

# Connecticut Institute For Communities, Inc.

## 2015 - 2016 Annual Report

*“CIFC: 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, 2016

Health • Education • Housing • Economic Development

# 2015 - 2016 Annual Report

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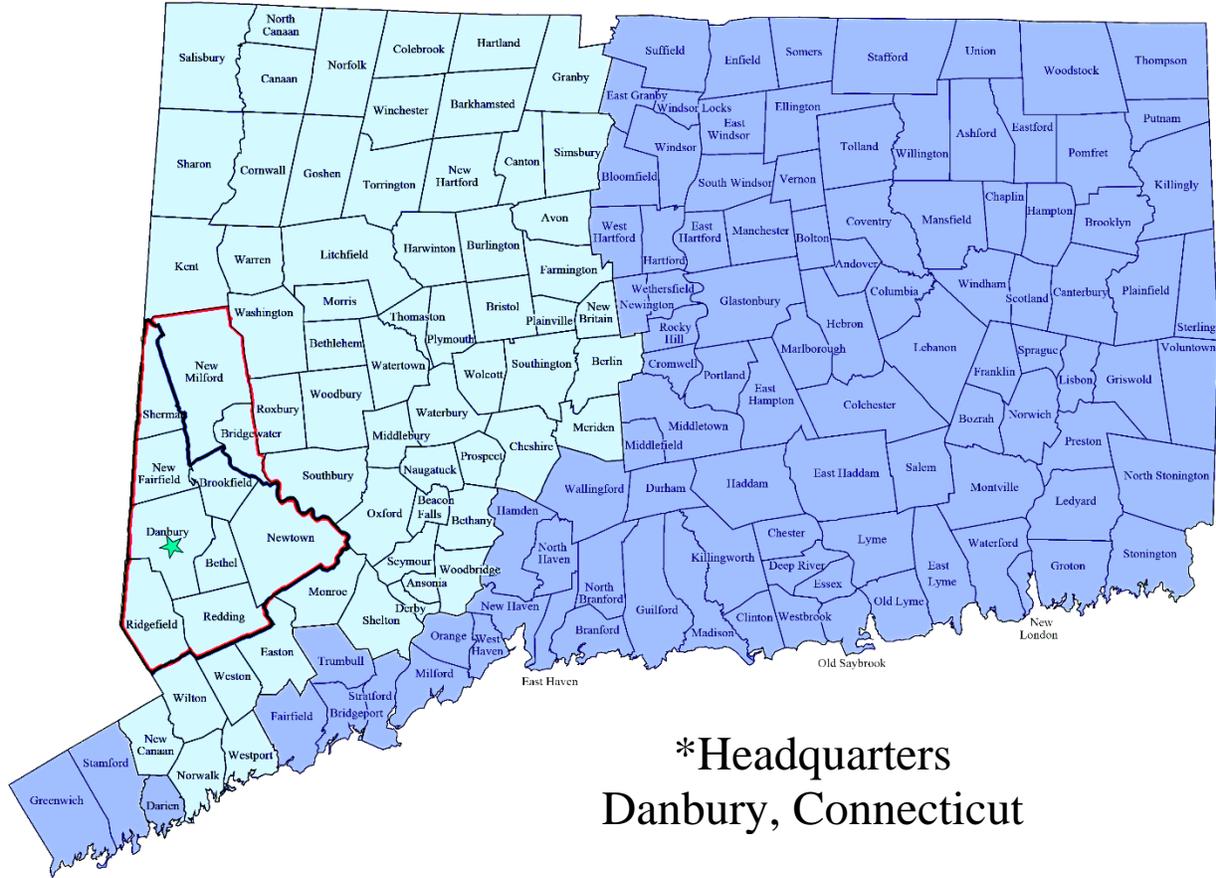
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## MISSION STATEMENT

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.



*Our General Service Area:*

*The State of Connecticut*

*Our Primary Service Area:*

*Along & North of the Merritt, West of I-91*

<p style="text-align: center;"><b>Head Start &amp; Early Head Start of Northern Fairfield County Service Area</b></p> <ul style="list-style-type: none"> <li>* Bethel</li> <li>* Brookfield</li> <li>* Danbury</li> <li>* New Fairfield</li> <li>* Newtown</li> <li>* Redding</li> <li>* Ridgefield</li> <li>* Sherman</li> </ul>	<p style="text-align: center;"><b>CIFIC's Greater Danbury Community Health Center Service Area</b></p> <ul style="list-style-type: none"> <li>* Bethel</li> <li>* Bridgewater</li> <li>* Brookfield</li> <li>* Danbury</li> <li>* New Fairfield</li> <li>* New Milford</li> <li>* Newtown</li> <li>* Redding</li> <li>* Ridgefield</li> <li>* Sherman</li> </ul>
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## DEDICATION

Our Annual Report for 2015 - 2016 is dedicated to our distinguished delegation of Federal elected officials who have time-and-time-again proven themselves to be vigorous and effective advocates for the health, education, housing and community development well-being and advancement of the families and communities we serve. We are deeply grateful to U.S. Senator Richard Blumenthal, U.S. Senator Christopher Murphy, Congresswoman Elizabeth Esty and Congressman Jim Himes for all they have done, and for their continued leadership, on issues of critical importance to the lives of the low and moderate income families of Western Connecticut.



U.S. Senator Richard Blumenthal (CT)



U.S. Senator Chris Murphy (CT)



Congresswoman Elizabeth H. Esty (CT-5)



Congressman Jim Himes (CT- 4)



## 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 Street, 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 McQuin-Channing, CIFIC Director of Planning & Communications.*

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## LEADERSHIP'S ANNUAL REPORT

December, 2016



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



Hon. James H. Maloney, JD  
President & CEO

Dear Friends:

CIFC's outstanding accomplishment for 2016 was the construction and completion of our new Greater Danbury Community Health Center (GDCHC) and CIFC Headquarters Building at 120 Main Street 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 \$6,000,000, 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. CIFC'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 \$4,000,000; private commercial mortgage financing was provided by Eastern Bank of Boston, MA, in participation with Union Savings Bank of Danbury, CT, totaling approximately \$6,000,000; and private investments through the Federal New Market Tax Credit (NMTC) program were provided in the net amount of approximately \$5,000,000, through three (3) 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 the month of December '16, CIFIC relocated its administrative offices into the new building from their prior locations. Pediatric & Adolescent Health and Behavioral Health services and the Internal (Adult) Medicine Department and Residency Program will relocate to the new building in early '17. (At that point CIFIC/GDCHC's facility at 70 Main Street – the former Danbury Hospital Seifert & Ford Clinic, now referred to as "GDCHC Health Center -- South" – will be dedicated primarily to Women's Health Services, Family Dentistry, and our cooperative Internal Medicine Residency Programs with Danbury Hospital).

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 sheperded the \$4,000,000 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.

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As delighted as we are with the completion of our new building in downtown Danbury, 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 encompassed 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:**
    - City of Danbury Head Start Center Project
    - Danbury CIFIC School Readiness Program
    - Early Head Start of Northern Fairfield County
    - Head Start of Northern Fairfield County Program
  - **Greater Danbury Community Health Center (GDCHC):**
    - Primary Care: Infant, Pediatric, Adolescent, Adult and Geriatric Medicine
    - Women's Health Center
    - Dental and Behavioral Health Care
    - GDCHC Teaching Health Center (ACGME Accredited)
    - GDCHC School-Based Health Centers:
      - Henry Abbott Technical High School (State of CT)
      - Danbury High School
      - Rogers Park Middle School (Danbury)
      - Broadview Middle School (Danbury)
      - Newtown Middle School
    - Regional Women, Infants & Children's Health & Nutrition Program (WIC)
    - SNAP (Supplemental Nutrition Assistance Program) Outreach Program
    - GDCHC Mobile Health Van
  - **Danbury Community Facilities Collaboration:**
    - Modernization of the equipment and facilities of the Danbury War Memorial building.
    - The addition of 7 new pre-school classrooms in Danbury, to be located in the former "Danbury Cadillac/Oldsmobile" building at 29 Park Avenue.
    - The purchase and re-opening of the former Danbury YMCA building as a comprehensive downtown **Danbury Community Center** to include a newly organized Boys and Girls Club of Danbury.
  - **Elderly Housing Building** (80 +/- units for Seniors and Veterans in Danbury).
  - **Harambee Youth Center**
-

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*



## HISTORY AND OVERVIEW

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 the past ten years, CIFIC has 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 \$2,000,000 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. This past year, the Greater Danbury Community Health Center provided approximately 40,000 patient visits.
- 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 CityCenter 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.
- The organization of an additional CIFIC affiliate corporation to hold title to our leasehold interest at the new Head Start Center, 37 Foster Street, Danbury.
- 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**

- Expansion of our Health Center's outreach services in support of enrollments in the Federal Patient Protection and Affordable Care Act health initiative ("Obamacare").
- Successful integration of 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.
- Consolidation of the 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), within our Community Health Center, also with official recognition by the USD/HHS Health Resources and Services Administration.
- Further planning for the "Old Police Station Site" at 120 Main Street in Downtown Danbury (opposite St. Peter's R.C. Church), for the construction of both a new, comprehensive 36,000 +/- sq. ft. Health Center facility and a new multi-unit Elderly Housing Complex, including in 2013 the submission to the City of Danbury Planning Commission of revised site plan and permit applications for the expansion of the Elderly Housing building up to 79 units.

- 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.
- Successful turnover of 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.
- Significant physical renovations and improvements at the Beaver Street Apartments Cooperative resulting 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**



**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).**

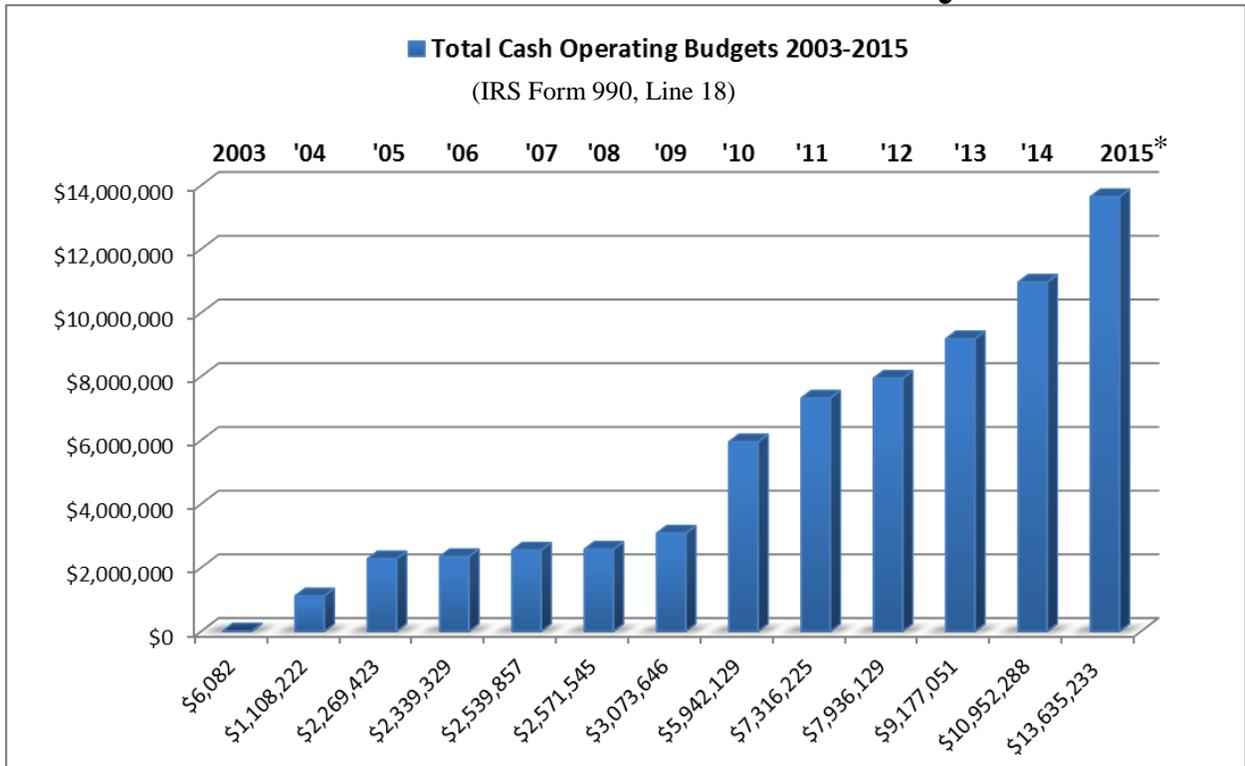
- Re-renewal of recognition by the National Committee for Quality of Assurance of Level 3 (the highest) Patient-Centered Medical Home standing of CIFIC's Greater Danbury Community Health Center.
- Expansion of our innovative Primary Care Adult Medicine Residency Program (post-MD), supported by major funding from USD/HHS Health Resources and Services Administration, beyond our original component at our Greater Danbury Community Health Center in cooperation with Danbury Hospital, to include a second component at Griffin Hospital, Derby, CT.

- Receipt of funding from the State of Connecticut for a fifth (5th) CIFC/GDCHC School-Based Health Center (SBHC), to be located at the Middle School in Newtown, CT.
- Further development at 120 Main Street 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 \$4,000,000 state grant, and \$6,000,000 in mortgage funding.
- Significant progress, including Danbury Z.B.A. variance approval, towards the development of a seven classroom pre-school facility at 29 Park Avenue, near downtown Danbury.
- 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.
- 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!
- Receipt of a commitment from the State of Connecticut of \$3,800,000 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 7 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.

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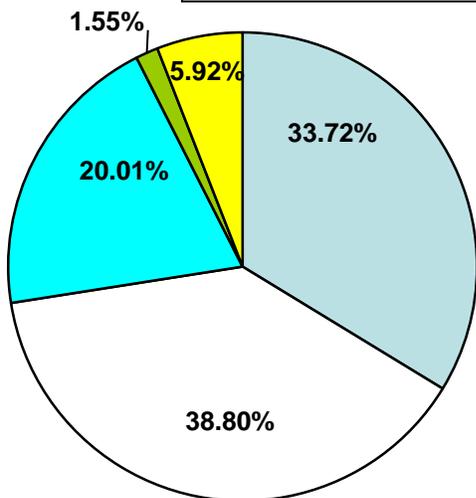
# CIFC Financial Summary



\* Does not include \$6,028,798 of one-time major State capital grants.

## Sources of Support 2015 - \$20,523,156 Cash and In-Kind Services

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



□ Federal Government	- \$6,920,273	- 33.72%
□ State of Connecticut	- \$7,963,674*	- 38.80%
■ Patient & Service Revenue	- \$4,107,535	- 20.01%
■ Municipal Government	- \$316,303#	- 1.55%
■ Contributions (Cash & In-Kind) + Misc.	- \$1,215,371	- 5.92%
<b>Total</b>		<b>- \$20,523,156* - 100%</b>

#Head Start \$214,000; Harambee \$102,303  
\*Includes \$6,028,798 of one-time major State capital grants

<b>Financial Summary State &amp; Federal Funds *(See also Audit Report)</b>	<b>2012 (Audited)</b>	<b>2013 (Audited)</b>	<b>2014 (Audited)</b>	<b>2015 (Audited)</b>	<b>2016 (As Proposed)</b>
Head Start Federal Grant	1,826,964	1,781,139	1,761,611	1,921,158	1,849,487
Head Start COLA & Misc. Grants	127,519	N/A	104,682	(included above)	(included above)
Head Start State Grants	258,050	219,909	180,412	196,150	191,766
Early Head Start Federal Grant	832,043	861,110	831,638	920,016	920,017
USDA/CT-SDE Child and Adult Food Program	219,534	264,846	271,566	292,678	322,123
State School Readiness Program Grant	230,472	400,608	407,088	410,904	392,656

\*Does not include “Extended Day” and related programming funded in part by the Connecticut Care 4 Kids program and parent fees.



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



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

### Head Start / Early Head Start Program Summary

		2012/2013		2013/2014		2014/2015	
		Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment		307	62	307	62	307	40
Total Number Served (actual)		423	72 – children 3 - adults	423	72 – children 3 - adults	389	40
Families Served		398	72	398	72	370	40
Average Monthly Enrollment		307	62	307	62	307	32
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	88%	82%	69%	88%	72%	90%
	100-130% FPL	5.3%	14%	21.3%	5.3%	20%	0%
	130%+FPL	6.7%	4%	9.7%	6.7%	8%	10%
Percentage of Children with Medical Homes		403/423 = 95%	72/72 = 100%	403/423 = 95%	72/72 = 100%	384/389 = 99%	40/40 = 100%
Percentage of Children (over 1 year of age) with Dental Homes		405/423 = 95.7%	46/48 = 95.8%	405/423 = 95.7%	46/48 = 95.8%	384/389 = 99%	39/40 = 98%
Percentage of Children receiving Medical & Dental Exams		M = 403/423 = 95% D = 405/423 = 96%	M = 72/72 = 100% D = 46/48 = 96%	M = 403/423 = 95% D = 405/423 = 96%	M = 72/72 = 100% D = 46/48 = 96%	M = 384/387 = 99% D = 384/389 = 99%	M = 39/40 = 98% D = 40/40 = 100%
Percentage of Service Area Children Served		423/4446* = 9.5%	72/6670* = 1.1%	423/4446* = 9.5%	72/6670* = 1.1%	389/3972=10%	40/6067=1%
Most recent Federal HS/EHS review		See Appendix B – 100% Compliance					
Most recent Federal Audit		See Appendix C					
<b>Services to Families/Parent Involvement Activities:</b>							
• 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	√	√	√	√	√	√	√
• Domestic Violence Services	√	N/R	√	√	√	√	√
• Child Support assistance	√	N/R	√	√	N/R	N/R	√
• Health Education	√	√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals	√	N/R	√	√	√	√	N/R
• Parenting Education	√	√	√	√	√	√	√
• Marriage Education	√	N/R	N/R	√	√	N/R	√
• Center Meetings	√	√	√	√	√	√	√
• Policy Council Meetings	√	√	√	√	√	√	√
• HS/EHS Home Visits	√	√	√	√	√	√	√
• Family Nights	√	√	√	√	√	√	√
• Transition to Kindergarten School Readiness Workshops	√	N/A	√	√	N/A	√	N/A
Transition to Kindergarten	161 (100% of children of kindergarten age)	N/A	257 (100% of children of kindergarten age)	N/A	258 (100% of children of kindergarten age)	N/A	N/A

(N/R = Available but Not Requested) \*2012 Census (Source: Annual PIR Reports)

**Head Start and Early Head Start Detailed Finances  
2013 (Actual)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 760,387	\$ -	\$ 760,387	\$ 670,976	\$ -	\$ 670,976
Fringe Benefits	\$ 208,689	\$ -	\$ 208,689	\$ 124,927	\$ -	\$ 124,927
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 48,904	\$ -	\$ 48,904	\$ 32,940	\$ -	\$ 32,940
Contractual	\$ 469,135	\$ 282,706	\$ 751,841	\$ 9,406	\$ 59,800	\$ 69,206
Other	\$ 182,946	\$ 538,679	\$ 721,625	\$ 33,017	\$ 167,324	\$ 200,341
Move-In	\$ 19,528	\$ -	\$ 19,528	\$ 29,472	\$ -	\$ 29,472
T&TA	\$ 29,893	\$ -	\$ 29,893	\$ 22,029	\$ -	\$ 22,029
<b>TOTAL</b>	<b>\$ 1,719,482</b>	<b>\$ 821,385</b>	<b>\$ 2,540,867</b>	<b>\$ 922,767</b>	<b>\$ 227,124</b>	<b>\$ 1,149,891</b>

Total Federal: \$ 2,642,249 71.6%  
 Total State/Local Share: \$ 1,048,509 28.4% USDA: \$288,776  
 Combined Total: \$ 3,690,758 100%

**2014 (Actual)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,101,790	\$ 446,877	\$ 1,548,667	\$ 545,380	\$ -	\$ 545,380
Fringe Benefits	\$ 258,742	\$ 127,648	\$ 386,390	\$ 136,345	\$ -	\$ 136,345
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 105,645	\$ 50,666	\$ 156,311	\$ 78,400	\$ -	\$ 78,400
Contractual	\$ 55,135	\$ 350	\$ 55,485	\$ 10,540	\$ -	\$ 10,540
Other	\$ 210,535	\$ 243,361	\$ 453,896	\$ 38,815	\$ 86,401	\$ 125,216
T&TA	\$ 29,764	\$ -	\$ 29,764	\$ 22,158	\$ -	\$ 22,158
<b>TOTAL</b>	<b>\$ 1,761,611</b>	<b>\$ 868,902</b>	<b>\$ 2,630,513</b>	<b>\$ 831,638</b>	<b>\$ 86,401</b>	<b>\$ 918,039</b>

Base Federal: \$ 2,593,249 73.9%  
 Federal Supplemental Grants (COLA & Restoration, net for 2014): \$104,682  
 Federal Total \$2,697,931  
 Total State/Local Share: \$ 955,303 26.1% USDA: \$271,566  
 Combined Total: \$3,653,234 100%

**2015 (Actual)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,242,442	\$ 502,648	\$ 1,745,090	\$ 646,483	\$ 0	\$ 646,483
Fringe Benefits	\$ 179,835	\$ 257,282	\$ 437,117	\$ 80,441	\$ 81,178	\$ 161,619
Equipment	\$ 0	\$ 0	\$ 0	\$ 71,672	\$ 0	\$ 71,672
Supplies	\$ 117,313	\$ 55,640	\$ 172,953	\$ 98,229	\$ 0	\$ 98,229
Contractual	\$ 55,135	\$ 350	\$ 55,485	\$ 10,540	\$ 0	\$ 10,540
Other	\$ 224,998	\$ 0	\$ 468,359	\$ 62,164	\$ 86,401	\$ 148,565
T&TA	\$ 29,764	\$ 1,059,281	\$ 29,764	\$ 22,158	\$ -	\$ 22,158
<b>TOTAL</b>	<b>\$ 1,849,487</b>	<b>\$ 815,920</b>	<b>\$ 2,908,768</b>	<b>\$ 991,687</b>	<b>\$ 167,579</b>	<b>\$ 1,159,266</b>

Total Federal: \$ 2,841,174 69.8% Federal  
 Total State/Local Share: \$1,226,860 30.2% Non-Federal USDA: \$292,678  
 Combined Total: \$4,068,034 100%

**2016 (As Proposed)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,169,057	\$ 501,372	\$ 1,670,429	\$ 627,841	\$ -	\$ 627,841
Fringe Benefits	\$ 268,883	\$ 115,315	\$ 384,198	\$ 77,940	\$ -	\$ 77,940
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 131,879	\$ 41,250	\$ 173,129	\$ 110,654	\$ -	\$ 110,654
Contractual	\$ 44,553	\$ -	\$ 44,553	\$ 16,559	\$ -	\$ 16,559
Other	\$ 205,351	\$ 448,294	\$ 653,645	\$ 64,865	\$ 53,730	\$ 118,595
T&TA	\$ 29,764	\$ -	\$ 29,764	\$ 22,158	\$ -	\$ 22,158
<b>TOTAL</b>	<b>\$ 1,849,487</b>	<b>\$ 1,106,231</b>	<b>\$ 2,955,718</b>	<b>\$ 920,017</b>	<b>\$ 53,730</b>	<b>\$ 973,747</b>

\$1,159,961

Base Federal:  
 Plus Federal Supplemental Grants (COLA & Misc.) \$ 48,916 70.8% Federal  
 Federal Total: \$ 2,818,420 29.2% Non-Federal USDA: \$322,123  
 Total State/Local Share: \$ 1,159,961 100%  
 Combined Total: \$ 3,978,381

## **School Readiness: Preparing Children for Kindergarten:**

Children begin preparing for kindergarten the day that they start in our program. Teachers focus on social/emotional development, physical development, cognitive development, and language and literacy. Throughout the year, teachers conduct home visits and conferences with parents to review their child's progress. At the final meeting of the school year, teachers give parents activities for their children to work on over the summer. Staff from the Danbury Board of Education, where more than 95% of our families attend kindergarten, come to our Danbury Head Start Center to register children for kindergarten. Then each Spring, the public schools conduct orientation for parents and children. Head Start provides a development skill summary to district kindergarten teachers in August to help identify individual needs of each incoming kindergartner.

## **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 2 times a year, and has frequent informal (often daily) contact with parents. In addition, the classroom teachers meet with parents at least 4 times a year (full year program) and at least 4 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

### Summary Statistical Report

ITEM	2012 Results	2013 Results	2014 Results	2015 Results	2015 State Averages
<b>Patient Profile</b>					
Total Patients	5,382	5,997	7,348	7,150	N/A
Medical Patients	5,382	5,997	7,348	7,150	N/A
% Patients < 200% FPL	51%	62%	48%	69%	94%
% income unknown	18%	15%	33%	28%	17%
% Medicaid	36%	39%	47%	49%	63%
% Uninsured	16%	13%	10%	8%	13%
% White <sup>1</sup>	63%	61%	55%	66%	58%
% African American	6%	6%	7%	7%	25%
% Hispanic	27%	31%	36%	42%	47%
Migrant patients	0	0	0	0	N/A
Homeless patients	2	3	2	5	N/A
<b>Quality of Care</b>					
• Routine and Preventative					
% women with pap tests	34%	58%	69%	61%	61%
% children immunized	60%	71%	93%	89%	89%
Continuity of care (medical visits per patient) <sup>2</sup>	3.66	3.42	3.13	3.04	3.40
• Chronic Care					
Hypertensive adults (18-75) as % of adult medical pts.	52%	23%	28%	32.5%	24.25%
% Controlled Hypertension	69%	79%	75%	74%	67%
<b>Efficiency</b>					
Total Visits	19,732	20,627	25,226	25,004	N/A
Medical Visits <sup>3</sup>	19,732	20,516	23,016	21,765	N/A
Direct medical staff support ratio	.96	.79	1.5	0.63	1.81
Admin. support staff ratio	4.29	.98	1.49	0.77	2.80
<b>Financial Viability</b>					
Avg. charge per patient	505.96	554.99	549.27	586.66	907.03
Avg. charge per billable visit	148	161	160	167	217
Avg. collection per visit	109	124	123	123	149
Ratio Charge to Cost <sup>4</sup>	0.74	0.77	0.76	0.60	1.19

<sup>1</sup> White, African American and Hispanic patients (self-identified) are calculated as percent of known.

<sup>2</sup> Excludes nursing visits.

<sup>3</sup> Excludes nursing visits.

<sup>4</sup> Excludes lab and x-ray costs.

## OUR DEDICATED BOARD OF DIRECTORS

<p><b>Dr. Francis J. Muska, Ph.D</b> Board Chair &amp; Director Sherman, CT Professor, Western Connecticut State University</p>	
<p><b>Ms. Ellen Bell, JD</b> Corporate Secretary &amp; Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>	<p><b>Mr. Richard Molinaro</b> Board Vice-Chair &amp; Director Danbury, CT Educator; Consumer Representative</p>
<p><b>Mr. Alan Clavette, CPA</b> Director Newtown, CT Certified Public Accountant</p>	<p><b>Professor Charles A. Mullaney, JD</b> Board Treasurer &amp; Director Redding, CT Attorney; WCSU Faculty</p>
<p><b>Ms. Elizabeth Curillo</b> Director Danbury, CT Consumer Representative; Past Head Start Parent</p>	<p><b>Dr. Mahal Satchi, MD</b> Director Danbury, CT Physician; Consumer Representative</p>
<p><b>Ms. Eva Duran</b> Director Danbury, CT Consumer Representative; Head Start Policy Council Representative</p>	<p><b>Mr. Angel Saquinola</b> Director Danbury, CT 06810 Consumer Representative; Past Head Start Parent</p>
<p><b>Mr. Eric Gottschalk, JD</b> Director Danbury, CT Attorney</p>	<p><b>Ms. Kathleen Senior, MA</b> Director New Milford, CT Early Childhood Educator</p>
<p><b>Ms. Hileny Guridy</b> Director Danbury, CT Consumer Representative</p>	<p><b>Mr. Jeffrey Zakrewski, MA</b> Assistant Treasurer &amp; Director Southbury, CT Retired Director, Southbury Training School Recreation Program</p>

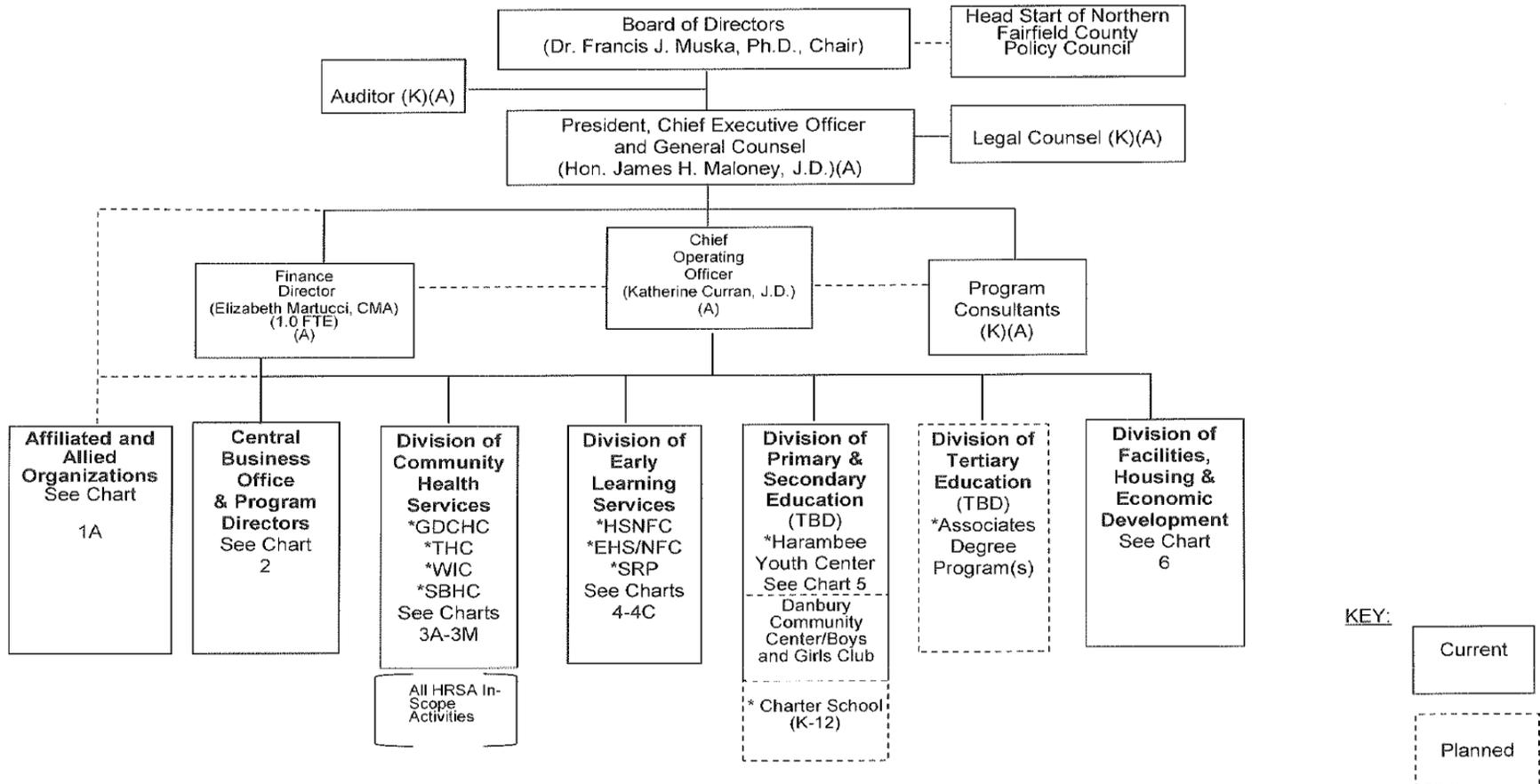
(Affiliations listed for identification only)

(Updated through: 11/30/16)



*CIFC: Strengthening Families; Building Communities*

**Connecticut Institute For Communities, Inc.**  
**SUMMARY**  
 Table of Organization - CURRENT / PLANNED

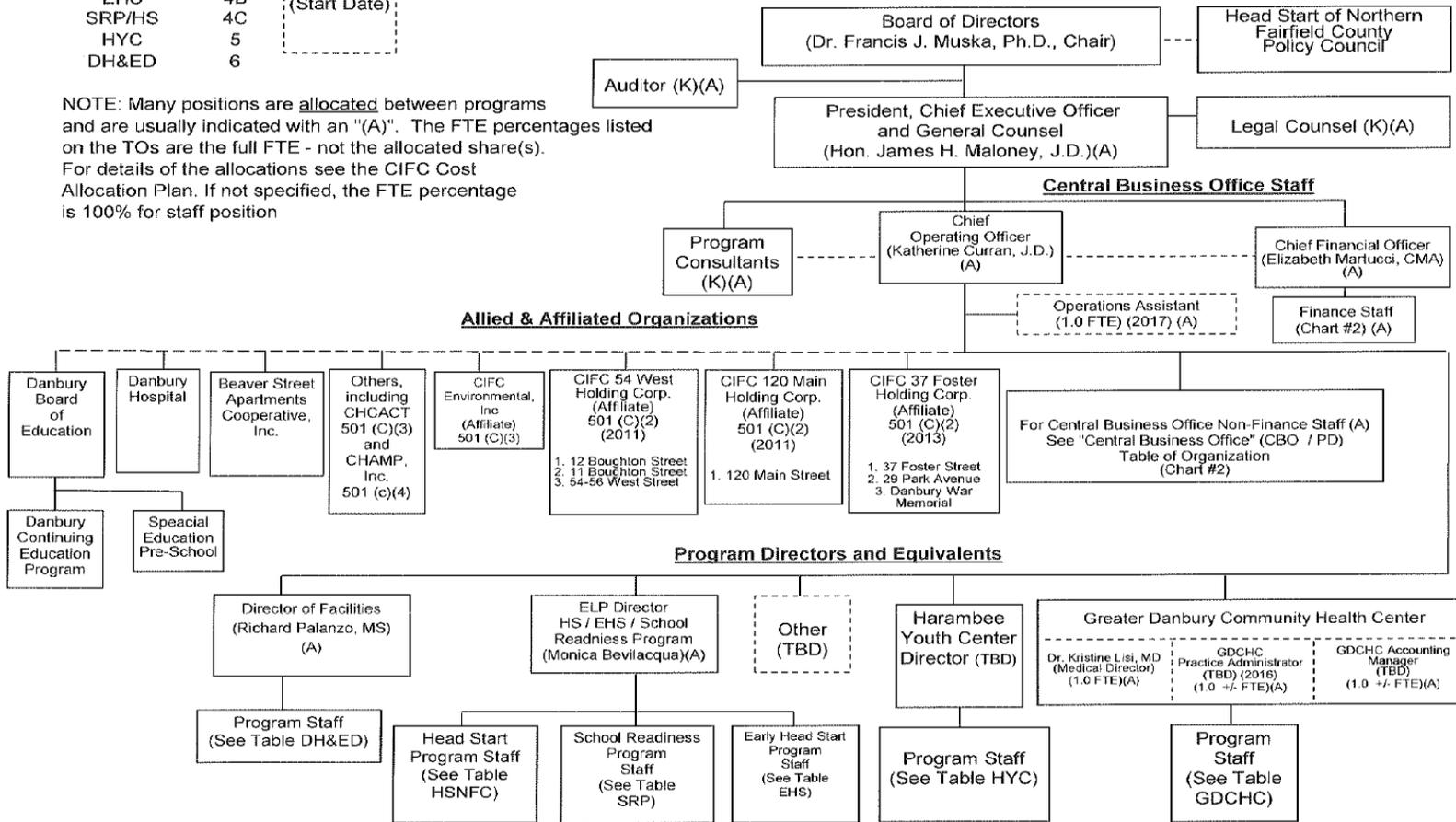


List of Tables	Page	KEY:
Summary	1	Current Positions
Overview	1A	
CBO/PD	2	
GDCHC/WIC	3A-3M	Planned Position (Start Date)
ELP	4	
HSNFC	4A	
EHS	4B	
SRP/HS	4C	
HYC	5	
DH&ED	6	

CIFC Board of Directors: 6/23/2012  
 With intermediate updates through: 6/25/2016 (F)  
 & 12/16/2016

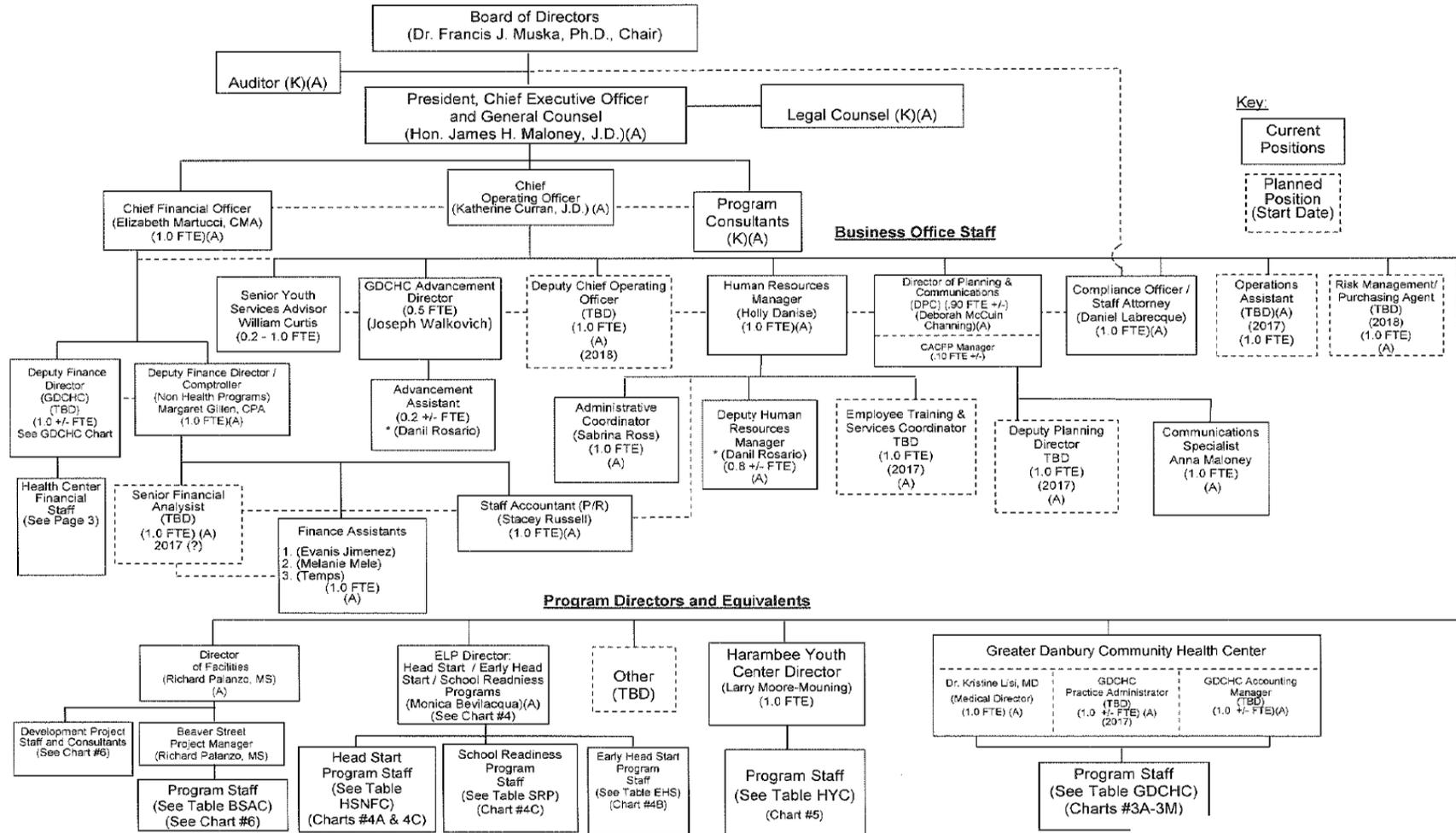
**Connecticut Institute For Communities, Inc.**  
 Table of Organization - OVERVIEW TABLE CURRENT / PLANNED  
**GOVERNANCE, CENTRAL BUSINESS OFFICE STAFF, ALLIED ORGANIZATIONS, AND PROGRAM DIRECTORS**

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 CIFC Cost Allocation Plan. If not specified, the FTE percentage is 100% for staff position



CIFC Board of Directors: 9/26/2012  
 With intermediate updates through: 6/25/2016 (F)  
 & 12/16/2016

**Connecticut Institute For Communities, Inc.**  
**Table of Organization - CENTRAL BUSINESS OFFICE STAFF AND PROGRAM DIRECTORS**



## LEADERSHIP STAFF

<b>Central Business Office Staff</b> 120 Main Street, 4 <sup>th</sup> Floor Danbury, CT 06810 Tel: (203) 743-9760 ~ Fax: (203) 743-3411		<b>CIFC Greater Danbury Community Health Center</b> 120 Main Street, Danbury, CT 06810 Pediatrics Tel: (203) 794-0761 Pediatrics Fax: (203) 731-5399 Internal Medicine Tel: (203) 743-0100 Internal Medicine Fax: (203) 794-1851	
<b>James H. Maloney, J.D.</b> President & CEO	<b>Katie M. Curran, J.D.</b> Chief Operating Officer	<b>Dr. Kristine Lisi, MD</b> Medical Director/Chief of Internal Medicine	<b>Diana Trumbley, CPA</b> Practice Administrator
<b>Deborah McCuin-Channing, MA</b> Dir. Planning & Communications	<b>Elizabeth Martucci, CMA</b> Chief Financial Officer	<b>Dr. Thomas F. Draper, MD, MPH</b> Chief of Community Medicine	<b>Dr. Asha Marhatta, MD, MPH</b> Residency Program Director
<b>William Curtis</b> Senior Youth Advisor	<b>Richard Palanzo, MSA</b> Director of Facilities	<b>Dr. Amy Handler, MD</b> Chief of Pediatrics	<b>Dr. Shivayogi Magavi, MD</b> Senior Physician Adult Medicine
<b>Holly Danise</b> Human Resources & Operations Manager	<b>Sabrina Ross</b> Administrative Coordinator	<b>Dr. Allen Hindin, DDS</b> Chief of Dental Services (A-I)	<b>Dr. Gerard Foye</b> Chief of Women's Health Services (A-I)
<b>Margaret Gillen, CPA</b> Deputy Finance Dir./Controller	<b>Danil Rosario</b> Communications, Advancement & Operations Assistant	<b>Dr. Joan Draper, MD</b> Ophthalmology Project Manager	<b>Dr. Kathleen Mauks, MD</b> Senior Physician Adult/Geriatic Medicine
<b>Daniel Labrecque, JD</b> Staff Attorney/ Compliance Officer	<b>Joseph Walkovich</b> GDCHC Director of Advancement	<b>Dr. Nimi Magavi, MD</b> Senior Physician Adult Medicine	<b>Dr. Youness Yavari, MD</b> Residency Program Assoc. Dir.
<b>Stacey Russell</b> Payroll Accountant	<b>Melanie Mele</b> Accounts Payable Assistant	<b>Grace Scire, JD</b> Residency Program Manager	<b>Carla Fontes</b> Site Operations Manager
<b>Evanis Jimenez</b> Finance Assistant	<b>Danil Rosario</b> Communications, Advancement & Operations Assistant	<b>Sandra Heinemeyer, RN</b> Adult Medicine Department Manager	<b>Annabella Rodrigues, RN</b> Women's Health Department Manager
<b>Women, Infants &amp; Children's Nutrition Program (WIC)</b> 80 Main Street Danbury, CT 06810 Tel: (203) 456-0140 Fax: (203) 917-3567		<b>Matilda Vallahu</b> Billing Manager	<b>Deborah Henriques, RN</b> Pediatric Adolescent Medicine Lead Department Manager
<b>Patricia Mascoli, MS, CDN, CLC</b> WIC Program Manager	<b>AnnMarie Evans, BS, CLC</b> Lead Nutritionist	<b>Early Head Start of Northern Fairfield County Management Staff</b> <b>Head Start of Northern Fairfield County Management Staff</b> <b>School Readiness Program Management Staff</b> 37 Foster Street, Danbury, CT 06810 Tel: (203) 743-3993 ~ Fax: (203) 792-9387	
<b>School-Based Health Center Program</b> 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 Avenue, Danbury, CT 06810 Newtown Middle School, Queen Street, Newtown, CT 06470		<b>Monica Bevilacqua</b> EHS/HS/ SRP Program Director	<b>Jessica Watson, MS</b> Senior Education Manager
<b>Melanie Bonjour</b> SBHC Program Manager	<b>Dr. Robert Golenbock, MD</b> SBHC Medical Director	<b>Robin Scott, MAT</b> Education Manager	<b>Nancy Damici, RN</b> Health & Nutrition Manager
Housing Services Program Staff <b>Beaver Street Apartments Cooperative, Site Office</b> 1B Meehan Place, Danbury, CT 06810 Tel: (203) 794-1760 ~ Fax: (203) 794-0012		<b>Sarah Geary, MSW</b> Social Services Manager	<b>Sondra Cherney</b> Education Services Asst. Manager
<b>David Martin</b> Sr. Resident Relations Specialist		<b>Cristiana Ginsberg, MEd</b> Mental Health & Disabilities Mgr.	<b>Richard "Kevin" Holmes, MA</b> Mental Wellness Services Manager
<b>Leonard Romaniello</b> Resident Relations/Facilities Specialist		<b>Harambee Youth Center</b> 54 West Street, Danbury, CT 06810 Tel: (203) 748-0230 ~ Fax: (203) 748-1595	
<b>Joselyn Milan</b> Resident Relations Specialist	<b>Anthony Vines</b> Maintenance Specialist	<b>Larry Moore-Mouning</b> Program Director	

Updated through 10/31/16

# # #



## OUR PROFESSIONAL ADVISORS

### **Attorneys**

Collins, Hannafin, Garamella,  
Jaber & Tuozzolo, P.C.  
Francis J. Collins, JD  
Christopher Leonard, JD  
Thomas Beecher, JD  
148 Deer Hill Avenue  
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Steve F. Mount, JD  
2000 Huntington Center  
41 South High Street  
Columbus, OH 43215

Carmody & Torrance, PC  
50 Leavenworth Street  
Waterbury, CT 06721-1110

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### **Architects**

Studio Q Architecture  
Ron Quicquaro  
301 Highland Avenue  
Waterbury, CT 06708

Quisenberry Arcari Architects  
Thomas Arcari  
318 Main Street  
Farmington, CT 06032

O’Riordan & Migani Architects  
Joseph Migani  
26 Bank Street  
Seymour, CT 06483

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### **Auditors**

Maletta & Company  
Certified Public Accountants  
Michael Maletta, CPA  
1002 Farmington Avenue, Suite 202  
Bristol, CT 06010

### **Government Relations**

Joseph Walkovich  
Richard Foley

### **Health Care Planning**

Kenneth Dym  
John Steiner

John Snow, Inc.  
44 Farnsworth Street  
Boston, MA 02210

### **Housing**

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



# CIFC AWARDS -- ROLL OF HONOR

## CIFC Distinguish Service Award

- 2013 - Dr. Uwe C. 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  
Patton Boggs USA



## Community Leadership Awards

- 2004 - Hon. Mark D. Boughton,  
Mayor of Danbury
- 2005 - State Senator David Capiello  
(24<sup>th</sup> District)
- 2006 - State Representative Robert Godfrey  
(110<sup>th</sup> District)
- 2007 - State Representative Jason Bartlett  
(2<sup>nd</sup> District)
- 2008 - Hon. Christopher Murphy  
Member of Congress (CT-5)

## 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

## BSAC Colleague of the Year

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

## 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

## WIC Colleague of the Year

- 2014 - Josephine Phillips  
Program Assistant
- 2015 - Ruby Vasquez  
Program Assistant
- 2016 - Aminata Lashley  
Program Assistant

- 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  
(109<sup>th</sup> 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 (con't)

### Early Learning Colleague of the Year

- 2004 - Patricia Keith Johnson,  
Community Services Manager
- 2005 - Nancy Crain,  
Family Advocate
- 2006 - Claudia Schoen, L.P.N.  
Health Services Manager
- 2009 - Kara Watson-Wanzer  
Education Manager
- 2010 - Tara Willis  
Deputy Education Svcs. Mgr.
- 2011 - Jessica Watson  
EHS Program Manager
- 2013 - Sondra Cherney  
Education Services Asst. Mgr.
- 2014 - Nancy Damici, RN  
Health & Nutrition Manager
- 2015 - Richard Maimone  
Family Advocate
- 2016 - Sarah Geary, MSW  
Social Services Manager

### Early Childhood Teacher of the Year

- 2007- Dee Strobel  
Teacher of the Year, HSNFC
- 2008 - Olivia Dovale,  
Teacher of the Year, HSNFC
- 2009 - Melinda Perrerrira  
Teacher of the Year, HSNFC
- 2010 - Lynda Kafus  
Teacher of the Year, HSNFC
- 2011 - Ananya Ghorai  
Teacher of the Year, HSNFC
- 2012 - Louise Lamana  
Teacher of the Year, HSNFC
- 2012 - T'Arica Perkins  
Teacher of the Year, EHS
- 2013 - Lisa Dempsey  
Teacher of the Year, HSNFC
- 2014 - Gylshen Capri  
Teacher of the Year, HSNFC
- 2015 - Valerie Kuzia  
Pre-School PD/PY Teacher
- 2016 - Kimberly Burnside  
Teacher, HSNFC

### Health Center Colleague of the Year

- 2010 - Maria Chann  
Clinical Coordinator
- 2011 - Johanna Avila  
Medical Assistant
- 2012 - Eter Zapata  
Front Desk Specialist (Peds.)
- 2013 - Ines Avila  
Front Desk Specialist (IM)
- 2014 - Denise Kentala
- 2015 - Elizabeth Rodriguez  
Billing Specialist
- 2016 - Yesmin Reynoso  
Medical Assistant

### Health Center Clinician of the Year

- 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  
Adult Medicine



*Connecticut Institute For Communities, Inc.  
would like to again thank our 2016 Community Contributors*

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United Way of Western CT*

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Jim & Mary Maloney  
Attys. Steven & Kathleen Mount  
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Ms. Carol Michell  
Murtha Cullina  
Dr. Frank Muska, PhD  
Ms. Ellen Rosenberg  
Councilman Thomas Saadi, JD  
Mr. Bruce Svendsen, CPA  
Dr. Jay Titman, MD*

---

*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:

### CURRENT PROJECTS and SERVICES SUMMARY

#### **Greater Danbury Community Health Center (GDCHC):**

The Greater Danbury Community Health Center offers a comprehensive range of primary care, including medical, dental and mental health services, on a sliding fee basis, to people of all ages: infants, children, adolescents, adults and seniors, especially those who are medically underserved. Our mission is to ensure affordable, accessible, comprehensive, high quality health care to the residents of the Greater Danbury area, regardless of their ability to pay or their insurance status. GDCHC is certified by the National Association for Quality Assurance as a Level III (the highest) Patient Center Medical Home.

- **GDCHC Teaching Health Center:**

As accredited by the national Accreditation Council for Graduate Medical Education (ACGME), GDCHC sponsors an innovative Residency Program (post-MD) in Primary Care Adult Medicine. Starting in July 2013, we began working with Residents (post-MD physicians) looking to specialize in community-based Internal Medicine Primary Care. GDCHC is the only Teaching Health Center in the State of Connecticut. We currently have twenty-nine (29) Residents enrolled in our program.

- Since 2012 the Regional **Women and Infant Children Health & Nutrition Program (WIC)** has been sponsored by the Connecticut Institute For Communities, Inc. WIC serves residents in the City of Danbury, Bethel, Bridgewater, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Roxbury, Sherman, and Washington, providing nutrition assessment and health education, breastfeeding promotion and support, and food benefits for low-income (below 185% of the federal poverty level) women, infants and children up to the age of five, as well as referrals for physical health, dental and social services for infants, preschoolers and their parents. WIC currently serves annually approximately 2,500 low-income children and parents throughout the greater Danbury region.
- In 2012, the Greater Danbury Community Health Center (GDCHC) opened a satellite health center at **Henry Abbott Technical High School**. GDCHC medical and behavioral health staff provide primary health care services to students at HATS. As a result, students do not have to miss school or classes because they need medical care; and parents do not have to miss work.
- In 2013 we expanded our **School Based Health Center (SBHC)** work by consolidating under our auspices the Danbury SBHC's at Danbury High School and the two Danbury Middle Schools (Broadview and Rogers Park).
- In early 2015, we opened a new **SBHC** at **Newtown Middle School**, in Newtown, Connecticut, serving the school children of Newtown and Sandy Hook, CT.

**CIFC offers three Early Learning programs:**

Head Start of Northern Fairfield County (for children ages 3-5);  
Early Head Start of Northern Fairfield County (for children ages 6 weeks to age 3); and  
School Readiness (full-day, also for children ages 3 to 5)

- **Head Start of Northern Fairfield County** provides comprehensive pre-school education and childcare for low-income children ages 3 to 5 in full- and part-day classrooms in the City of Danbury. The program includes health, nutrition, disability, social, mental health, parent involvement and education services. Head Start helps families access other community services that offer adult education and career development, ESL courses, family counseling, primary health care, and employment search assistance. Family Nights and Center Meetings are offered every month on alternate months. Head Start serves more than 300 children and their families each year (at least 90% low-income, and at least 10% with developmental disabilities).
- **Early Head Start** serves 40 low-income infants, toddlers and pregnant women by providing continuous, intensive and comprehensive early childhood development and family support assistance through center-based services aimed at strengthening children's educational foundation and parents' self-sufficiency.
- **School Readiness Program:** Funded through the Connecticut Department of Education, CIFC's School Readiness program provides fulltime, year-round early childhood care and education to 44 Danbury children ages three and four.
- **Danbury Head Start Center (HSC):** In collaboration with the City of Danbury, CIFC has completed the development of a national model state-of-the-art 16 classroom Head Start Center in CityCenter Danbury to better serve our Head Start Families, including Early Head Start programming for children age 6 weeks through 2 years.

**Beaver Street Apartments Cooperative (BSAC):** BSAC is a 70-unit low-income housing cooperative located in downtown Danbury serving approximately 300 residents, for which CIFC serves as the Managing Agent, and for which CIFC has been conducting a 10 year program of managerial and physical revitalization at the Cooperative.

### **Danbury Community Facilities Collaboration:**

- Modernization of the equipment and facilities of the Danbury War Memorial building;
- The addition of 7 new pre-school classrooms in Danbury, to be located in the former “Danbury Cadillac/Oldsmobile” facility at 29 Park Avenue; and
- The purchase and re-opening of the former Danbury YMCA building as a comprehensive downtown Danbury Community Center to include a newly organized Boys and Girls Club in Danbury.

**Harambee Center for Youth and Community Services:** Since 1965, the Harambee Center’s mission has been to assist, support, and mentor children in the greater Danbury area in order to encourage them in the pursuit of their personal and educational goals. Harambee’s special focus is on low-income, minority (especially African-American and Latino) adolescents, with more than 150 participants each year.

**Danbury Armory Project:** In 2011, CIFIC accepted title to the Danbury Armory from the State of Connecticut through the City of Danbury. CIFIC has begun the initial steps to qualify the Armory for Historic Preservation Rehabilitation Tax Credits, which will ensure the preservation of a unique, historic building in downtown Danbury, currently in service as a facility for the Harambee Youth Center.

**Health Center Building & Senior Housing Complex:** Working in conjunction with Mayor Mark Boughton and several local partners, including Union Savings Bank and other local businesses, CIFIC has been undertaking a comprehensive community re-development project at the site of the former Danbury police station which will be the location of the new facilities of CIFIC’s Greater Danbury Community Health Center (with construction very near completion as this report went to press) and an affordable, mixed-income 79 unit housing complex for senior citizens and senior Veterans. (See also the “Dedication” announcement at pages 3 and 4 of this Report).



## **Appendix B:**



## **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 CIFC, 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 | [colko.ohs.aef.hhs.gov](http://colko.ohs.aef.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* <sup>for</sup> *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 C:



CERTIFIED PUBLIC ACCOUNTANTS

43 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 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, 2015 and 2014, 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, 2015 and 2014, 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.

## **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 May 24, 2016 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  
May 24, 2016

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS OF DECEMBER 31, 2015 AND 2014**

<b>ASSETS</b>		<u>2015</u>	<u>2014</u>
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$	1,160,460	\$ 665,702
Restricted Cash - Construction Reserve		10,163,707	-
Due From Funding Sources		446,880	883,095
Patient Accounts Receivable - Net		261,915	110,731
Accounts Receivable		-	4,327
Other Receivables		109,954	154,090
Inventory		31,875	11,710
Prepaid Expenses		102,759	79,897
Total Current Assets		<u>12,277,550</u>	<u>1,909,552</u>
<b>PROPERTY AND EQUIPMENT:</b>			
Property and Equipment		2,456,749	2,437,705
Assets in Progress		7,069,693	734,626
Less Accumulated Depreciation		(504,992)	(420,829)
Net Property and Equipment		<u>9,021,450</u>	<u>2,751,502</u>
<b>OTHER ASSETS:</b>			
Long-Term Notes Receivable		9,671,930	-
Restricted Cash - Fee and Expense Reserves		727,759	-
Security Deposits		21,667	18,941
Other Assets		107,324	-
Total Other Assets		<u>10,528,680</u>	<u>18,941</u>
Total Assets	\$	<u>31,827,680</u>	\$ <u>4,679,995</u>
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts Payable	\$	635,462	\$ 1,092,464
Accrued Expenses		278,137	135,905
Accrued Payroll and Taxes		417,509	367,024
Accrued Construction Payable		1,264,857	-
Deferred Revenue		299,274	89,253
Line of Credit		-	-
Current Maturity of Long-Term Debt		149,878	180,444
Total Current Liabilities		<u>3,045,117</u>	<u>1,865,090</u>
Long-Term Debt		20,555,110	879,833
<b>NET ASSETS:</b>			
Unrestricted		7,774,992	1,568,887
Temporarily Restricted		452,461	366,185
Permanently Restricted		-	-
Total Net Assets		<u>8,227,453</u>	<u>1,935,072</u>
Total Liabilities and Net Assets	\$	<u>31,827,680</u>	\$ <u>4,679,995</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
CONSOLIDATED STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED DECEMBER 31, 2015**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE AND SUPPORT:</b>				
Grants from Government Sources	\$ 15,365,624	\$ -	\$ -	\$ 15,365,624
Patient Service Revenue - Net	3,304,770	-	-	3,304,770
Contributions	742,508	37,848	-	780,356
Program Service Revenue	640,702	162,063	-	802,765
Interest Income	68,615	2	-	68,617
Developer's Fee	201,024	-	-	201,024
Miscellaneous Income	-	-	-	-
Total Operating Revenue & Support Before Net Assets Released From Restrictions	<u>20,323,243</u>	<u>199,913</u>	<u>-</u>	<u>20,523,156</u>
Net Assets Released From Restrictions	113,637	(113,637)	-	-
Total Revenue and Support	<u>20,436,880</u>	<u>86,276</u>	<u>-</u>	<u>20,523,156</u>
<b>OPERATING EXPENSES:</b>				
Program Services				
Early Childhood Education	4,052,398	-	-	4,052,398
Health Services	7,807,342	-	-	7,807,342
Nutrition Services	288,921	-	-	288,921
Building & Grounds	68,396	-	-	68,396
Other Programs	356,590	-	-	356,590
Total Program Services	<u>12,573,647</u>	<u>-</u>	<u>-</u>	<u>12,573,647</u>
Supporting Services				
General & Administrative	1,657,128	-	-	1,657,128
Total Supporting Services	<u>1,657,128</u>	<u>-</u>	<u>-</u>	<u>1,657,128</u>
Total Operating Expenses	<u>14,230,775</u>	<u>-</u>	<u>-</u>	<u>14,230,775</u>
<b>CHANGE IN NET ASSETS:</b>	6,206,105	86,276	-	6,292,381
Net Assets, Beginning	<u>1,568,887</u>	<u>366,185</u>	<u>-</u>	<u>1,935,072</u>
Net Assets, Ending	<u>\$ 7,774,992</u>	<u>\$ 452,461</u>	<u>\$ -</u>	<u>\$ 8,227,453</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2014**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE AND SUPPORT:</b>				
Grants from Government Sources	\$ 7,796,366	\$ -	\$ -	\$ 7,796,366
Patient Service Revenue - Net	3,074,815	-	-	3,074,815
Contributions	554,418	29,540	-	583,958
Program Service Revenue	394,387	161,269	-	555,656
Interest Income	56	-	-	56
Miscellaneous Income	199	1	-	200
Total Operating Revenue & Support Before Net Assets Released From Restrictions	<u>11,820,241</u>	<u>190,810</u>	<u>-</u>	<u>12,011,051</u>
Net Assets Released From Restrictions	97,328	(97,328)	-	-
Total Revenue and Support	<u>11,917,569</u>	<u>93,482</u>	<u>-</u>	<u>12,011,051</u>
<b>OPERATING EXPENSES:</b>				
Program Services				
Early Childhood Education	3,482,881	-	-	3,482,881
Health Services	6,080,017	-	-	6,080,017
Nutrition Services	286,465	-	-	286,465
Building & Grounds	12,173	-	-	12,173
Other Programs	111,495	-	-	111,495
Total Program Services	<u>9,973,031</u>	<u>-</u>	<u>-</u>	<u>9,973,031</u>
Supporting Services				
General & Administrative	1,317,206	-	-	1,317,206
Total Supporting Services	<u>1,317,206</u>	<u>-</u>	<u>-</u>	<u>1,317,206</u>
Total Operating Expenses	<u>11,290,237</u>	<u>-</u>	<u>-</u>	<u>11,290,237</u>
<b>CHANGE IN NET ASSETS:</b>	627,332	93,482	-	720,814
Net Assets, Beginning	<u>941,555</u>	<u>272,703</u>	<u>-</u>	<u>1,214,258</u>
Net Assets, Ending	<u>\$ 1,568,887</u>	<u>\$ 366,185</u>	<u>\$ -</u>	<u>\$ 1,935,072</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2015**

	Program Services					Supporting Services		Total
	Early Childhood Education	Health Services	Nutrition Services	Other Programs	Building & Grounds	General & Administrative	Supporting Services	
<b>SALARIES AND RELATED EXPENSES:</b>								
Salaries	\$ 2,143,270	\$ 5,095,737	\$ -	\$ 48,622	\$ -	\$ 1,357,387	\$ 8,645,016	
Employee Benefits	319,989	562,267	-	2,197	-	153,087	1,037,540	
Payroll Taxes	162,517	377,257	-	3,523	-	83,111	626,408	
Total Salaries & Related Expenses	<u>2,625,776</u>	<u>6,035,261</u>	<u>-</u>	<u>54,342</u>	<u>-</u>	<u>1,593,585</u>	<u>10,308,964</u>	
<b>OTHER EXPENSES:</b>								
Subcontract Costs	38,514	236,635	-	13,908	-	6,973	296,030	
Professional Fees and Contracted Services	46,949	166,962	-	2,223	9,666	31,672	257,472	
Nutrition Services (Meals)	22,156	-	288,921	-	-	-	311,077	
Occupancy	654,367	353,932	-	38,874	723	1,015	1,048,911	
Depreciation	46,376	34,390	-	-	13,275	1,563	95,604	
Other Program Costs	284,906	58,323	-	52,031	42,374	-	437,634	
Staff Development and Training	67,643	71,684	-	-	-	24	139,351	
Telephone	43,003	71,333	-	2,400	231	558	117,525	
Travel and Transportation	1,483	6,678	-	3	-	30	8,194	
Advertising and Public Relations	1,122	5,241	-	-	-	3,240	9,603	
Insurance	25,560	96,193	-	5,031	1,736	483	129,003	
Office Supplies and Expenses	148,381	245,030	-	27,432	391	9,277	430,511	
Medical and Dental Supplies	41,853	370,704	-	-	-	-	412,557	
Postage and Shipping	4,167	17,834	-	-	-	94	22,095	
Interest Expense	59	21,870	-	160,346	-	8,611	190,886	
Dues and Subscriptions	83	15,272	-	-	-	3	15,358	
Total Other Expenses	<u>1,426,622</u>	<u>1,772,081</u>	<u>288,921</u>	<u>302,248</u>	<u>68,396</u>	<u>63,543</u>	<u>3,921,811</u>	
Total Expenses	<u>\$ 4,052,396</u>	<u>\$ 7,807,342</u>	<u>\$ 288,921</u>	<u>\$ 356,590</u>	<u>\$ 68,396</u>	<u>\$ 1,657,128</u>	<u>\$ 14,230,775</u>	

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2015 AND 2014**

**CASH FLOWS FROM OPERATING ACTIVITIES:**

	<u>2015</u>	<u>2014</u>
Change in Net Assets	\$ 6,292,381	\$ 720,814
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation Expense	95,604	93,574
Change in Operating Assets and Liabilities		
Decrease (Increase) in Restricted Cash - Construction Reserve	(10,163,707)	-
Decrease (Increase) in Due From Funding Sources	436,215	(601,850)
Decrease (Increase) in Patient Accounts Receivable - Net	(151,184)	53,975
Decrease (Increase) in Accounts Receivable	4,327	41,029
Decrease (Increase) in Other Receivables	44,136	40,074
Decrease (Increase) in Inventory	(20,165)	(1,618)
Decrease (Increase) in Prepaid Expenses	(22,862)	(50,874)
Decrease (Increase) in Restricted Cash - Fee and Expense Reserves	(727,759)	-
Decrease (Increase) in Security Deposits	(2,726)	-
Decrease (Increase) in Other Assets	(107,324)	(80,277)
Increase (Decrease) in Accounts Payable	(457,002)	693,829
Increase (Decrease) in Accrued Expenses	142,232	(59,945)
Increase (Decrease) in Accrued Payroll and Taxes	50,485	76,981
Increase (Decrease) in Accrued Construction Payable	1,264,857	-
Increase (Decrease) in Deferred Revenue	210,021	89,253
	<u>(9,500,456)</u>	<u>200,577</u>
Cash Provided By (Used For) Operating Activities	(3,112,471)	1,014,965
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Proceeds from Borrowings	20,338,402	500,000
Repayment of Long Term Debt	(693,691)	(603,548)
Net Provided (Used) by Financing Activities	<u>19,644,711</u>	<u>(103,548)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Long-Term Notes Receivable	(9,671,930)	-
Disposition of Property and Equipment	2,860	-
Additions to Assets in Progress	(6,155,148)	(524,652)
Purchase of Property and Equipment	(213,263)	(83,859)
Net Provided (Used) by Investing Activities	<u>(16,037,481)</u>	<u>(608,511)</u>
<b>NET INCREASE (DECREASE) IN CASH &amp; CASH EQUIVALENTS:</b>	494,759	302,906
<b>CASH AT BEGINNING OF YEAR:</b>	<u>665,702</u>	<u>362,797</u>
<b>CASH AT END OF YEAR:</b>	<u>\$ 1,160,460</u>	<u>\$ 665,702</u>
Supplemental Disclosure of Cash Flow Information		
Cash Paid for Interest	\$ 232,330	\$ 34,541
Cash Paid for Taxes	<u>\$ -</u>	<u>\$ -</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2015**

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

Noncompliance material to financial statements noted?  Yes  No

**Federal Awards**

Internal control over major federal programs:

- Are any material weaknesses identified?  Yes  No
- considered to be material weaknesses?  Yes  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 accordance with 2 CFR 200.516(a)?  Yes  No

Identification of major federal programs:

CFDA #	Program Name
10.558	Child and Adult Care Food Program (CACFP)
10.557	WIC Program

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

Auditee qualified as a low-risk auditee?  Yes  No

**II. Financial Statement Findings**

None

**III. Federal Awards Findings**

None

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2015**

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**I. SUMMARY OF AUDITOR'S RESULTS**

*Financial Statements*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? \_\_\_\_\_ Yes      X   No
- Significant deficiency (ies) identified? \_\_\_\_\_ Yes      X   None Reported
- Noncompliance material to financial statements noted? \_\_\_\_\_ Yes      X   No

*State Financial Assistance*

Internal control over major programs:

- Material weakness(es) identified? \_\_\_\_\_ Yes      X   No
- Significant deficiency (ies) identified? \_\_\_\_\_ Yes      X   None Reported

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

Any audit finding disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act?

\_\_\_\_\_ Yes      X   No

- The following schedule reflects the major programs included in the audit:

<u>State Grantor And Program</u>	<u>State Core-CT Number</u>	<u>Expenditures</u>
<b>Office of Policy and Management</b>		
Nonprofit Grant Program	12052-OPM20830-43574	\$ 91,074
<b>Dept. of Economic and Community Development</b>		
Urban Action Bonds	13019-ECD46210-41240-094	4,000,000
<b>Dept. of Mental Health and Addiction Services</b>		
Capital Improvements Bond Fund Grant Program	13019-MHA53000-41242	2,028,798
• Dollar threshold used to distinguish between type A and type B programs:		\$ 200,000

**II. FINANCIAL STATEMENTS FINDINGS**

There were no current year financial statement findings.

**III. STATE FINANCIAL ASSISTANCE FINDINGS AND QUESTIONED COSTS**

There were no current year audit findings or questioned costs.