIFIC completed significant physical renovations and improvements at the Beaver Street Apartments Cooperative, which resulted in a very successful USD/HUD site review of the project, with a score of 97A (out of 100), the highest such score received by the Cooperative in several decades.

2015

- CIFIC’s Greater Danbury Community Health Center was recognized again by the National Committee for Quality of Assurance as a Level 3 (the highest) Patient-Centered Medical Home.
- The Primary Care Adult Medicine Residency Program expanded to Griffin Hospital, Derby, CT. The program is based at the Greater Danbury Community Health Center, in cooperation with Danbury Hospital.
- CIFIC received funding from the State of Connecticut for a fifth CIFIC/GDCHC School-Based Health Center (SBHC), at the Middle School in Newtown, CT.
- There was further development at 120 Main St. in downtown Danbury (the “Old Police Station Site” opposite St. Peter’s R.C. Church), of the construction of both a new, comprehensive 36,000 +/- sq. ft. Health Center facility and a new multi-unit Elderly Housing Complex, including commitments for \$15 million in financing toward the construction of the new Health Center Building, including \$5 million (net) in Federal New Market Tax Credits, plus a \$4 million state grant, and \$6 million in mortgage funding.
- We saw significant progress, including Danbury Z.B.A. variance approval, toward the development of a seven-classroom pre-school facility at 29 Park Ave., near downtown Danbury.
- We continued revitalization work, following our purchase from the State of Connecticut, through the City of Danbury, of the Historic Armory Building on West Street in downtown Danbury, providing a home for our Harambee Youth Center Program.

- CIFIC continued progressive management of the Beaver Street Apartments Cooperative resulting in a very successful USD-HUD management (“MOR”) review of our work, and the 100% pay-off of the Cooperative's mortgage, the first time in 40 years that the Cooperative has been entirely free of mortgage debt!
- We received a commitment from the State of Connecticut of \$3.8 million for the “Danbury Community Facilities Collaboration,” which will provide funds to modernize the facilities and equipment of the Danbury War Memorial building, help add up to 10 pre-school classrooms in Danbury, and purchase and re-open the former Danbury YMCA building as a comprehensive downtown Danbury Community Center, to include an newly organized Boys and Girls Club of Danbury.



Gov. Dannel P. Malloy (center-left) and Mayor Mark Boughton of Danbury (center-right) lead the groundbreaking celebration for CIFIC's new Greater Danbury Community Health Center building with CIFIC's Board Chair, Dr. Frank Muska, PhD (left) and CIFIC's President/CEO, Hon. James H. Maloney, JD (right).

2016

CIFIC's outstanding accomplishment for 2016 was the construction and completion of our new Greater Danbury Community Health Center (GDCHC) and CIFIC Headquarters Building at 120 Main St. in downtown Danbury, diagonally across the street from St. Peter Church.

- Our 36,000 square-foot, four-story, red-brick structure (pictured below) will house the Health Center's:
 - Pediatric and Adolescent Medical and Behavioral Health services;
 - Internal (Adult) Medicine Department and Residency Program;
 - Patient intake, enrollment, and insurance assistance;
 - An on-site Phlebotomy (blood sample) suite;
 - A full-service Pharmacy;

- Administrative offices for the Health Center; and
- Headquarters offices for the Institute.

The Greater Danbury Community Health Center, a federally qualified health center, serves all people regardless of income or insurance; no one is ever turned away.

- The new building will bring approximately 60 new jobs to downtown Danbury, with a total annual payroll of more than \$6 million, which, in turn, will be a substantial boost to the downtown economy.
- The new building was designed by the architectural collaboration of Quicquaro Architects (“Studio Q”) of Waterbury, CT and Quisenberry-Arcari Architects of Farmington, CT. The building was constructed by Verdi Construction Company of Bethel, CT, which involved approximately 100 full- and part-time jobs during the construction phase. CIFIC’s interests during construction were overseen by STV | DPM – Owner’s Representative.
- The financing for the building involved a complex mix of public and private funding. The State of Connecticut provided a grant of \$4 million; private commercial mortgage financing was provided by Eastern Bank of Boston, MA, in participation with Union Savings Bank of Danbury, CT, totaling approximately \$6 million; and private investments through the Federal New Market Tax Credit (NMTC) program were provided in the net amount of approximately \$5 million, through three NMTC investors:
 - The Primary Care Development Corporation (PCDC) of New York, New York;
 - The Massachusetts Housing Investment Corporation (MHIC) of Boston, MA; and
 - JPMorgan Chase, of New York, New York (Chase also has branch bank offices in Danbury, CT).
- The Savings Bank of Danbury provided on-going operational financial support to CIFIC including working capital.
- CIFIC was represented in this project by Steven F. Mount, Esq. of Squire Patton Boggs/USA, of Columbus, Ohio, and Christopher K. Leonard, Esq., of Collins Hannafin P.C., of Danbury, CT.
- During December 2016, CIFIC relocated its administrative offices into the new building from their prior locations, with plans to relocate other medical and behavioral services in 2017.
- This new building will allow CIFIC’s Greater Danbury Community Health Center to significantly expand our Pediatric and Women’s Health services, as well as add entirely new services such as phlebotomy and a pharmacy, on site. These expanded services will

be very beneficial additions to community health care in Danbury. We are delighted to be able to place this new building into service.

All of us at CIFIC, our staff, our Board Members, and our patients are very grateful for all of the support that has brought us to this achievement. We are particularly grateful to our financial partners and also to the public officials who have been so helpful in advancing this project, most notably: **Governor Dannel P. Malloy**, who shepherded the \$4 million state grant through the State Bond Commission and the State's Department of Economic and Community Development; **Danbury Mayor Mark D. Boughton** who facilitated the sale of the building site – formerly the old Danbury Police Station – to the Institute for this project; our **Federal Delegation** for their support of the Federal “New Markets Tax Credit Program;” former **State Speaker of the House Christopher Donovan** who provided key support for the State grant early in the process; and former **Danbury Mayor Gene Eriquez** who was very helpful in the initial planning of the project. We could not have achieved this day without their visionary leadership and assistance.

2017

- In early 2017, CIFIC's Pediatric & Adolescent Health and Behavioral Health services; the Internal (Adult) Medicine Department; and the Residency Program relocated to 120 Main St. CIFIC/GDCHC's facility at 70 Main St. – the former Danbury Hospital Seifert & Ford Clinic, now referred to as “GDCHC Health Center -- South” – became primarily dedicated to Women's Health Services, Family Dentistry, and our cooperative Internal Medicine Residency Programs with Danbury Hospital.
- Quest Diagnostics phlebotomy (blood-draw) station and the Danbury Lion's Club Low Vision Screening Program moved into 120 Main St.
- In May, the community health center partnered with Equiscript to launch a new mail and home delivery pharmacy program for our most complex adult patients (for example, those on eight or more prescriptions).
- In October, the community health center was granted continued recognition (through September 2020) as a Level 3 (the highest) Patient Centered Medical Home by the National Council on Quality Assurance (NCQA). Only one in six physicians in American practices in a NCQA-recognized practice.
- We reached an agreement with local officials to incorporate into our School-Based Health Center operations a comprehensive reorganization and expansion of pediatric dental services for the children and young people attending Danbury Public Schools. This includes re-equipping our medical health mobile van for dental services, and the opening of new on-site school dental suites (approved this year by the U.S. Health Resources and Services Administration) at Park Avenue and Ellsworth Avenue schools. It is expected that the re-equipped mobile health van and the two new school dental suites will begin seeing patients in 2018.
- The CIFIC-administered and state-supported revitalization work was completed at the Danbury War Memorial Center. The work included renovations to the lobby, general painting throughout, new floors, new equipment in the fitness center, safety improvements for the staircases, and renovated lavatories and women's locker room.

- In the fall, CIFC opened a new Adult Behavioral Health Center at 152 West St. in Danbury, integrating within our GDCHC Behavioral Health Department substantial parts of the former Danbury Hospital Community Center for Behavioral Health.

2018

- During 2018, the Greater Danbury Community Health Center went through its comprehensive triannual Federal “Site-Visit”, which is a comprehensive, in-depth review of all of the Center’s services, programs, policies and procedures, including medical, operational and financial. The Greater Danbury Community Health Center not only passed that inspection, it scored 100% on all of the approximately 200 standards reviewed by the Federal “Site Visit” team! This is a level of performance achieved only by a relative handful of Federally Qualified Community Health Centers around the Country.
- We significantly expanded our Adult Health Behavioral Health Center at 152 West St. in Danbury, which we opened in late 2017. Throughout 2018, our new facility has been offering ever expanding behavioral health services for GDCHC patients, and is planning on a further expansion of Adult Behavioral Health services for the benefit of the general population of Greater Danbury during 2019.
- We also completed the re-equipping of our Mobile Health Van to accommodate Dental screening services, which in turn, has allowed us to begin to use the van at the Danbury elementary schools, facilitating the early identification of the oral health needs of Danbury children.
- At the Beaver Street Apartments Cooperative, CIFC completed a two-year \$1-million physical improvement project (with private financing from Newtown Savings Bank) that has restored all 12 of the buildings at the Cooperative (each building now has a new roof and a new boiler/heating system), and has re-furbished many of the Cooperative’s 70 individual apartments, with 100% occupancy at the Cooperative for the first time in decades. In Summer/Fall 2018, this effort concluded with a major expansion of the Cooperative’s parking facilities and improvement of BSAC site amenities.



- At mid-year 2018, CIFIC was awarded the sponsorship of the Head Start Program in Norwalk, Connecticut, which now becomes a sister-program to our already well-established Head Start of Northern Fairfield County program located in Danbury. CIFIC's Early Learning Division (ELP) is excited to be able to offer Head Start services to the families and children in the Greater Norwalk area. In addition to offering classes for 140 preschoolers, our Norwalk program will also be able to serve (for the first time in the Norwalk community) up to 16 infants and toddlers. Throughout 2018, program leadership was busy recruiting staff and students, and licensing facilities, all while opening one classroom for services during the summer, in order to prepare for a fully operational program which started on September 11. Ms. Katie Curran, J.D. our Chief Operating Officer and General Counsel, said, "The receipt of this award is a testament to the high-quality program that our teachers and staff have long offered in Danbury".
- In December 2018, we dedicated our new Danbury Community Center at 12 Boughton St. in downtown Danbury, which includes a gymnasium with a canteen, a re-furbished theater/stage facility, a multi-purpose group activities room, a mini-health center/workout room for middle-school and high-school age young people, and the ONLY PUBLIC SWIMMING POOL in the City of Danbury. Over the course of 2019, the Danbury Community Center, which is named the "Governor Dannel P. Malloy Hall" in honor of Governor Malloy's key role in seeing this project to fruition, gradually expanded the range and scope of activities offered at the new facility. For example, our Main Street neighbor, St. Peter's School, hosted the first basketball game in early December at the center, which was also St. Peter's first true "Home Game" in decades!



For additional history details, and for a full description of all of CIFIC current programs and projects, please see our website at www.ct-institute.org.

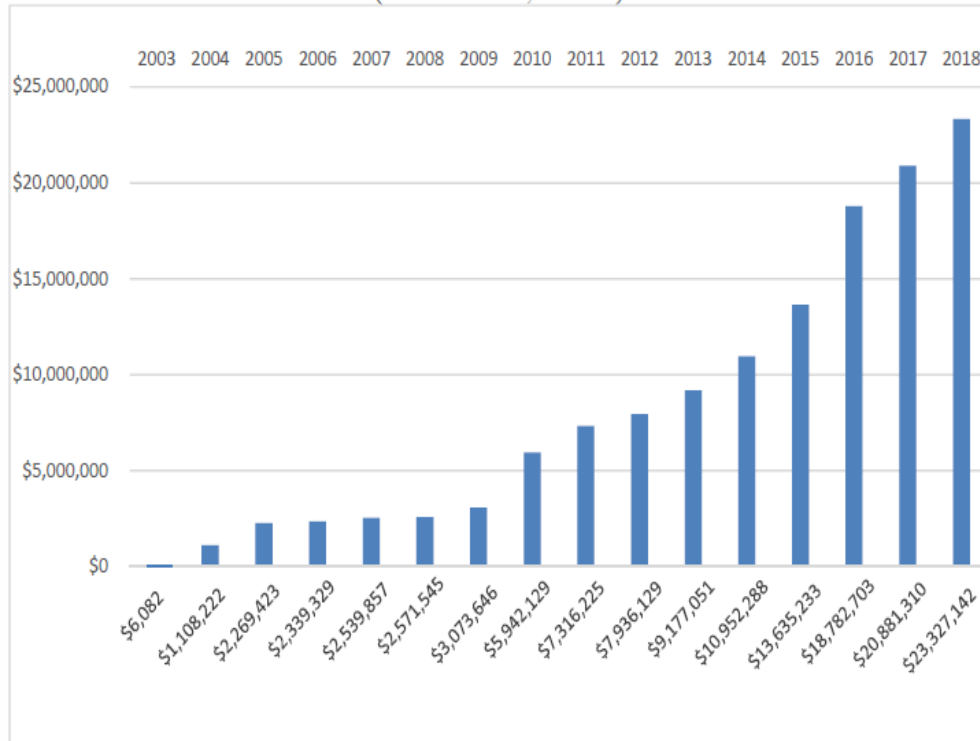
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CIFC Financial Summary

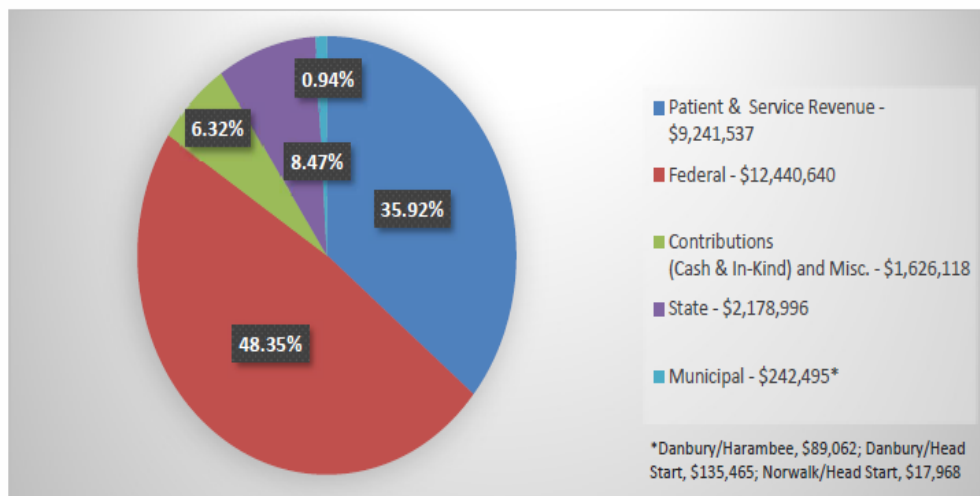
Total Cash Operating Budgets 2003-2018

(IRS Form 990, Line 18)



Sources of Support 2018 - \$25,729,786 Cash and In-Kind Services

(IRS Form 990, Schedule D, Part XI, Line 1)



Financial Summary State & Federal Funds (See also Audit Report)	2016 (Audited)	2017 (Audited)	2018 (Audited)	2019 (As Proposed)	2019 (As Proposed) Danbury (HSNFC)*	2019 (As Proposed) Norwalk (GNHS)
Head Start Federal Grant	1,882,242	1,979,662	3,012,062	3,655,022	2,173,065	1,481,957
Head Start COLA & Misc. Grants	Included above	Included above	Included above	Included above	Included above	Included above
Head Start State Grants	212,868	223,525	294,393	496,492	207,733	288,759
Early Head Start Federal Grant	936,177	945,317	1,131,503	2,184,216	1,736,614	447,602
USDA/CT-SDE Child and Adult Food Program	304,741	279,815	332,038	511,981	338,125	173,856
State School Readiness Program Grant	410,990	363,359	393,909	392,656	392,656	N/A
State Child Day Care Grant	-	-	-	120,328	N/A	120,328

*Includes Danbury Early Head Start Expansion Grant



*Danbury Head Start Center
(South Elevation – Bank Street)*



*Danbury Head Start Center
(West Elevation – Foster Street)*

Head Start / Early Head Start Program Summary
Head Start of Northern Fairfield County (Danbury region)

		2018/2019		2017/2018		2016/2017	
		Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment		307	40	307	40	307	40
Total Number Served (actual)		342	52	345	47	410	50
Families Served		324	48	331	42	381	47
Average Monthly Enrollment		236	40	307	40	307	40
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	62%	62%	62%	79%	62%	74%
	100-130% FPL	29%	25%	31%	15%	28%	18%
	130%+FPL	9%	13%	7%	6%	10%	138% #
Percentage of Children with Medical Homes		336/342 = 98%	52/52 = 100%	345/345 = 100%	47/47 = 100%	407/410 = 99%	50/50 = 99%
Percentage of Children (over 1 year of age) with Dental Homes		320/342 = 93%	49/52 = 94%	344/345 = 99%	47/47 = 100%	407/410 = 99%	41/50 = 82%
Percentage of Children receiving Medical & Dental Exams		M = 313/342 = 92% D = 325/342 = 95%	M = 51/52 = 98% D = 46/52= 88%	M = 345/345 = 100% D = 344/345 = 99%	M = 47/47 = 100% D = 47/47 = 100%	M = 407/410 = 99% D = 407/410 = 99%	M = 48/50 = 96% D = 41/50 = 82%
Percentage of Service Area Children Served		3.7%		3.7%		4.5%	
Most recent Federal HS/EHS review		See Appendix A – 100% Compliance					
Most recent Federal Audit		See Appendix B					
Services to Families/Parent Involvement Activities:							
• Emergency/crisis Intervention		√	√	√	√	√	√
• Housing Assistance		√	√	√	N/R	√	√
• Mental Health Services		√	√	√	√	√	√
• English as a Second Language (ESL Training)		√	√	√	√	√	√
• Adult Education (GED/College selection)		√	√	√	√	√	√
• Job training		√	√	√	√	√	√
• Substance Abuse prevention or treatment		N/R	N/R	N/R	N/R	√	N/R
• Child abuse and neglect services		√	√	N/R	√	√	√
• Domestic Violence Services		√	√	√	N/R	√	√
• Child Support assistance		N/R	N/R	√	N/R	N/R	N/R
• Health Education		√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals		N/R	N/R	N/R	N/R	√	N/R
• Parenting Education		√	√	√	√	√	√
• Marriage Education		N/R	N/R	√	N/R	N/R	N/R
• Center Meetings		√	√	√	√	√	√
• Policy Council Meetings		√	√	√	√	√	√
• HS/EHS Home Visits		√	√	√	√	√	√
• Family Nights		√	√	√	√	√	√
• Transition to Kindergarten School Readiness Workshops		√	√	√	N/R	√	N/R
Transition to Kindergarten		182 (100% of children of kindergarten age)	N/A	192 (100% of children of kindergarten age)	N/A	199 (100% of children of kindergarten age)	N/A

(N/R = Available but Not Requested) (Source: Annual PIR Reports, Census data)

Head Start / Early Head Start Program Summary
Greater Norwalk Head Start

		2018/2019	
		Head Start	Early Head Start
Funded Enrollment		140	16
Total Number Served (actual)		195	20
Families Served		188	19
Average Monthly Enrollment		145	16
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	71%	95%
	100-130% FPL	20%	0%
	130%+FPL	9%	5%
Percentage of Children with Medical Homes		167/195 = 86%	20/20= 100%
Percentage of Children (over 1 year of age) with Dental Homes		171/195 = 93%	17/17 = 100%
Percentage of Children receiving Medical & Dental Exams		M = 195/195 = 100% D = 139/195 = 71%	M = 20/20 = 100% D = 7/17= 41%
Percentage of Service Area Children Served		2%	
Most recent Federal HS/EHS review		See Appendix A – 100% Compliance	
Most recent Federal Audit		See Appendix B	
Services to Families/Parent Involvement Activities:			
• Emergency/crisis Intervention		√	√
• Housing Assistance		√	√
• Mental Health Services		√	√
• English as a Second Language (ESL Training)		√	√
• Adult Education (GED/College selection)		√	√
• Job training		√	√
• Substance Abuse prevention or treatment		N/R	N/R
• Child abuse and neglect services		N/R	√
• Domestic Violence Services		N/R	N/R
• Child Support assistance		N/R	N/R
• Health Education		√	√
• Assistance to Families of Incarcerated Individuals		N/R	√
• Parenting Education		√	√
• Marriage Education		N/R	N/R
• Center Meetings		√	√
• Policy Council Meetings		√	√
• HS/EHS Home Visits		√	√
• Family Nights		√	√
• Transition to Kindergarten School Readiness Workshops		√	N/R
Transition to Kindergarten		75 (100% of children of kindergarten age)	N/A

Head Start and Early Head Start Detailed Finances

2016 (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,155,500	\$ 382,560	\$ 1,485,956	\$ 636,735	\$ 0	\$ 636,735
Fringe Benefits	\$ 267,249	\$ 115,628	\$ 382,877	\$ 152,873	\$ 0	\$ 152,873
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 85,506	\$ 0	\$ 85,506	\$ 18,329	\$ 0	\$ 18,329
Contractual	\$ 28,283	\$ 0	\$ 28,283	\$ 14,236	\$ 0	\$ 14,236
Other	\$ 315,940	\$ 527,314	\$ 843,254	\$ 91,846	\$ 85,722	\$ 177,568
T&TA	\$ 29,764	\$ 0	\$ 29,764	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 1,882,242	\$ 1,025,502	\$ 2,907,744	\$ 936,177	\$ 85,722	\$ 1,021,899

Base Federal \$ 2,769,503
 Fed Supp. (COLA) \$ 48,916
 Total Federal: \$ 2,818,419
 Total State/Local Share: \$ 1,111,224
 Combined Total: \$ 3,929,643

71.7% Federal

28.3% Non-Federal

100%

USDA:
\$304,741

2017 (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,304,540	\$ 286,084	\$ 1,590,625	\$ 691,380	\$ 3,687	\$ 695,067
Fringe Benefits	\$ 295,186	\$ 38,855	\$ 334,041	\$ 122,765	\$ 0	\$ 122,765
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 47,559	\$ 11,661	\$ 59,218	\$ 14,158	\$ 0	\$ 14,158
Contractual	\$ 21,502	\$ 0	\$ 21,502	\$ 10,586	\$ 0	\$ 10,586
Other	\$ 281,113	\$ 527,314	\$ 808,427	\$ 84,270	\$ 85,722	\$ 169,992
T&TA	\$ 29,764	\$ 8,647	\$ 38,411	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 1,979,662	\$ 872,561	\$ 2,852,224	\$ 945,317	\$ 89,409	\$ 1,034,726

Base Federal: \$ 2,897,314
 Federal Supp. Grants (COLA & Misc.) \$ 27,665
 Federal Total: \$ 2,924,979
 Total State/Local Share: \$ 961,870
 Combined Total: \$ 3,886,949

75.3% Federal

24.7% Non-Federal

100%

USDA: \$279,815

2018 Danbury (Actual)

Head Start				Early Head Start		
Item	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,600,984	\$ 142,094	\$ 1,743,078	\$ 702,086	\$ 0	\$ 702,086
Fringe Benefits	\$ 213,670	\$ 25,685	\$ 239,355	\$ 82,176	\$ 0	\$ 82,176
Equipment	\$ 146,662	\$ 0	\$ 146,662	\$ 0	\$ 0	\$ 0
Supplies	\$ 48,322	\$ 3,507	\$ 51,829	\$ 59,023	\$ 0	\$ 59,023
Contractual	\$ 29,480	\$ 33,727	\$ 63,207	\$ 69,092	\$ 0	\$ 69,092
Other	\$ 180,586	\$ 640,709	\$ 821,295	\$ 21,576	\$ 86,864	\$ 108,440
T&TA	\$ 35,651	\$ 5,434	\$ 41,085	\$ 35,366	0	\$ 35,366
TOTAL	\$ 2,255,355	\$ 851,156	\$ 3,106,511	\$ 969,319	\$ 86,864	\$ 1,056,183

Base Federal:	\$ 3,000,784		
Federal Supp. Grants (COLA & Misc.)	\$ 223,890		
Federal Total:	\$ 3,224,674	77.5% Federal	<u>USDA:</u>
Total State/Local Share:	\$ 938,020	22.5% Non-Federal	
Combined Total:	<u>\$ 4,162,694</u>	<u>100%</u>	\$284,775

2019 Danbury (Proposed)

Head Start				Early Head Start		
Item	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,463,492	\$ 340,738	\$1,804,230	\$ 707,142	\$ 0	\$ 707,142
Fringe Benefits	\$ 309,855	\$ 51,792	\$ 361,647	\$ 74,160	\$ 0	\$ 74,160
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 122,890	\$ 12,678	\$ 135,568	\$ 89,279	\$ 0	\$ 89,279
Contractual	\$ 40,238	\$ 5,995	\$ 46,233	\$ 16,559	\$ 0	\$ 16,559
Other	\$ 206,826	\$ 411,809	\$ 618,635	\$ 76,786	\$ 48,513	\$ 125,299
T&TA	\$ 29,764	\$ 0	\$ 29,764	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 2,173,065	\$ 823,012	\$ 2,996,077	\$ 986,084	\$ 48,513	\$ 1,034,597

Total Federal	\$ 3,159,149	78.4 % Federal	<u>USDA:</u>
Total State/Local Share	\$ 871,525	21.6% Non-Federal	
Combined Total:	<u>\$ 4,030,674</u>	<u>100%</u>	\$ 314,456

2019 Danbury Early Head Start Expansion (Proposed)

Item	Federal	State/Local Share	Total
Personnel	\$ 396,330	\$ 0	\$ 396,330
Fringe Benefits	\$ 67,375	\$ 0	\$ 67,375
Equipment	\$ 13,750	\$ 0	\$ 0
Supplies	\$ 142,708	\$ 0	\$ 142,708
Contractual	\$ 18,530	\$ 0	\$ 18,530
Other	\$ 44,074	\$ 187,633	\$ 231,707
T&TA	\$ 67,763	\$ 0	\$ 67,763
TOTAL	\$ 750,530	\$ 187,633	\$ 938,163

Total Federal	\$ 750,530	80.0 % Federal	
Total State/Local Share	\$ 187,633	20.0% Non-Federal	<u>USDA:</u> \$23,669
Combined Total:	\$ 938,163	100%	



Children in the EHS program learn many lessons, including how to brush their teeth.

2018 Norwalk (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 332,461	\$ 75,092	\$ 407,553	\$ 78,814	\$ 0	\$ 78,814
Fringe Benefits	\$ 37,405	\$ 0	\$ 37,405	\$ 7,927	\$ 0	\$ 7,927
Equipment	\$ 41,582	\$ 0	\$ 41,582	\$ 0	\$ 0	\$ 0
Supplies	\$ 62,626	\$ 0	\$ 62,626	\$ 35,847	\$ 0	\$ 35,847
Contractual	\$ 28,966	\$ 0	\$ 28,966	\$ 2,917	\$ 0	\$ 2,917
Other	\$ 174,866	\$ 134,943	\$ 309,809	\$ 29,452	\$ 19,688	\$ 49,140
T&TA	\$ 78,801	\$ 0	\$ 78,801	\$ 7,227	\$ 0	\$ 7,227
TOTAL	\$ 756,707	\$ 210,035	\$ 966,742	\$ 162,184	\$ 19,688	\$ 181,872

Base Federal:	\$ 823,263		
Federal Supp. Grants (COLA & Misc.)	\$ 95,628		
Federal Total:	\$ 918,891	80.0% Federal	USDA: \$
Total State/Local Share:	\$ 229,723	20.0% Non-Federal	\$ 47,263
Combined Total:	<u>\$ 1,148,614</u>	<u>100%</u>	

2019 Norwalk (Proposed)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 949,970	\$ 482,524	\$ 1,432,494	\$ 223,660	\$ 112,671	\$ 336,331
Fringe Benefits	\$ 204,498	\$ 103,744	\$ 308,242	\$ 48,137	\$ 24,224	\$ 72,361
Equipment	\$ 54,222	\$ 0	\$ 54,222	\$ 108,150	\$ 0	\$ 108,150
Supplies	\$ 85,792	\$ 42,384	\$ 128,176	\$ 19,281	\$ 0	\$ 19,281
Contractual	\$ 31,823	\$ 63,000	\$ 94,823	\$ 14,789	\$ 0	\$ 14,789
Other	\$ 135,902	\$ 241,351	\$ 377,253	\$ 25,944	\$ 48,151	\$ 74,095
T&TA	\$ 19,750	\$ 0	\$ 19,750	\$ 7,641	\$ 0	\$ 7,641
TOTAL	\$ 1,481,957	\$ 933,003	\$ 2,414,960	\$ 447,602	\$ 185,046	\$ 632,648

Total Federal	\$ 1,929,559	63.3% Federal	
Total State/Local Share	\$ 1,118,049	36.7% Non-Federal	USDA:
Combined Total:	<u>\$ 3,047,608</u>	<u>100%</u>	<u>\$ 173,856</u>

School Readiness: Preparing Children for Kindergarten:

Head Start provides a gold standard of school readiness programming that prepares the family in addition to the enrolled child for a life-long love of learning. Our program focuses on children meeting and exceeding the widely held expectations which include social emotional development, physical development, cognitive development, and language and literacy. To foster a strong home and school connection, teachers and parents conduct home visits, conferences, and summer activities. Kindergarten transition is provided as a partnership with the Danbury Board of Education, which conducts an orientation for parents and children every spring. More than 95% of our Head Start transitioning children register as incoming Kindergarteners with the district's support.

Parent Involvement Activities:

Our Head Start and Early Head Start parents are deeply involved with our program. All parents are members of their respective local Center Committee, which meets every other month to focus on issues of local concern at the center, such as pedestrian safety, and elects representatives to the Program's Policy Council. On alternate months, parents and other family members meet for program-wide Family Nights, which concentrate on a range of important issues, such as oral health care, nutrition and menu planning, school readiness, and transition to kindergarten, closing the achievement gap, and setting appropriate night-time routines.

Each child also has an assigned Family Advocate who formally meets with parents at least two times a year, and has frequent informal (often daily) contact with parents. In addition, the classroom teachers meet with parents at least four times a year (full-year program) and at least four times a year (part-year program).

Parents are also encouraged to volunteer in the classrooms, and receive priority for hiring as a Head Start staff when openings occur.

Our Fatherhood Coordinator makes a special, dedicated effort to involve male family members (fathers, grandfathers, uncles, etc.) in the program, and in the lives of their children -- with at least monthly special "Fatherhood" gatherings.

The Policy Council meets each month (except July, August and December) to guide the overall conduct of the program, and maintains cross-membership with the CIFIC Board of Directors.



**CIFC Greater Danbury Community Health Center
Key Data***

	2015	2016	2017	2018	2019
Total Visits	25,004	43,967	54,795	63,314	64,649
Total Patients	7,150	13,364	14,972	14,618	14,579
Children (< 18 years old)	43%	38%	33%	35%	37%
Adults (18-64)	46%	53%	57%	54%	53%
Older Adults (age 65+)	12%	10%	10%	10%	11%
% Patients < 200% FPL	69%	94%	75%	63%	25%
% income unknown	28%	28%	24%	24%	69%
Medicaid	49%	52%	50%	52%	52%
Uninsured	8%	20%	21%	21%	20%
White	66%	64%	70%	69%	47%
African American	8%	9%	8%	8%	5%
Hispanic/Latino Ethnicity	42%	53%	56%	57%	55%
Asian	11%	8%	8%	8%	5%
Homeless patients	5	17	20	75	77

* GDCHC's visit growth is largely due to a gradual expansion of sites and services. When GDCHC started in 2010, it provided adult and pediatric medicine on site and other FQHC-required services by contract. Over time, GDCHC has expanded to directly provide school-based health services, dentistry, women's health services (OB/GYN), and adult and pediatric behavioral health.

2019 Clinical Highlights

	GDCHC 2019	FQHS State Average 2018
Childhood immunization status (% of 2-year-olds who received age appropriate vaccines by their 2 nd birthday)	82%	68%
Newborns with low or very low birth weight	7%	7%
Controlled diabetics (H1AC <9)	82%	71%
Controlling high blood pressure (age 18-85)	67%	65%
Asthma patients with acceptable pharmacological therapy (age 5-64)	95%	94%

OUR DEDICATED BOARD OF DIRECTORS

<p style="text-align: center;">Dr. Francis J. Muska, Ph.D Board Chair & Director Sherman, CT Professor, Western Connecticut State University</p>	
<p style="text-align: center;">Ms. Ellen Bell, JD Corporate Secretary & Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>	<p style="text-align: center;">Professor Charles A. Mullaney, JD Board Treasurer & Director Redding, CT Attorney; WCSU Faculty</p>
<p style="text-align: center;">Ms. Gail Burger, MS Director New Milford, CT Early Childhood Educator</p>	<p style="text-align: center;">Ms. Arleny Paulino Director Danbury, CT Consumer Representative</p>
<p style="text-align: center;">Mr. Alan Clavette, CPA Director Newtown, CT Certified Public Accountant</p>	<p style="text-align: center;">Mr. Angel Saquinala Director Danbury, CT Consumer Representative; Past Head Start Parent</p>
<p style="text-align: center;">Ms. Elizabeth Curillo Director Danbury, CT Consumer Representative; Past Head Start Parent</p>	<p style="text-align: center;">Dr. Mahalingam Satchi, MD Director Danbury, CT Physician; Consumer Representative</p>
<p style="text-align: center;">Ms. Eva Duran Director Danbury, CT Consumer Representative; Head Start Policy Council Representative</p>	<p style="text-align: center;">Ms. Melizza Toribio Director Norwalk, CT Head Start Policy Councils Representative</p>
<p style="text-align: center;">Mr. Eric Gottschalk, JD Director Danbury, CT Attorney</p>	<p style="text-align: center;">Mr. Jeffrey Zakrewski, MA Assistant Treasurer & Director Southbury, CT Retired Director, Southbury Training School Recreation Program</p>
<p style="text-align: center;">Mr. Richard Molinaro Board Vice-Chair & Director Danbury, CT Educator; Consumer Representative</p>	<p style="text-align: center;">Ms. Susana Reiss Alternate Director Danbury, CT Head Start Policy Councils Representative</p>

(Affiliations listed for identification only)

(Updated through: 12/31/19)



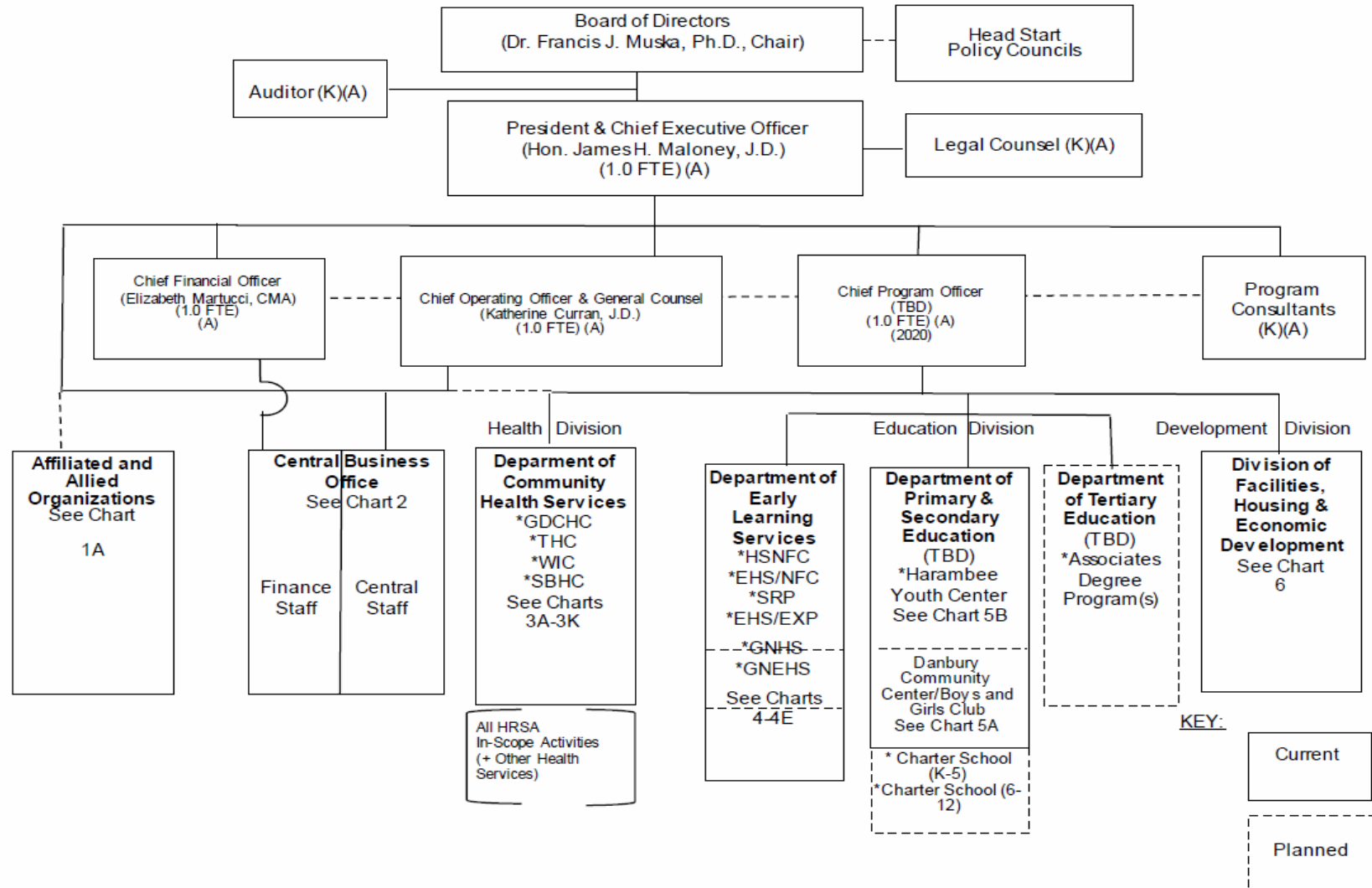
CIFC: "Strengthening Families; Building Communities"

CIFC Board of Directors: 1/15/2014
 With intermediate updates approved through: 7/22/2020

Connecticut Institute For Communities, Inc.

SUMMARY

Table of Organization - CURRENT / PLANNED - Chart #1



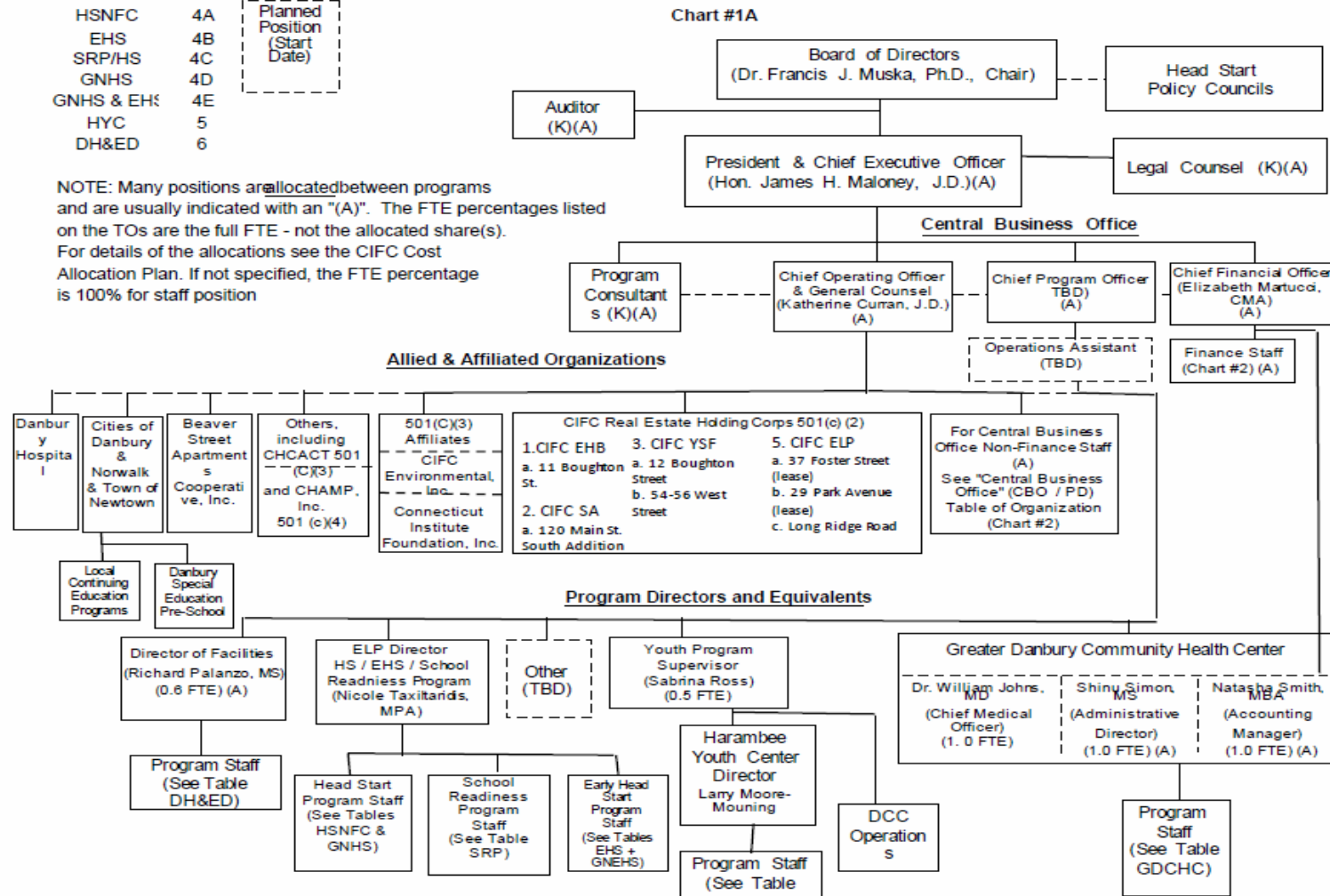
Connecticut Institute For Communities, Inc.
Table of Organization -OVERVIEW TABLE CURRENT / PLANNED
GOVERNANCE, CBO STAFF, ALLIED ORGANIZATIONS, AND PROGRAM DIRECTORS

CIFIC Board of Directors: 6/23/2012

With intermediate updates approved through 7/22/2020

List of Table:	Page	KEY:
Summary	1	Current Positions
Overview	1A	
CBO/PD	2	
GDCHC/WIC	3A-3K	Planned Position (Start Date)
ELP	4	
HSNFC	4A	
EHS	4B	
SRP/HS	4C	
GNHS	4D	
GNHS & EHS	4E	
HYC	5	
DH&ED	6	

NOTE: Many positions are allocated between programs and are usually indicated with an "(A)". The FTE percentages listed on the TOs are the full FTE - not the allocated share(s). For details of the allocations see the CIFIC Cost Allocation Plan. If not specified, the FTE percentage is 100% for staff position



CIFC Board of Director: 9/26/2012

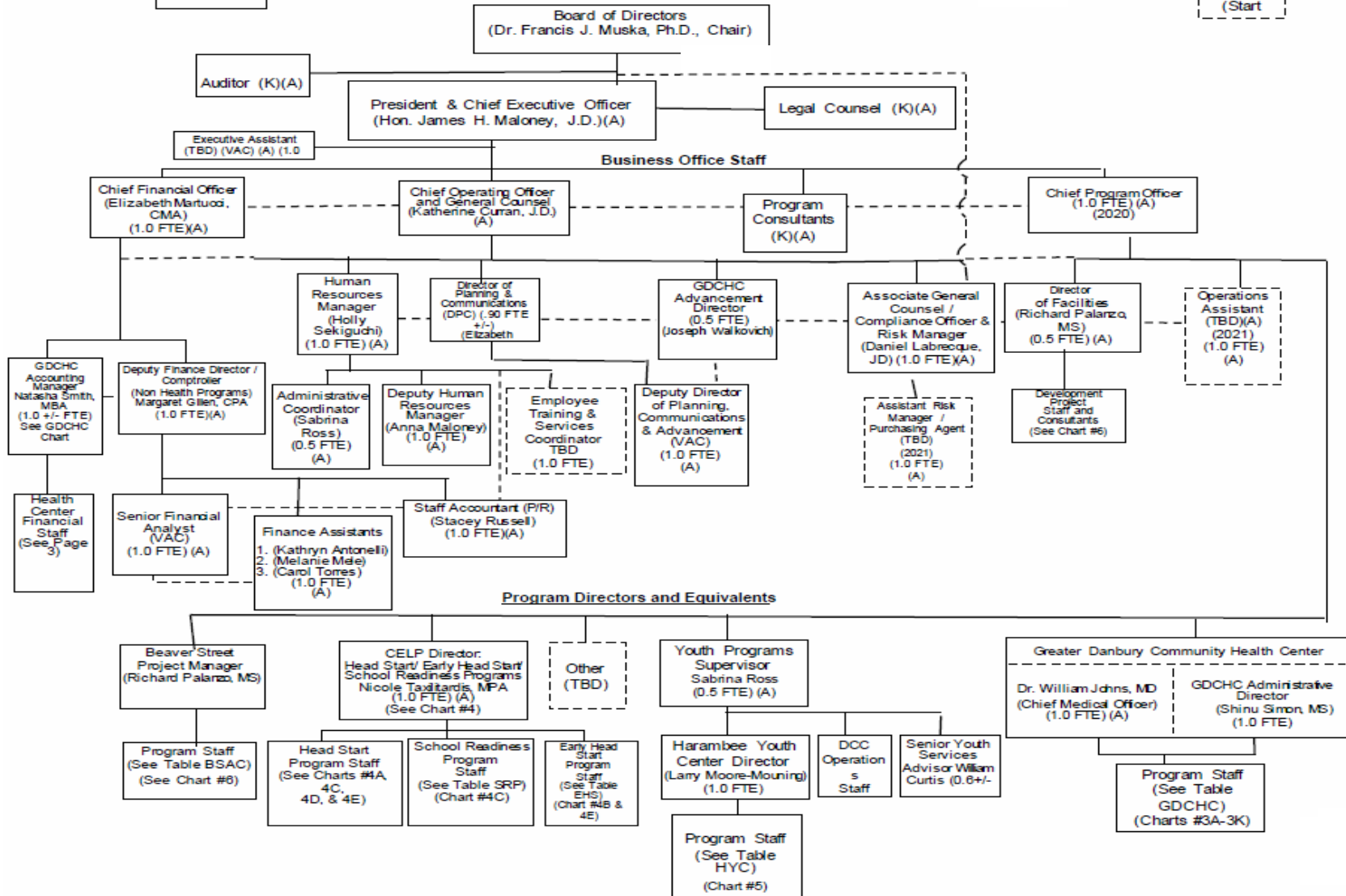
With updates through:7/22/2020

Effective
upon
hiring of new

Connecticut Institute For Communities, Inc.
Table of Organization CENTRAL BUSINESS OFFICE STAFF AND PI

Key: Current
Positions

RECTORS Chart: Planned
Position
(Start)



CIFC STAFF LEADERSHIP

Central Business Office Staff
120 Main St., 4th Floor
Danbury, CT 06810
Tel: (203) 743-9760 ~ Fax: (203) 743-3411

James H. Maloney, JD
President & Chief Executive Officer

Katherine M. Curran, JD
Chief Operating Officer & General Counsel

Elizabeth Martucci, CMA
Chief Financial Officer

Richard Palanzo, MSA
Director of Facilities

Holly Sekiguchi
Human Resources & Operations Manager

Margaret Gillen, CPA
Deputy Finance Dir./Controller

Elizabeth Goehring, MA
Dir. Planning & Communications

Joseph Walkovich
GDCHC Director of Advancement

Anna K. Maloney
Deputy Human Resource Manager

Sabrina Ross
Administrative Coordinator

Mackenzie Rigg, MS
Deputy Dir. Planning, Communications & Advancement

Daniel Labrecque, JD
Asst. General Counsel/Compliance and Risk Management Officer

William Curtis
Senior Youth Advisor

Stacey Russell
Payroll Accountant

Melanie Mele
Accounts Payable Assistant

Carol Torres
Accounts Receivable Assistant

CIFC Early Learning Programs **Head Start, Early Head Start & School Readiness Programs**

Nicole Taxiltaridis, MPA
EHS/HS/SRP Program Director

Kendra Veazey, MS
Monitoring Professional

Head Start of Northern Fairfield County

37 Foster St., Danbury, CT
29 Park Ave., Danbury, CT
385 Main St., Danbury, CT
80 Main St., Danbury, CT
Tel: (203) 743-3993 ~ Fax: (203) 792-9387

Robin Scott, MA
Senior Program Professional

Jean Kristensen, MS
Education Professional

Tiffany Pettway, MS
Mental Wellness/Disabilities Professional

Lourdes Cochancela
Social Services & ERSEA Professional

Nancy Damici, RN
Health & Nutrition Professional

Rodrigo Martins
Fatherhood Coordinator

Greater Norwalk Head Start

Ben Franklin Center 165 Flax Hill Road, Norwalk CT
Tel: (203) 791-5095
Nathaniel Ely Center 11 Ingalls Ave, Norwalk CT
Tel: (203) 791-5090

Richard "Kevin" Holmes, MA
Senior Program Professional

Anika Walker Ross, MA
Education/Disabilities Specialist

Sabine Romsaint, MSW
Social Services Specialist

Maritza Ortiz
ERSEA Specialist

Laura McAward, RN
Health & Nutrition Specialist

CIFC Greater Danbury Community Health Center

Dental	Pediatric Health & Behavioral Health	Internal Medicine	Women's Health	Adult Behavioral Health
120 Main St., 1st Floor, Danbury, CT (203) 456-1408	120 Main St., 2 nd Floor, Danbury, CT (203) 456-1411/1412	120 Main St., 3 rd Floor, Danbury (203) 456-1406 70 Main St., Danbury, CT 203-456-1405 57 North St., Danbury, CT 203-456-1407	70 Main St., Danbury, CT (203) 456-1409	152 West St., Danbury CT (203) 791-5005 \\

Dr. William Johns, MD Chief Medical Officer	Dr. Thomas F. Draper, MD, MPH Chief of Community Medicine	Shinu Simon, MS GDCHC Administrative Director
Dr. Amy Handler, MD Chief of Pediatrics	Dr. Maria Motlagh, MD Chief of Behavioral Health	Dr. Joan Draper, MD Chief Quality Officer
Dr. Kevin Stanton, DDS Chief of Dental Services	Dr. Gerard Foye, MD Chief of Women's Health Services	Natasha Smith, MBA GDCHC Finance Manager
Dr. Kathleen Mauks, MD Senior Physician/Adult/Geriatric Medicine	Dr. Nimi Magavi, MD Senior Physician/Adult Medicine	Dr. Shivayogi Magavi, MD Senior Physician/Adult Medicine

Teaching Health Center - Internal Medicine Primary Care Residency Program

Dr. Asha Marhatta, MD, MPH Residency Program Director	Dr. Christopher Yambay, MD Core Faculty
Grace Scire, JD Residency Program Manager	Dr. Vikas Lahar, MD Core Faculty

Women, Infants & Children's Nutrition Program (WIC) 80 Main St. Danbury, CT 06810 Tel: (203) 456-0140 Fax: (203) 917-3567 Ann Marie Evans, BS, CLC WIC Program Manager Jessica Liguori, BS, CLC Program Nutritionist	School-Based Health Center Program Danbury High School, Clapboard Ridge Road, Danbury, CT 06810 Henry Abbott Technical High School, Hayestown Ave., Danbury, CT 06811 Rogers Park Middle School, Memorial Drive, Danbury, CT 06810 Broadview Middle School, Hospital Ave., Danbury, CT 06810 Newtown Middle School, Queen St., Newtown, CT 06470 Melanie Bonjour, MPH SBHC Program Manager Dr. Dorcas Eshun, MD SBHC Medical Director
--	---

Housing Services Program Staff Beaver Street Apartments Cooperative, Site Office 1B Meehan Place, Danbury, CT 06810 Tel: (203) 794-1760 ~ Fax: (203) 794-0012 David Martin Sr. Resident Relations Specialist Joselyn Millan Resident Relations Specialist Leonard Romaniello Resident Relations/Facilities Specialist Anthony Vines Maintenance Supervisor Victor Namer Resident Relations Specialist	Harambee Youth Center 54 West St., Danbury, CT 06810 Tel: (203) 748-0230 ~ Fax: (203) 748-1595 Larry Moore-Mouning Program Director
	Danbury Community Center 12 Boughton St., Danbury, CT 06810 Rodrigo Martins Aquatics Director

OUR PROFESSIONAL ADVISORS

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Ron Quicquaro
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Waterbury, CT 06708

Didona Associates
Landscape Architects
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Danbury, CT 06810

Quisenberry Arcari Architects
Thomas Arcari
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Farmington, CT 06032

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Certified Public Accountants
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1002 Farmington Ave., Suite 202
Bristol, CT 06010

Government Relations

Joseph Walkovich
Richard Foley

Housing

Urban Initiatives, LLC
Elizabeth B. Rosenbaum
PO Box 8223
440 Main St.
Suite 717
Stamford, CT 06905



CIFC AWARDS -- ROLL OF HONOR

CIFC Distinguished Service Award

2013- Dr. Uwe Koepke, MD, PHD
GDCHC Medical Director
2009-2011

2013-Dr. Thomas F. Draper, MD, MPH
GDCHC Medical Director
2011-2013

2014- Michael P. Ryer
Board Member 2005-2013
Board Treasurer 2012-2013
(Memorial Citation)

2016- Atty. Steven F. Mount, JD
Squire Patton Boggs, LLP

2017- Dr. Asha Marhatta, MD
Teaching Health Center Director

2019- Katherine M. Curran, JD
COO and General Counsel

CIFC Colleague of The Year

2003 - Monica Marketto Bevilacqua,
Operations Manager

2008 - Stacey Russell,
Staff Accountant

2008 - Holly Danise,
HR & Operations Manager

2010 - Sabrina Ross,
Administrative Coordinator

2011 - Deb McCuin-Channing, MA,
Director of Planning &
Communications

2012 - Bruce Svendsen, CPA
Finance Director

2013 - Katie Curran, J.D.,
Staff Attorney/Compliance Officer

2014 - Joe Walkovich,
Director of Advancement

2015 - Melanie Bonjour,
SBHC Program Manager

2016 - Daniel Labrecque, JD,
Staff Attorney, Compliance Officer

2017 - Dr. Kristine Lisi, MD,
GDCHC Clinical Director

2018 - Liz Martucci,
CIFC CFO

2019 - Elizabeth Goehring, MA
Director of Planning and
Communications



Community Leadership Awards

2004 - Hon. Mark D. Boughton,
Mayor of Danbury

2005 - State Senator David Cappiello
(24th District)

2006 - State Representative Robert Godfrey
(110th District)

2007 - State Representative Jason Bartlett
(2nd District)

2008 - Hon. Christopher Murphy
Member of Congress (CT-5)

2009 - Hon. Christopher Donovan
Speaker of the Connecticut
House of Representatives

2010 - Hon. Norma Gyle, R.N., PhD
Deputy Commissioner
CT Department of Public Health

2011 - State Representative Joseph Taborsak
(109th District)

2012 - Hon. Dannel P. Malloy, Esq.
Governor of the State of Connecticut

2012 - Danbury Board of Education Member
Mr. Richard Janelli

2013 - Dr. Sal Pascarella, EdD
Superintendent,
Danbury Public Schools

2014 - Mr. Thomas Saadi, JD
Democratic Council Leader
Danbury City Council

2015 - Mr. Paul Rotello
Danbury City Council Member

2016 - Thomas R. Einhorn, Principal
Newtown Middle School

2016 - Hon. Patricia Llodra
Newtown First Selectwoman

CIFC AWARDS -- ROLL OF HONOR (cont.)

<u>Early Learning Colleague of the Year</u>		<u>Early Childhood Teacher of the Year</u>		<u>Health Center Colleague of the Year</u>	
2004 -	Patricia Keith Johnson, Community Services Manager	2007-	Dee Strobel Teacher of the Year, HSNFC	2010 -	Maria Chann Clinical Coordinator
2005 -	Nancy Crain, Family Advocate	2008 -	Olivia Dovale, Teacher of the Year, HSNFC	2011 -	Johanna Avila Medical Assistant
2006 -	Claudia Schoen, L.P.N. Health Services Manager	2009 -	Melinda Perrera Teacher of the Year, HSNFC	2012 -	Eter Zapata Front Desk Specialist (Peds.)
2009 -	Kara Watson-Wanzer Education Manager	2010 -	Lynda Kafus Teacher of the Year, HSNFC	2013 -	Ines Avila Front Desk Specialist (IM)
2010 -	Tara Willis Deputy Education Svcs. Mgr.	2011 -	Ananya Ghorai Teacher of the Year, HSNFC	2014 -	Denise Kentala
2011 -	Jessica Watson EHS Program Manager	2012 -	Louise Lamana Teacher of the Year, HSNFC	2015 -	Elizabeth Rodriguez Billing Specialist
2013 -	Sondra Cherney Education Services Asst. Mgr.	2012 -	T'Arica Perkins Teacher of the Year, EHS	2016 -	Yesmin Reynoso Medical Assistant
2014 -	Nancy Damici, RN Health & Nutrition Manager	2013 -	Lisa Dempsey Teacher of the Year, HSNFC	2018 -	Michelle DeFaria, Billing Team Lead (Health Center Administrative Colleague of the Year) Cynthia Felice, Billing Department Supervisor (Health Center Administrative Colleague of the Year) Aly Irizarry, RN (Health Center Clinical Support Colleague of the Year)
2015 -	Richard Maimone Family Advocate	2014 -	Gylshen Capri Teacher of the Year, HSNFC	2019 -	Christy Georgoulis, RDH
2016 -	Sarah Geary, MSW Social Services Manager	2015 -	Valerie Kuzia Pre-School PD/PY Teacher		
2017 -	Drew Matteo Facilities Specialist	2016 -	Kimberly Burnside Teacher, HSNFC		
2018 -	Robin Scott, MA Education and Mental Wellness	2017 -	Jayne Bonsignore Early Head Start Teacher		
2019 -	Maria Escobar Danbury Bilingual Family Assistant	2018 -	Jessica Savage Teacher, HSNFC		
2019 -	Lisa Gonzalez Norwalk Family Advocate	2019 -	Geneka Vickers Danbury Asst. Teacher & Payroll Coordinator		
		2019 -	Nora Roberts Norwalk Teacher		
<u>Community Service Award</u>		<u>ELP Administrator of the Year</u>		<u>Health Center Clinician of the Year</u>	
2017 -	Newtown – Sandy Hook Community Foundation Hon. Mitch Bolinsky, State Rep 106 th	2019 -	Margaret “Peggy” Gillen, CPA Deputy Finance Director/ Comptroller	2011 -	Dr. Nimi Magavi, MD Internal Medicine
				2012 -	Susan Hartmann, APRN Family Medicine
				2013 -	Emilie Mauks-Koepke, PA Family Medicine
				2014 -	Dr. Christine Metz, MD Chief of Adult Medicine
				2015 -	Dr. Amy Handler, MD Chief of Pediatrics
				2016 -	Dr. Christopher Yambay, MD

CIFC AWARDS -- ROLL OF HONOR (cont.)

SBHC Colleague of the Year

- 2014 - Jacqueline George
NMS SBHC Program Assistant
- 2015 - Nancy Munn, APRN
Rogers Park MS SBHC
- 2016 - Clare Nespoli, APRN
Newtown SBHC
- 2017 - Carolyn Cunningham,
Licensed Professional Counselor
Nancy Ketner,
Medical Assistant
- 2018 - Jolene Henion,
APRN
(SBHC Clinician of the Year)
- 2019 - Karen London LeBlanc
LCSW
(SBHC Clinician of the Year)

2019 Special Recognition Awards

- Hon. Mark D. Boughton
Mayor of the City of Danbury
- Hon. Harry W. Rilling
Mayor of the City of Norwalk
- Robin Scott, MA
DELP Senior Program Professional
- Kevin Holmes, MA
NELP Senior Program Professional
- Dr. Erin Panarelli, MD
Women's Health Residency Program
Director

Behavioral Health Clinician of the Year

- 2019 - Margaret Trussler
APRN

Behavioral Health Colleague of the Year

- 2019 - Erika Garcia
CHW/ Workflow Coordinator

IM Colleague of the Year

- 2019 - Darayne Sullins
Lead Medical Assistant

Peds Clinician of the Year

- 2019 - Dorothy Tang
APRN

Health Center Administrator of the Year

- 2019 - Natasha Smith, MBA
Accounting Manager

CBO Colleague of the Year

- 2017 - Jennifer Hammer,
Finance and Billing Assistant
Melanie Mele,
Accounts Payable
- 2018 - Stacey R
Payroll



WIC Colleague of the Year

- 2014 - Josephine Phillips,
Program Assistant
- 2015 - Ruby Vasquez,
Program Assistant
- 2016 - Aminata Lashley,
Program Assistant
- 2017 - Sara Arroyo,
SNAP Outreach
- 2018 - Anallely Blanco
Program Assistant

BSAC Colleague of the Year

- 2014 - Joselyn Cotillo
Tenant Relations Specialist
- 2014 - Leonard Romaniello
Resident Relations
Facilities Specialist
- 2015 - Anthony Vines
Facilities Specialist

CIFC Operations Colleague of the Year

- 2018 - Anthony Vines
- 2019 - Anthony Vines

*Connecticut Institute For Communities, Inc.
would like to again thank our 2019 Community Contributors*

Diamond Sponsors

*Boehringer Ingelheim Cares Foundation
City of Danbury
Garavel Family Foundation
Linde
Peter and Carmen Lucia Buck Foundation*

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Collins Hannafin, P.C.
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Fairfield County Bank
Hawley Construction
Daniel Jowdy, Treasurer of City of Danbury
McKenney Mechanical
MCCA
Frank & Carole Muska
Newtown Savings Bank
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Richard Palanzo
Linda Spaziani
Mr. Bruce Svendsen, CPA
Ellis Tarlton
Dr. Jay Titman, MD
Fred & Mary Visconti*

Special Funds

*Hines - Hanahoe Pediatric Fund Susan Guerrero Memorial Fund
Maloney - Draper Family Fund
Boehringer Ingelheim Care for Kids Fund
Michael J. Ryer Memorial Head Start Fund*

Appendix A:



CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.

Dr. Francis J. Muska, Ph.D.
Board Chair

Hon. James H. Maloney, Esq.
President & CEO

PRESS RELEASE

For Immediate Release
May 12, 2014

Head Start and Early Head Start Programs earn second consecutive dual 100% scores on Federal 3 Year Reviews

Danbury, CT – Connecticut Institute For Communities, Inc. (CIFC), the local sponsor of the regional Head Start Program, today announced the findings of their tri-ennial Head Start Federal Review. Head Start programs are reviewed on a regular schedule by the United States Department of Health and Human Services (USDHHS).

“From 3/30/14 through 4/3/14, the Administration for Children and Families (ACF) conducted a monitoring review of the Connecticut Institute Communities, Inc.’s Head Start and Early Head Start programs [in Danbury, CT]. We wish to thank the governing body, Policy Council, staff and parents of your program for their cooperation and assistance during the review. **Based on the information gathered, no area of noncompliance was found during the course of the review,**” stated Ms. Anne Linehan, Acting Director, USDHHS Office of Head Start, in the official report dated 4/24/14. (emphasis supplied).

In addition, all Head Start federal reviews also document scoring in the “Classroom Assessment Scoring System” (CLASS). The CLASS assessment looks at numerous dimensions of teacher-student interactions and rates them on a multi-point scale. Head Start of Northern Fairfield County scored substantially above the national average. The 3 major dimensions are Emotional Support, Classroom Support and Instructional Support. See the attached charts for details of the CLASS scoring.

Congresswoman Elizabeth Esty (CT-5) said “I am delighted to help announce this important news with the Connecticut Institute For Communities and Head Start of Northern Fairfield County. I am thrilled that one of the highest-performing Head Start programs in the entire country is located right here in Connecticut’s 5th District. It’s rare for a program to receive a perfect score, especially given that there are over 1,800 performance standards. And it’s even more remarkable that the Head Start of Northern Fairfield County got a perfect score for both its Head Start and Early Head Start programs -- for two reviews in a row. I am honored to be here to celebrate this occasion, and I commend the parents, the Board of Directors, and the staff of Head Start of Northern Fairfield County program for their hard work and dedication to quality education for our children. I look forward to celebrating more successes with them in the future.”

Business Office: 7 Old Sherman Turnpike, Suite 212, Danbury, CT 06810
Phone 203-743-9760 ~ Fax 203-743-3411

Mayor Mark Boughton said, "I am so proud of our Danbury Head Start Programs' receipt of perfect scores, and equally that we have here in Danbury one of the leading Head Start programs in the Country. The benefits that the parents and children receive through Head Start will last a lifetime. I applaud our program's staff, Board Members and Head Start families for their exceptional results."

The President and Chief Executive Officer of CIFIC, James H. Maloney, said: "This is like winning, four years apart, two Gold Medals at two different Olympiads consecutively! It is a very rare accomplishment, and an achievement that is a great credit to our Head Start parents and staff. It is also a great credit to Mayor Boughton, Danbury Superintendent of Schools Dr. Sal Pascarella, and the members of the Danbury City Council and Danbury Board of Education who have strongly supported the Danbury Head Start programs for many years. I and the members of the Board of the Connecticut Institute For Communities, Inc. are deeply grateful for all their hard work and support. We are also very grateful to Congresswoman Esty, and Senators Blumenthal and Murphy, for their vigorous support of the Head Start program at the national level."

###

Attachments:

- Summary Charts
- Head Start Backgrounder
- Head Start Report Letter dated 4/24/14

For additional information, please contact Mr. Maloney at 203-743-9760 x 202.

Business Office: 7 Old Sherman Turnpike, Suite 212, Danbury, CT 06810
Phone 203-743-9760 ~ Fax 203-743-3411



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 8th Floor Portals Building, 1250 Maryland Ave, SW, Washington DC 20024 | edlko.ohts.acf.hhs.gov

To: Board Chairperson

*Dr. Francis Muska
Board Chairperson
Connecticut Institute for Communities, Inc.
7 Old Sherman Turnpike, Suite 212
Danbury, CT 06810*

From: Responsible HHS Official

*Ms. Ann Linehan
Acting Director, Office of Head Start*

Ross Weaver for 4/24/14
Date

Overview of Findings

From 3/30/2014 to 4/3/2014, the Administration for Children and Families (ACF) conducted a monitoring review of the Connecticut Institute for Communities, Inc. Head Start and Early Head Start programs. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Dr. Francis Muska, Board Chairperson, as legal notice to your agency of the results of the on-site program review.

Based on the information gathered, no area of noncompliance was found during the course of the review. Accordingly, no corrective action is required at this time.

If you are a grantee serving preschool age children in the center-based option, a sample of your preschool classrooms will be observed using the Classroom Assessment Scoring System (CLASS). This classroom observation instrument looks at the teacher/child interactions, as well as interactions between children. The Office of Head Start encourages grantees to consider the CLASS results in planning ongoing efforts to improve classroom quality.

During your review, the team used a sampling methodology that included a random selection of child files, staff files, and class, center, and group observations. If your report includes findings related to evidence that involved sampling, the finding narratives in your report include specific percentages from each sample that were determined by dividing the number of issues found by the total sample size. This methodology, which uses statistically driven random samples, allows the OHS to use information collected through the representative samples to make generalizations regarding your program as a whole.

For example, if, during your review, the team examines a sample of 45 child files, the finding narrative will indicate the percentage of files that were identified with an issue. The percentage will be determined by dividing the number of child files with issues by 45. Likewise, when summarizing information from classroom observations, the total number of classrooms with issues will be divided by the total number observed to determine the percentage of the sample

with problems.

Please contact your ACF Regional Office with any questions or concerns you may have about this report.

Distribution of the Head Start Review Report

Copies of this report will be distributed to the following recipients:

Ms. Louise Eldridge, Regional Program Manager

Mr. Jorge Diaz Bernal, Policy Council Chairperson

Mr. James Maloney, CEO/Executive Director

Mrs. Monica Bevilacqua, Head Start Director

Overview Information

Review Type:	<i>Triennial</i>
Organization:	<i>Connecticut Institute for Communities, Inc.</i>
Program Type:	<i>Head Start and Early Head Start</i>
Team Leader:	<i>Ms. Maria Kuhn-Brotton</i>
Funded Enrollment HS:	<i>267</i>
Funded Enrollment EHS:	<i>32</i>

APPENDIX B:



CERTIFIED PUBLIC ACCOUNTANTS

45 Enterprise Drive • Bristol, CT 06010-3990 • 860/582-6715 • Fax: 860/585-6339

Independent Auditor's Report

Board of Directors
Connecticut Institute For Communities, Inc.

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Connecticut Institute For Communities, Inc. and its affiliates, which comprise the consolidated statements of financial position as of December 31, 2018 and 2017, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Connecticut Institute For Communities, Inc. and its affiliates as of December 31, 2018 and 2017, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1 to the financial statements, in 2018 Connecticut Institute For Communities, Inc. and its affiliates adopted new accounting guidance related to the presentation of financial statements for not-for-profit entities (ASU 2016-14, Not-for-Profit Entities (Topic 958) – *Presentation of Financial Statements of Not-for-Profit Entities*). The amendment has been adopted and applied by Connecticut Institute For Communities, Inc. and its affiliates on a retrospective basis for the calendar year ended December 31, 2017. Our opinion is not modified with respect to this matter.

Other Matters**Other Information**

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying Schedule of Expenditures of Federal Awards and Schedule of Expenditures of State Financial Assistance are presented for purposes of additional analysis as required by the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the State of Connecticut Single Audit Act, and are not a required part of the consolidated financial statements. The accompanying supplemental schedules on pages 21-24 are also presented for purposes of additional analysis, and are also not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of Expenditures of Federal Awards, Schedule of Expenditures of State Financial Assistance, and supplemental schedules on pages 21-24 are fairly stated in all material respects in relation to the financial statements as a whole.

Report on Other Legal and Regulatory Requirements

In accordance with *Government Auditing Standards*, we have also issued our report dated June 17, 2019 on our consideration of Connecticut Institute For Communities, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Connecticut Institute For Communities, Inc.'s internal control over financial reporting and compliance.



Maletta & Company
Certified Public Accountants

Bristol, Connecticut
June 17, 2019

Connecticut Institute For Communities, Inc.
Consolidated Statement of Financial Position
As of December 31, 2018 and 2017

ASSETS		
	2018	2017
CURRENT ASSETS:		
Cash and Cash Equivalents	\$ 2,327,862	\$ 765,935
Restricted Cash - Construction Reserve	-	91,477
Due From Funding Sources	366,998	635,210
Patient Accounts Receivable - Net	540,508	593,539
Accounts Receivable	13,540	1,129,859
Other Receivables	31,689	8,408
Inventory	19,889	24,767
Prepaid Expenses	273,472	235,546
Total Current Assets	3,573,958	3,484,741
PROPERTY AND EQUIPMENT:		
Property and Equipment, Net	16,932,791	17,278,417
Assets in Progress	3,863,680	2,856,505
Net Property and Equipment	20,796,471	20,134,922
OTHER ASSETS:		
Long-Term Notes Receivable	9,671,930	9,671,930
Restricted Cash - Fee and Expense Reserves	658,638	726,871
Security Deposits	18,235	19,085
Total Other Assets	10,348,803	10,417,886
Total Assets	\$ 34,719,232	\$ 34,037,549
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts Payable	\$ 1,077,189	\$ 1,008,724
Accrued Expenses	290,746	1,854,067
Accrued Payroll and Taxes	749,895	688,116
Construction Payable	-	132,368
Deferred Revenue	1,278,226	733,242
Line of Credit	-	-
Current Maturity of Long-Term Debt	324,292	360,561
Total Current Liabilities	3,720,348	4,777,078
Long-Term Debt	20,739,053	20,194,918
NET ASSETS:		
Without Donor Restrictions	10,130,912	8,937,840
With Donor Restrictions	128,919	127,713
Total Net Assets	10,259,831	9,065,553
Total Liabilities and Net Assets	\$ 34,719,232	\$ 34,037,549

Connecticut Institute For Communities, Inc.
Consolidated Statement of Activities
For the Years Ended December 31, 2018 and 2017

	Without Donor Restrictions	With Donor Restrictions	2018 Total	Without Donor Restrictions	With Donor Restrictions	2017 Total
REVENUE, SUPPORT, AND GAINS:						
Grants from Government Sources	\$ 12,636,443	\$ -	\$ 12,636,443	\$ 11,218,694	\$ -	\$ 11,218,694
Patient Service Revenue - Net	8,291,909	-	8,291,909	6,536,933	-	6,536,933
Contributions	3,505,639	69,200	3,574,839	3,891,183	37,704	3,928,887
Program Service Revenue	949,628	-	949,628	813,950	-	813,950
Fundraising Events	28,250	21,800	50,050	15,185	15,860	31,045
Interest Income	145,688	-	145,688	142,703	-	142,703
Developer's Fee	40,735	-	40,735	102,500	-	102,500
Rental Income	20,996	-	20,996	14,178	-	14,178
Miscellaneous Income	19,498	-	19,498	25,669	-	25,669
Total Revenue & Support Before Net Assets Released From Restrictions	25,638,786	91,000	25,729,786	22,760,995	53,564	22,814,559
Net Assets Released From Restrictions	89,794	(89,794)	-	146,545	(146,545)	-
Total Revenue, Support, and Gains	25,728,580	1,206	25,729,786	22,907,540	(92,981)	22,814,559
EXPENSES AND LOSSES:						
Program Services						
Early Childhood Education	5,346,909	-	5,346,909	4,321,993	-	4,321,993
Health Services	16,053,773	-	16,053,773	13,813,977	-	13,813,977
Other Programs	115,680	-	115,680	683,363	-	683,363
Total Program Expenses	21,516,362	-	21,516,362	18,819,333	-	18,819,333
Supporting Services						
Development	74,073	-	74,073	85,609	-	85,609
General & Administrative	2,350,280	-	2,350,280	2,461,797	-	2,461,797
Total Supporting Services Expenses	2,424,353	-	2,424,353	2,547,406	-	2,547,406
Net Loss on Peripheral 501(C)(2) Holding Corps.	594,793	-	594,793	368,111	-	368,111
Total Expenses and Losses	24,535,508	-	24,535,508	21,734,850	-	21,734,850
CHANGE IN NET ASSETS:	1,193,072	1,206	1,194,278	1,172,690	(92,981)	1,079,709
Net Assets, Beginning	8,937,840	127,713	9,065,553	7,765,150	220,694	7,985,844
Net Assets, Ending	\$ 10,130,912	\$ 128,919	\$ 10,259,831	\$ 8,937,840	\$ 127,713	\$ 9,065,553

Connecticut Institute For Communities, Inc.
Consolidated Statement of Functional Expenses
For the Year Ended December 31, 2018

	Program Services			Supporting Services		
	Early Childhood Education	Health Services	Other Programs	Development	General & Administrative	Total
SALARIES AND RELATED EXPENSES:						
Salaries	\$ 2,808,519	\$ 9,237,662	\$ 72,883	\$ 54,121	\$ 1,839,241	\$ 14,012,426
Employee Benefits	153,329	491,514	500	2,706	103,598	751,647
Payroll Taxes	200,550	678,564	5,829	4,140	140,519	1,029,602
Total Salaries & Related Expenses	3,162,398	10,407,740	79,212	60,967	2,083,358	15,793,675
OTHER EXPENSES:						
Subcontract Costs	122,677	611,559	576	-	3,268	738,080
Professional Fees and Contracted Services	43,743	1,584,980	8	-	90,966	1,719,697
Nutrition Services (Meals)	343,016	-	-	-	-	343,016
Occupancy	1,073,441	1,087,464	33,212	-	4,784	2,198,901
Depreciation	54,959	209,515	-	-	47,163	311,637
Other Program Costs	226,592	169,708	-	11,396	48,304	456,000
Staff Development and Training	167,087	51,860	-	-	8	218,955
Telephone	42,725	188,276	2,253	-	97	233,351
Travel and Transportation	2,982	20,790	-	-	20	23,792
Advertising and Public Relations	232	11,188	-	-	2,090	13,510
Insurance	43,497	179,401	396	-	1,152	224,446
Office Supplies and Expenses	25,238	216,870	23	1,381	6,561	250,073
Medical and Dental Supplies	22,079	1,002,338	-	-	-	1,024,417
Postage and Shipping	2,983	29,614	-	305	69	32,971
Interest Expense	13,260	282,470	-	24	62,440	358,194
Miscellaneous	-	-	-	-	-	-
Total Other Expenses	2,184,511	5,646,033	36,468	13,106	266,922	8,147,040
Total Expenses	\$ 5,346,909	\$ 16,053,773	\$ 115,680	\$ 74,073	\$ 2,350,280	\$ 23,940,715

Connecticut Institute For Communities, Inc.
Schedule of Findings and Questioned Costs
For the Year Ended December 31, 2018
FEDERAL

I. Summary of Auditor's Results

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Are any material weaknesses identified? Yes X No
- Are any significant deficiencies identified? Yes X None Reported
- Is any noncompliance material to the financial statements noted? Yes X None Reported

Noncompliance material to financial statements noted? Yes X No

Federal Awards

Internal control over major federal programs:

- Are any material weaknesses identified? Yes X No
- considered to be material weaknesses? Yes X None Reported

Type of auditor's report issued on compliance for major federal programs: Unmodified

Any audit finding disclosed that are required to be reported in Yes X No

Identification of major federal programs:

CFDA #	Program Name
93.600	Head Start
10.558	Child and Adult Care Food Program (CACFP)

Dollar threshold used to distinguish between type A and type B programs: \$750,000

Auditee qualified as a low-risk auditee? X Yes No

II. Financial Statement Findings

None

III. Federal Awards Findings

None