

Connecticut Institute For Communities, Inc.



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

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

2019-2020 Annual Report

Health • Education • Housing • Economic Development

www.cifc.org

www.ct-institute.org

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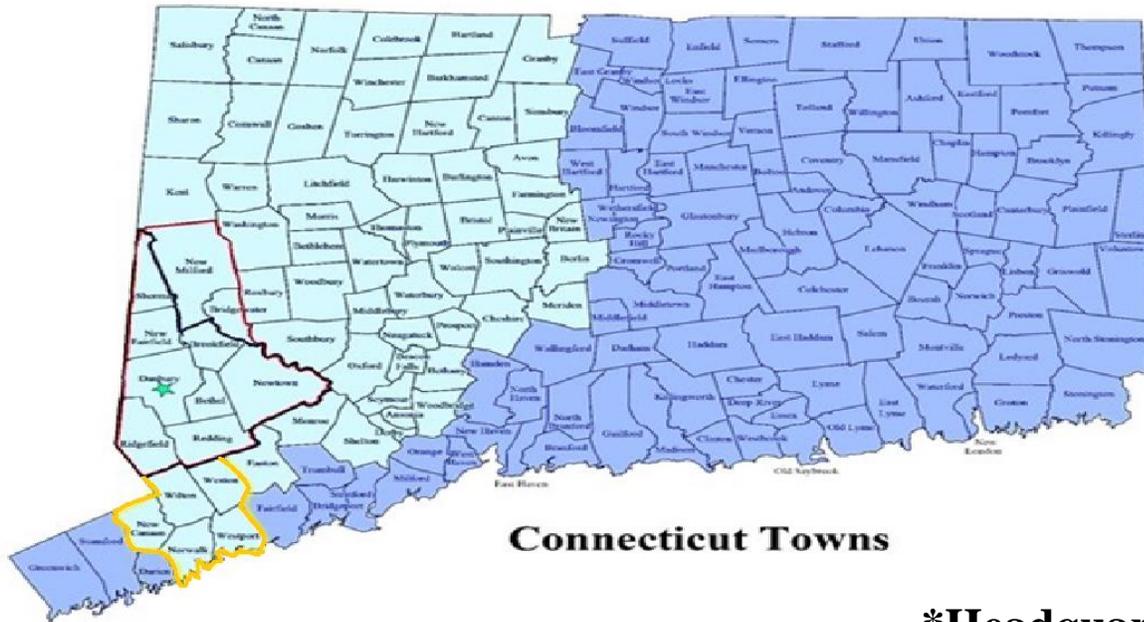


Health • Education • Housing • Economic Development

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.



Connecticut Towns

***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 Danbury Community Health Center
Service Area**

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

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

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

**Greater Norwalk
Head Start
Service Area:**

* Norwalk	* Wilton
* Weston	* Westport
and	
*New Canaan	

Our Annual Report for 2020 is dedicated to:
Our Frontline Workers During the COVID-19 Pandemic



CIFC dedicates this annual report to our COVID-19 frontline workers. From delivering family health care to administering COVID-19 testing services and, ultimately, the vaccines that arrived in December of 2020, CIFC's Greater Danbury Community Health Center employees provided exemplary service to our communities in addressing the local impact of COVID-19, confronting an unprecedented illness.

Early Learning Program staff scrambled to provide the best tools they could for families, to conduct remote learning, and to provide the school-day meals, through "pick-up" service, on which many program children depend, even when children were not able to attend a program in person. ELP staff successfully adapted the program throughout the 2020 year filled with unknowns.

Our Facilities Team worked tirelessly to equip other frontline workers during long, hot days, as well as through snow or rain, to ensure the best possible working conditions for our staff throughout the year as we conducted many COVID-19 response programs rain (or snow) or shine.

Through much of the year, the characteristics of COVID-19 were incompletely understood. The impact of the events in 2020 will likely be studied for some time. What we honor most among the sacrifices made by our employees during this hectic period is their bravery throughout the uncertainty they faced in a historic year.

Day after day, workers donned PPE, masks, and even weather-protective gear at outdoor testing sites, to ensure that our communities would be able to receive the highest quality care, no matter their income, insurance status, or family situation. They did this to ensure equitable care for everyone in the most difficult public health environment in living memory.

Thank you, CIFC front-line workers, for all you've done!



Connecticut Institute For Communities, Inc.

"The ultimate goal is the Beloved Community", Rev. Dr. Martin Luther King, Jr.

The CIFC 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.

People in our communities are advanced through the services they receive through CIFIC. More comprehensively, all of our CIFIC staff, 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 with whom our CIFIC personnel come in contact.

Our Motto: “**Pro Civitas**” (For the Community)

Our Catchphrase: “**Strengthening Families; Building Communities**”



“CIFIC: Strengthening Families, Building Communities.”



☐ Central Business Office
120 Main St., 4th Floor
Danbury, CT 06810

☐ Early Learning Programs
Danbury Head Start Center
37 Foster Street
Danbury, CT 06810

☐ Beaver Street
Apartments Co-op.
1B Meehan Place
Danbury, CT 06810

Greater Danbury Community Health Center

☐ Health Center – Central Site
120 Main St., Danbury, CT 06810

☐ Health Center – South
70 Main St., Danbury, CT 06810

☐ Health Center – North
57 North St., Danbury, CT 06810

☐ WIC Nutrition Program
(Women, Infants, & Children)
80 Main St., Danbury, CT 06810

☐ School-Based Health Centers
120 Main Street, 4th 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.

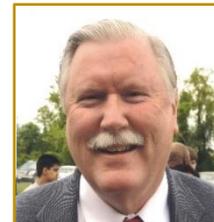


Leadership’s Annual Report



Dr. Francis J. Muska, Ph.D.

December 31, 2020



Hon. James H. Maloney, JD

Dear Friends:

2020 has been a year of unprecedented challenges, and yet, also substantial progress in the service of our mission 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 to our committed, creative staff. As for the COVID-19 pandemic and the hardship it has created this year, we are gratified to say that we have risen to its many challenges. At the same time we honor those lost during this excruciating time, we acknowledge the lessons learned that helped us, as a community and an institution, persevere and overcome.

In 2020 we were required to temporarily close multiple programs, or at a minimum move them to so-called “remote” or “virtual” activities, including the Danbury Community Center, our Danbury and Norwalk Head Start and Early Learning Programs, our Harambee Teen Center, our School Based Health Centers (SBHC), and our regional WIC program. In a few cases this, very unfortunately, even required some staff layoffs or work hour reductions. Nonetheless, CIFIC’s dedicated employees were able to achieve great success despite unpredictable setbacks. Here are some of CIFIC’s major accomplishments this past year:

- We start with the many positive developments by CIFIC’s Health Center Division, including the extraordinary work that has been done in connection with the COVID-19 emergency:
 - CIFIC’s Greater Danbury Community Health Center (GDCHC) was at the forefront of COVID-19 testing in Danbury. CIFIC GDCHC provided over 23,000 free COVID-19 tests in 2020 through 2021. In doing so, CIFIC GDCHC:
 - ◇ Partnered with the Danbury Health Department and Nuvance Health (Danbury Hospital) to offer “Healthy Danbury” events, where the City Health Department offered flu shots and CIFIC GDCHC, in collaboration with Nuvance Health, offered COVID-19 testing;
 - ◇ GDCHC provided nearly 400 tests per day to area residents at COVID’s peak;
 - ◇ GDCHC provided monthly testing at the Super 8 motel and several congregate housing sites in the region.
 - ◇ CIFIC undertook numerous physical improvements around the Institute to help protect our staff, patients and clients from COVID-19. That included the installation of numerous plexi-glass “sneeze shields,” and, at key points, the replacement of carpeted space with easier to keep clean floor tiles. Throughout our facilities we implemented major upgrades to our regular maintenance activities.
 - At the turn of the 2020-2021 year, CIFIC GDCHC started providing COVID vaccines to eligible residents. Through the publication of this report (as of June 30th, 2021), CIFIC GDCHC has provided over 12,000 COVID-19 vaccines. In doing so, CIFIC GDCHC has:
 - ◇ Operated two (2) mass vaccination sites, including our new 132 Main St site in the heart of downtown Danbury;
 - ◇ Provided multiple mobile vaccine clinics for our most vulnerable residents;

- ◇ Equitably distributed COVID-19 vaccines by targeting underserved and minority groups in the community for education and outreach. Approximately 65% of CIFIC’s vaccines have been given to those living in “priority zip codes” determined by the state of Connecticut.
- ◇ Partnered with the Newtown School District to vaccinate over 400 education staff;
- ◇ Partnered with the City of Danbury in its Equity Grant to ensure that we continue to work throughout the summer and the fall to vaccinate as many residents as possible in Danbury and the region.
- Throughout the pandemic, CIFIC GDCHC continued to provide vital primary care services in adult medicine, pediatrics, women’s health, family dentistry, and behavioral health. When most of CT shut down in March of 2020, our staff stepped up by pivoting to offer telehealth, and continuing to see patients in person as needed. Our Internal (Adult) Medicine resident doctors also provided vital in-patient services at our partner hospitals. Our women’s health staff continued to see pregnant patients in person, daily, while our school-based health center staff adapted to in-person closures by switching to telehealth within 2 weeks of the onset of the pandemic, and staff jumped in to assist with COVID-19 testing and vaccines. These are just a few examples of the adaptability, flexibility, and commitment our wonderful staff showed during the last year. As in prior years, in 2020 GDCHC still served approximately 15,000 patients with 65,000 patient visits!
- In late 2020, we welcomed as our new Chief of Women’s Health, Dr. Heidi Rowen, MD, a distinguished, board-certified OB/GYN physician, with an extensive background. Dr. Rowen’s appointment as Chief represents the start of a major expansion of our Women’s Health services which will include the deployment of a team of licensed Mid-Wives who will work with our OB-GYN physicians and nurses. She received her M.D. at Dartmouth Medical School and has been practicing obstetrics and gynecology since 2000. She served five years as Medical Director of the Women's Health Center, Bronx-Lebanon Hospital. She returned to Connecticut after 24 years in Manhattan, having grown up north of Hartford. Like many moves in 2020, the timing fell in place around the pandemic. She explained that she was eager to lead the program at GDCHC: "I worked for 11 years with an underserved community at Bronx-Lebanon, and I really missed that. I missed the teaching, the residents, and especially the community...bringing these really necessary, really needed services." The reduction in commute has allowed her to do just that right here in Danbury.



*Dr. Heidi Rowen, MD,
Chief of Women’s Health*

- In November of 2020, CIFIC GDCHC participated in a “virtual” Operational Site Visit (OSV) with the Health Resources and Services Administration (HRSA), the division of the U.S. Department of Health and Human Services that oversees federally qualified health centers such as CIFIC GDCHC. As with our other OSVs in 2018 and 2015, CIFIC GDCHC successfully demonstrated its quality care and compliance with a multitude

of complex regulatory requirements, with a 100% score on the final compliance report.

- While all this was being accomplished by our Health Division, our Education Division was also making significant progress:
 - We completed the improvements at our Norwalk Head Start program’s Ely Center and began the redesign of the Franklin Center.
 - Throughout the pandemic CIFC’s Early Education Program continued to operate through remote learning curricula and “pick-up” daily school meals
 - Just prior to the onset of COVID-19 we had fully opened our Danbury Community Center, including the opening of the Center’s swimming pool and aquatics program (we hope to get the Center fully re-opened in the fall of 2021, together with reopening our Harambee Teen Program).

- Similarly, our Housing and Economic Development Division also made significant progress:
 - The Beaver Street Apartments Cooperative Inc. has continued to operate at full occupancy
 - 120 Main Street South Addition: During 2020, we completed our planning of an 8,500 +/- square foot addition to our central Health Center and Headquarters building at 120 Main Street in downtown Danbury. The new addition to be constructed in 2021 will double the size of our Dental Department, add substantial exam rooms at our Pediatrics Department, and office space for our Central Business Office. The new addition will also house major new facilities for our Internal Medicine Residency Program, including a library, seminar room, and study hall space. Most innovatively, it will contain a “Simulation Laboratory” where Residents, Nurses and Medical Assistants can practice medical procedures on computerized mannequins, and study their work on recorded video-tapes.



*Architectural rendering of
120 Main Street Extension
along Boughton Street,
Danbury.*

- We have also completed a comprehensive redesign of the proposed Elderly Housing building at our 11 Boughton Street site. The original plan called for one deck of vehicle parking (40 +/- spaces) with four floors (80 +/- units) of elderly/veterans’ housing above (53 +/- 1 bedroom units and 26 +/- 2 bedroom units, plus a Community Room). Instead, the new plan keeps the same number of residential units, but now locates those units in 3 floors (each with a somewhat larger footprint) built on top of a two-level garage (for a total of 80 +/- vehicle spaces). The first floor of the garage

will still primarily serve our abutting Health Center at 120 Main St., and the second level of 40 +/- will be available for the elderly apartments above. We have scheduled applying for the required City site plan approval for these changes for after the building permit is issued for the 120 Main St. South Addition - see above - which is scheduled for July 2021.

- CIFIC is proud of our major achievements of 2020, 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, Inc. 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 Headquarters Building
 - Danbury Main Street Health Center South Addition

- Greater Danbury Early Learning Programs:
 - CIFIC Park Avenue Early Childhood Education Center, with 7 early childhood classrooms and related facilities
 - Head Start of Northern Fairfield County Program
 - Early Head Start of Northern Fairfield County Program, with 9 classrooms
 - Danbury CIFIC School Readiness Program
 - City of Danbury Head Start Center (37 Foster Street), with 16 classrooms

- 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 (SBHC):
 - 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:
 - Danbury Community Center (to include a planned Boys and Girls Club of Danbury) fully opened at the change of years 2019/2020, including a refurbished gymnasium and the only public access swimming pool in the City of Danbury, completely refurbished support facilities, see above; the Boys and Girls Club organizing work is underway.
 - Elderly Housing Building (completed planning for 80 +/- one and two bedroom units for Seniors and Veterans in Danbury - see above for details).

Pool at the Danbury Community Center, the only publicly available pool in the City of Danbury. Closed during the pandemic, we anticipate reopening in late Fall, 2021



- Greater Norwalk Early Learning Programs:
 - Greater Norwalk Head Start
 - Greater Norwalk Early Head Start
 - Ely Center (completed) and Franklin Center (underway) 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 perseverance, progress and productive good work! We come to the end of 2020 in sound shape – with our books in the black, our staff at the highest level ever – with nearly 400 fellow staff members – and everything poised to make the year ahead – 2021 – another year of great progress and service to our community and the families and individuals we serve.

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

CIFC: Education ▪ Health Care ▪ Housing ▪ Economic Development



Special Mid-Year Supplement: Important COVID-19 developments, and major leadership updates, August 2021.

Each summer we work to issue our Annual Report for the prior year, in this case for the year ending December 31, 2020, by the end of June of the subsequent year. This normal schedule is dictated by the preparation of the annual audit for the report year, which is usually completed in mid-June following the 12/31 year end date. That results in our Annual Report publication date of June 30th.

These past 12 months, as everyone knows, has been anything but normal, very extensively impacted by the COVID-19 pandemic. That of course is true for CIFIC, where almost all of the impacts were "swords with two sides." For example, CIFIC received a significant number of additional public and private grants to help finance our COVID-19 responses, which were very helpful and we are very grateful for that support. On the other hand, the additional grant processes, particularly in regard to the federal "Paycheck Protection Program" which helped assure our staff's continued employment, made it impossible to execute our annual audit process on the usual schedule.

Accordingly, CIFIC decided, given the delayed publication of the audit we would also provide a Special "Mid-Year" report that bridges our 2020 year with the 2021 year, which will be fully reported on next June (2022).

This Mid-Year supplement has two major components. First, a review of the major developments around the Institute, particularly in the Greater Danbury Community Health Center (GDCHC), related to the COVID-19 pandemic. Second, we review major leadership changes that occurred over the summer of 2021, notably the "stepping down" of CIFIC's Founder and long-time President and Chief Executive Officer, James H. Maloney, JD, and his succession by CIFIC's former Chief Operating Officer and General Counsel, Katherine Curran, Esq., as CIFIC's new President and Chief Executive Officer as of August 1, 2021.

CIFC'S RESPONSES TO COVID-19

CIFC, primarily through our Greater Danbury Community Health Center (GDCHC), took a major leadership role in responding to the COVID-19 pandemic in Western Connecticut. By July 31, 2021, GDCHC had administered more than 23,000 COVID-19 diagnostic tests to area residents, and had administered more than 12,000 vaccine doses, over 65% of them to underserved and minority populations in our service area. This was accomplished through our creation and deployment of a dedicated COVID-19 staff test and vaccination team, and the conversion of our Danbury Community Center (currently closed due to COVID-19) into a comprehensive COVID-19 testing center. Most recently, as the COVID-19 pandemic has evolved, we have also equipped our existing Adult Medicine and Pediatric offices to conduct necessary COVID-19 testing.

Regarding COVID-19 vaccinations, CIFC's Greater Danbury Community Health Center (GDCHC) opened an entirely new facility at 132 Main St., in part thanks to a grant from "Direct Relief" that helped address the COVID-19 emergency. The new location, next door to our 120 Main St. headquarters building, was previously the home of a private medical office. CIFC refurbished it to provide more capacity as state vaccine eligibility broadened and vaccine availability increased. The new site is now equipped with over 25 exam rooms, where staff administer the vaccine while easily allowing recipients to maintain social distancing for patient safety. With this new vaccine site, CIFC looks forward to returning the Danbury Community Center at 12 Boughton St. to its primary use as a Community Center, reopening the pool and gym for public use later this year.

Any discussion of CIFC's COVID-19 work would be remiss if it did not call out high praise for the dedication and courage of our Health Center staff who engage directly with the public on testing and vaccine matters. Our frontline team also includes our Early Childhood staff who all during the COVID-19 pandemic classroom shut-downs continued to supply many thousands of critical children's meals on a "Grab-and- Go" basis to our Early Childhood program families.

LEADERSHIP CHANGES

On July 31, 2021 James H. Maloney, JD, CIFIC's Founder, President & CEO for 18 years, stepped down. "That's down, not away," he said with a smile, going on to address a large gathering for CIFIC's Annual Gala event held at the Amber Room Colonnade in Danbury, where he was joined by the undersigned, CIFIC's Board Chair, Dr. Francis J. Muska, Ph.D., in naming CIFIC's new President & CEO: Katherine Curran, Esq., Chief Operating Officer and General Counsel, who transitioned into her new role as of August 1, 2021.

In preparation for this change, the CIFIC Board of Directors engaged in a lengthy and extensive national search for the 2nd CEO in the Institute's history. Ms. Curran joined CIFIC in the fall of 2011 as CIFIC's first Staff Attorney & Compliance Officer, and built CIFIC's compliance function from scratch, becoming an expert in regulatory compliance and operations in CIFIC's dynamic and diverse service fields. She oversaw GDCHC's move to 120 Main, and then led CIFIC's COVID-19 response on multiple fronts.

Ms. Curran holds a Bachelor of Arts in Government studies from Hamilton College, graduating cum laude in 2003. She has a Juris Doctor, also cum laude, from Quinnipiac University School of Law, where she was Editor-in-Chief of the Quinnipiac Health Law Journal from 2008-2009. She was certified in Health Care Compliance by the Health Care Compliance Association, and this past year completed the Harvard Kennedy School's Executive Education Program for Non-Profit Financial Stewardship.

Most recently, Ms. Curran was the leader in CIFIC's successful efforts to implement the Institute's public health response to the COVID-19 pandemic, and helped employees as they worked through snow, rain, and the dangers of frontline work to deliver over 23,000 COVID-19 tests and over 12,000 vaccines to our communities. Throughout CIFIC's implementation of its pandemic response efforts, with guidelines frequently evolving throughout the emergency, Ms. Curran could be found everywhere: from the vaccine registration center where frequent changes to the federal registration system were resolved, to state-wide meetings where the next COVID-19 initiatives were hammered out.

Her work on the pandemic included overseeing collaboration with the U.S. Department of Health

and Human Services, Health Resources and Services Administration (HRSA) to source and distribute vaccines for the Danbury area, and expand CIFIC's vaccine delivery capacity; the CT Governor's Office to orchestrate a variety of program details and coordinate with local officials; the CT and Danbury Departments of Public Health, and the Danbury Police Department, to manage the logistics of CIFIC's COVID-19 testing program and vaccinations; and the CT Department of Agriculture and the Salvation Army for food assistance for those suffering food scarcity while quarantining and awaiting COVID-19 test results.

Under Ms. Curran's leadership, CIFIC worked to ensure no one was left behind in the race to address COVID-19. She organized staff calls for volunteer signups to run weekend clinics and oversaw marketing and distribution efforts that delivered an outstanding 65% of CIFIC's vaccine supply to underserved and minority populations, identified by the State of Connecticut.

Mr. Maloney, in addition to the mark he leaves on an organization he founded 18 years ago, will remain a friendly face at the CIFIC offices. He is transitioning to a part-time consulting role, particularly concerning CIFIC's ambitious, upcoming capital projects. Mr. Maloney also looks forward to spending more time with his wife and family, including his three young grandchildren. On the projects front, 120 Main St. is expanding with a major addition, for which CIFIC has already begun construction. The 8,500 sq. ft. "South Wing" will make the Greater Danbury Community Health Center the first Federally Qualified Teaching Health Center with a **Primary Care Simulation Laboratory** for residents, nurses, and medical assistants. In continuing collaboration with Yale Medical School and Danbury and Griffin Hospitals, GDCHC's new "Sim Lab" will mirror medical practice experiences using computerized mannequins, allowing care providers to practice their skills under the guidance of clinical instructors. In addition, CIFIC's existing dental suite will double, new clinical and office spaces will be added on the 2nd, 3rd, and 4th floors, and a new study lounge, library, and seminar room will open for our Post-MD medical residents.

With new initiatives forthcoming from the federal administration, and based on CIFIC's own expertise and experience, further projects at the Connecticut Institute For Communities, Inc. are already in the planning process. For example, the following are on the drawing board in addition to the "South Wing":

- A two-story parking garage behind our primary Health Center building;
- An 80-unit Elderly & Veterans Housing Development (a three-story structure to be built above the parking garage);
- An update to several of our Head Start facilities both in Danbury and in Norwalk, plus an increase in Head Start enrollment anticipated for the 2022-23 school year; and
- A comprehensive, adaptive re-use of the Danbury Armory Building, the home of our Harambee Youth Center, which will engage Historic Preservation tax credits to create state-of-the-art youth-center spaces and services for Danbury teens.

The Annual Gala transition announcements were closed by highlighting that the CIFIC Board of Directors had saluted Mr. Maloney by naming him CIFIC "President Emeritus," an honorary designation in appreciation of his great work on behalf of the Institute. It was noted that under Mr. Maloney's leadership, CIFIC has grown from one part-time employee and an annual budget of \$6,500, to a comprehensive community development organization with a staff of over 400, a budget exceeding \$33MM, and a net worth of over \$11MM.

"I am enthusiastic about continuing to engage with CIFIC to make notable progress for our communities," Mr. Maloney said, "and I especially look forward to working with Katie Curran in her new role. She is a very talented and dedicated leader, who will do a great job as CIFIC's President and CEO!"

* * *

In addition to the CEO transition, CIFIC made a further, important leadership announcement. Ms. Marlene Moranino, MPA, RN joined CIFIC in the spring of 2021 in a new role as our first Chief Program Officer. Marlene comes to CIFIC with 12 years of medical experience and many years as a public health administrator, including Senior Director of Clinical Programs at the Community Health Center Association

of CT (CHCACT) and Home Hemodialysis Director at Davita Health Care. In her new role at CIFIC, she will supervise all of CIFIC's direct care health programs, health-education and training, and will report to CIFIC's new CEO, Katie Curran, Esq. Thanks in part to her efforts, CIFIC staff has already received additional sensitivity training to provide better care for patients who have experienced trauma. Ms. Moranino additionally helped start a program educating healthcare professionals on alternatives to opioids, and advocated for telehealth for dentists, enabling them to evaluate and schedule in-person emergency care during the pandemic, winning recognition as Connecticut's 2020 Oral Health Champion. Ms. Moranino is a most welcome addition to the CIFIC team!

In conclusion, it can be reported that the first half of 2021 strongly continues the CIFIC tradition of high-quality community services, progressive institutional leadership, dynamic growth, and creative adaptability in meeting the needs of the Western Connecticut community. The balance of our work in 2021 will be detailed in our next Annual Report to be issued in the summer of 2022. In the interim we recall the profound words of the Rev. Dr. Martin Luther King, Jr.: "The ultimate goal is the Beloved Community." Pro Civitas!

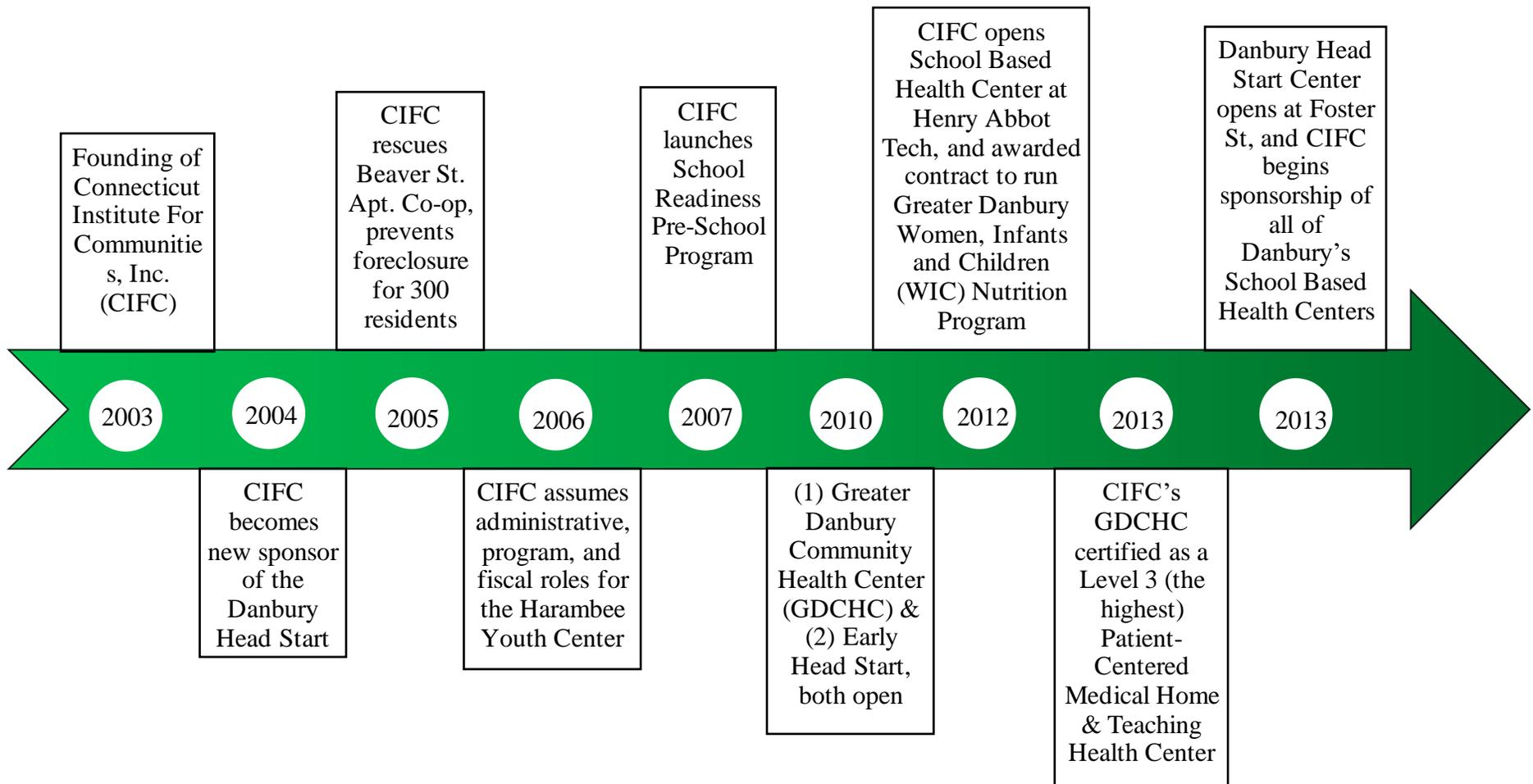
Best



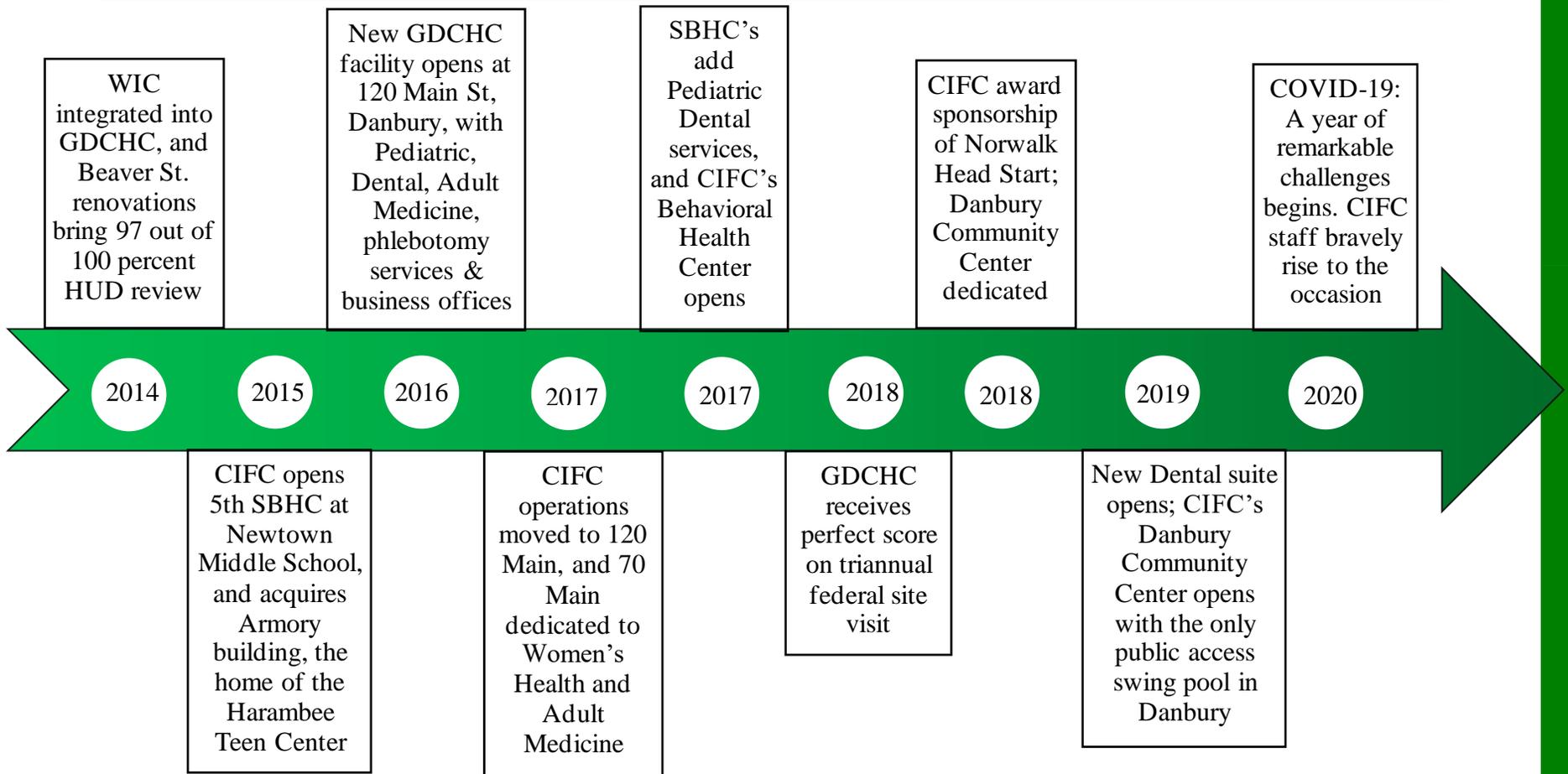
regards,
Dr. Francis J. Muska, Ph.D
CIFIC Board Chair

CIFC Timeline: 17 Years of Pro Civitas

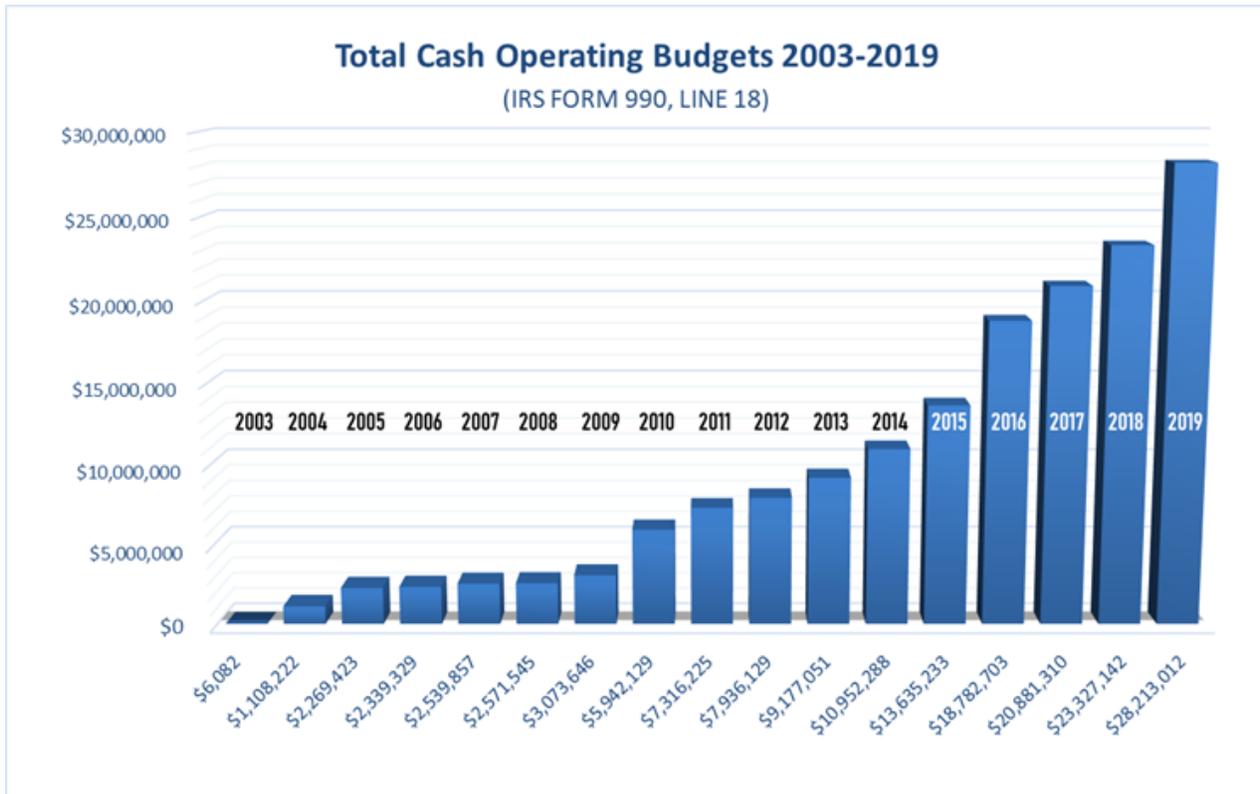
2003-2020



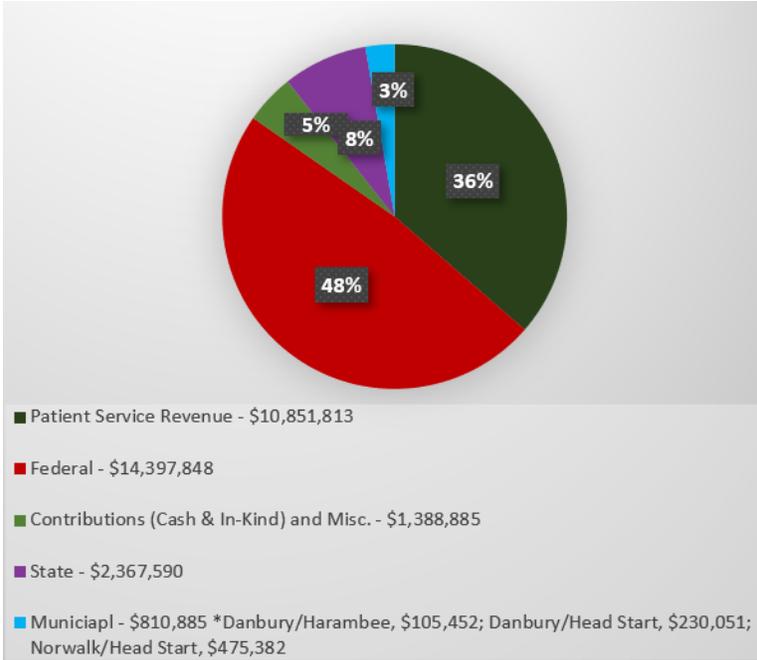
CIFC Timeline: 17 Years of Pro Civitas 2003-2020



CIFC Financial Summary



Sources of Support 2019 - \$29,817,021 Cash and In-Kind Services (IRS Form 990, Schedule D, Part XI, Line 1)



Financial Summary State & Federal Funds (See also Audit Report)	2017 (Audited)	2018 (Audited)	2019 (Audited)	2020 (As Proposed) Danbury (HSNFC)*	2020 (As Proposed) Norwalk (GNHS)
Head Start Federal Grant	1,979,662	3,012,062	3,707,707	3,962,674	1,675,187
Head Start COLA & Misc. Grants	Included above	Included above	Included above	Included above	Included above
Head Start State Grants	223,525	294,393	496,492	225,005	249,424
Early Head Start Federal Grant	945,317	1,131,503	1,907,992	1,736,614	447,602
USDA/CT-SDE Child and Adult Food Program	279,815	332,038	467,262	389,500	170,500
State School Readiness Program Grant	363,359	393,909	392,656	392,656	N/A
State Child Day Care Grant	-	-	129,353	N/A	120,328

*Includes Danbury Early Head Start Expansion Grant



Head Start & Early Head Start Detailed Finances

2018 Danbury (Actual)

Item	Head Start			Early Head Start		
	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:	\$ 4,162,694	100%	\$284,775

2019 Danbury (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,571,075	\$ 149,890	\$1,720,965	\$ 704,983	\$ 0	\$ 704,983
Fringe Benefits	\$ 246,861	\$ 39,209	\$ 286,070	\$ 98,390	\$ 0	\$ 98,390
Equipment	\$ 48,109	\$ 0	\$ 48,109	\$ 35,337	\$ 0	\$ 35,337
Supplies	\$ 45,468	\$ 7,301	\$ 52,769	\$ 22,328	\$ 0	\$ 22,328
Contractual	\$ 64,885	\$ 510,995	\$ 575,880	\$ 20,512	\$ 0	\$ 20,512
Other	\$ 192,654	\$ 77,518	\$ 270,172	\$ 63,655	\$ 87,578	\$ 151,233
T&TA	\$ 34,224	\$ 2,073	\$ 36,297	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 2,203,942	\$ 786,986	\$ 2,990,928	\$ 967,363	\$ 87,578	\$ 1,054,941

Total Federal	\$ 3,171,305	78.4 % Federal	<u>USDA:</u>
Total State/Local Share	\$ 874,564	21.6% Non-Federal	
Combined Total:	\$ 4,045,869	100%	\$ 287,742

2020 Danbury (Proposed)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,407,637	\$ 360,694	\$1,768,331	\$ 712,360	\$ 0	\$ 712,360
Fringe Benefits	\$ 296,190	\$ 64,842	\$ 361,032	\$ 72,974	\$ 0	\$ 72,974
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 121,690	\$ 12,678	\$ 134,368	\$ 89,279	\$ 0	\$ 89,279
Contractual	\$ 29,478	\$ 0	\$ 29,478	\$ 13,277	\$ 0	\$ 13,277
Other	\$ 295,002	\$ 416,793	\$ 711,795	\$ 76,036	\$ 104,001	\$ 180,037
T&TA	\$ 29,764	\$ 0	\$ 29,764	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 2,179,761	\$ 855,007	\$ 3,034,768	\$ 986,084	\$ 104,001	\$ 1,090,085

Total Federal	\$ 3,165,845	76.8 % Federal	
Total State/Local Share	\$ 959,008	23.2% Non-Federal	
Combined Total:	<u>\$ 4,124,853</u>	<u>100%</u>	<u>USDA:</u> \$ 382,000

2019 Danbury Early Head Start Expansion (Actual)

Item	Federal	State/Local Share	Total
Personnel	\$ 206,165	\$ 0	\$ 206,165
Fringe Benefits	\$ 30,419	\$ 0	\$ 30,419
Equipment	\$ 13,282	\$ 54,605	\$ 13,282
Supplies	\$ 59,450	\$ 0	\$ 59,450
Contractual	\$ 8,445	\$ 0	\$ 8,445
Other	\$ 246,824	\$ 89,600	\$ 231,707
T&TA	\$ 12,234	\$ 0	\$ 12,234
TOTAL	\$ 576,819	\$ 144,205	\$ 721,024

Total Federal	\$ 576,819	80.0 % Federal	
Total State/Local Share	\$ 144,205	20.0% Non-Federal	<u>USDA:</u> \$7,600
Combined Total:	<u>\$ 721,024</u>	<u>100%</u>	

2020 Danbury Early Head Start Expansion (Proposed)

Item	Federal	State/Local Share	Total
Personnel	\$ 512,514	\$ 0	\$ 512,514
Fringe Benefits	\$ 102,503	\$ 0	\$ 102,503
Equipment	\$ 0	\$ 0	\$ 0
Supplies	\$ 43,883	\$ 0	\$ 43,883
Contractual	\$ 7,690	\$ 0	\$ 7,690
Other	\$ 53,410	\$ 184,500	\$ 237,910
T&TA	\$ 18,000	\$ 0	\$ 18,000
TOTAL	\$ 738,000	\$ 184,500	\$ 922,500

Total Federal	\$ 738,000	80.0 %	Federal	<u>USDA:</u>
Total State/Local Share	\$ 184,500	<u>20.0%</u>	Non-Federal	\$7,500
Combined Total:	<u>\$ 922,500</u>	<u>100%</u>		

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 <u>USDA:</u>
Total State/Local Share:	\$ 229,723	<u>20.0%</u>	Non-Federal \$ 47,263
Combined Total:	<u>\$ 1,148,614</u>	<u>100%</u>	

2019 Norwalk (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,002,662	\$ 336,214	\$ 1,338,875	\$ 254,265	\$ 0	\$ 254,265
Fringe Benefits	\$ 166,980	\$ 35,708	\$ 202,688	\$ 35,706	\$ 0	\$ 35,706
Equipment	\$ 0	\$ 28,953	\$ 28,953	\$ 0	\$ 99,131	\$ 99,131
Supplies	\$ 16,288	\$ 40,384	\$ 56,672	\$ 6,726	\$ 0	\$ 6,726
Contractual	\$ 40,097	\$ 16,042	\$ 56,139	\$ 16,477	\$ 0	\$ 16,477
Other	\$ 210,734	\$ 538,121	\$ 748,855	\$ 34,917	\$ 39,376	\$ 74,293
T&TA	\$ 94,004	\$ 26,291	\$ 120,295	\$ 15,719	\$ 0	\$ 15,719
TOTAL	\$ 1,530,765	\$1,021,712	\$ 2,552,477	\$ 363,810	\$ 138,507	\$ 502,317

Total Federal	\$ 1,894,575	62.0%	Federal	
Total State/Local Share	\$ 1,160,219	38.0%	Non-Federal	USDA:
Combined Total:	<u>\$ 3,054,795</u>	<u>100%</u>		<u>\$ 171,920</u>

2020 Norwalk (Proposed)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 961,165	\$ 463,081	\$1,424,246	\$ 225,019	\$ 112,671	\$ 337,690
Fringe Benefits	\$ 206,650	\$ 99,563	\$ 306,213	\$ 48,379	\$ 24,224	\$ 72,603
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 39,148	\$ 42,384	\$ 81,532	\$ 13,925	\$ 0	\$ 13,925
Contractual	\$ 14,641	\$ 10,000	\$ 24,641	\$ 4,011	\$ 0	\$ 4,011
Other	\$ 103,857	\$ 239,852	\$ 343,709	\$ 31,001	\$ 48,151	\$ 79,152
T&TA	\$ 19,750	\$ 43,000	\$ 62,750	\$ 7,641	\$ 0	\$ 7,641
TOTAL	\$ 1,345,211	\$ 897,880	\$ 2,243,091	\$ 329,976	\$185,046	\$ 515,022

Total Federal	\$ 1,675,187	60.7%	Federal	
Total State/Local Share	\$ 1,082,926	39.3%	Non-Federal	USDA:
Combined Total:	<u>\$ 2,758,113</u>	<u>100%</u>		<u>\$ 170,500</u>

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

	2019/2020		2018/2019		2017/2018	
	Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start

Funded Enrollment	307	72	307	40	307	40
Total Number Served (actual)	345	87	342	52	345	47
Families Served	321	48	324	48	331	42
Average Monthly Enrollment	253	67	236	40	307	40
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	60%	60%	73%	62%	62%	79%
	32%	32%	18%	29%	25%	15%
	7%	7%	7%	9%	13%	6%
Percentage of Children with Medical Homes	331/345 = 96%	2/87 = 2%	336/342 = 98%	52/52 = 100%	345/345 = 100%	47/47 = 99%
Percentage of Children (over 1 year of age) with Dental Homes	328/345 = 95%	21/87 = 24%	320/342 = 93%	49/52 = 94%	344/345 = 99%	47/47 = 100%
Percentage of Children receiving Medical & Dental Exams	M = 142/345 = 41% D = 318/345 = 92%	M = 65/87 = 75% D = 22/87 = 25%	M = 313/342 = 92% D = 325/342 = 95%	M = 51/52 = 98% D = 46/52 = 88%	M = 345/345 = 100% D = 344/345 = 100%	M = 47/47 = 100% D = 47/47 = 100%
Percentage of Service Area Children Served	3.7%		3.7%		3.7%	
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
• Health Education	√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals	√	√	N/R	N/R	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/R
Transition to Kindergarten	165	N/A	182 (100% of children of kindergarten age)	N/A	192 (100% of children of kindergarten age)	N/A

Greater Norwalk Head Start Program Summary

	2019/2020		2018/2019	
	Head Start	Early Head Start	Head Start	Early Head Start

Funded Enrollment		140	16	140	16
Total Number Served (actual)		153	19	195	20
Families Served		128	16	188	19
Average Monthly Enrollment		75%	94%	145	16
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	18%	6%	71%	95%
	100-130% FPL	18%	6%	20%	0%
	130%+FPL	7%	0%	9%	5%
Percentage of Children with Medical Homes		146/153 = 95%	1/19 = 5%	167/195 = 86%	20/20= 100%
Percentage of Children (over 1 year of age) with Dental Homes		136/153 = 89%	3/19 = 16%	171/195 = 93%	17/17 = 100%
Percentage of Children receiving <u>Medical & Dental Exams</u>		M = 153/153 = 100% D = 147/153 = 96%	M = 2/19 = 11% D = 8/19 = 42%	M = 195/195 = 100% D = 139/195 = 71%	M = 20/20 = 100% D = 7/17= 41%
Percentage of Service Area Children Served		2%		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		√	N/R	√	√
• Mental Health Services		√	√	√	√
• English as a Second Language (ESL Training)		√	√	√	√
• Adult Education (GED/College selection)		√	√	√	√
• Job training		√	N/R	√	√
• Substance Abuse prevention or treatment		N/R	N/R	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	N/R	N/R	√
• Parenting Education		√	√	√	√
• Marriage Education		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		91	N/A	75 (100% of children of kindergarten age)	N/A

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

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, and 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. In Norwalk, Kindergarten transition is coordinated by Norwalk Acts in collaboration with Norwalk Public Schools. Our program partners with both to register incoming Kindergarteners with the district's support. More than 95% of our Head Start transitioning children register as incoming Kindergarteners with the district's support. Despite the impacts that the COVID-19 pandemic had on the 2020-2021 school year, the program has continued to provide high-quality education and services to the children and families served.

Parent Involvement Activities:

Our Head Start and Early Head Start parents are deeply involved with our program, and all parents are members of their respective local Center Committee, which meets every other month. The Center Committee focuses 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 virtual Family Engagement Network (FEN) events, which concentrate on a range of important life-skill practices. The program uses a research-based curriculum called Shine on Families which focuses on fostering stronger relationships between parents and children through a series of activities that align to their established family roadmaps.

Each child also has an assigned Family Advocate that formally meets with parents at least twice 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 in full-year and part-year programs.

Our Fatherhood Coordinator makes a special, dedicated effort to involve male family members such as fathers, grandfathers, uncles, etc. in the program, and in the lives of their children – with virtual “Fatherhood” gatherings at least monthly.

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 CIFC Board of Directors.

Life During the COVID-19 Pandemic



CIFC’s Early Learning Program (ELP) teachers raced against the clock during the pandemic to minimize potential harm to both students and students’ education. This prompted not only adjustments in curriculum, but also complex new questions of technology.

New programs were designed around parents and activities that could take place in the home, and counted on technology to facilitate rather than drive learning. The curriculum had to be adjusted to meet the needs of parents

individually, many of whom often have to hold down multiple jobs and cannot work from home. In addition, teachers spent scheduled 1-on-1 time with students, and developed customized lesson plans. They innovated content development, too: one teacher, for example, recorded group readings to play for a class while individual meeting sessions took place. Using both live and recorded media to an extent never before anticipated, teachers sought those “aha” moments with the same zeal they bring in person, but with a different kind of hands-on help from parents. The tools of learning may change, but the power of learning remains the same. CIFC’s ELP educators worked hard to make the 2020-21 school year as successful as possible. They even made time to coach parents on installing “apps” and using technology in the new online learning program, thereby bringing not only the tools, but the human touch that makes it all work.



Early Learning Program staff in Norwalk preparing to distribute Grab & Go Meals to students during the pandemic, so that our kids could continue to depend on the lifeline that school meals provide to many families in the Head Start programs.

DID YOU KNOW?

Our Early Learning Program staff distributed over 11,000 meals and 5,500 snacks to children in our program during the pandemic, continuing to ensure nutritious meals for hundreds of area children.

**CIFC Greater Danbury Community Health Center
Key Data and COVID-19 Response**

	2015	2016	2017	2018	2019	2020
Total Visits	25,004	43,967	54,795	63,314	64,649	64,069
Total Patients	7,150	13,364	14,972	14,618	14,579	13,528
Children (< 18 years old)	43%	38%	33%	35%	37%	34%
Adults (18-64)	46%	53%	57%	54%	53%	55%
Older Adults (age 65+)	12%	10%	10%	10%	11%	11%
% Patients < 200% FPL	69%	94%	75%	83%	82%	85%
% income unknown	28%	28%	24%	24%	69%	56%
Medicaid	49%	52%	50%	52%	52%	54%
Uninsured	8%	20%	21%	21%	20%	18%
White	66%	64%	70%	69%	47%	70%
African American	8%	9%	8%	8%	5%	8%
Hispanic/Latino Ethnicity	42%	53%	56%	57%	55%	59%
Asian	11%	8%	8%	8%	5%	7%
Homeless patients	5	17	20	75	77	114

* 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 2020	FQHS State Average 2019
Childhood immunization status (% of 2-year-olds who received age appropriate vaccines by their 2 nd birthday)	78%	63%
Newborns with low or very low birth weight	8%	9%
Controlled diabetics (H1AC <9)	74%	64%
Controlling high blood pressure (age 18-85)	58%	56%
Female patients who had a mammogram to screen for breast cancer (ages 51-73)	55%	52%

CIFC staff at the Greater Danbury Community Health Center weathered a tumultuous year, operating through inclement weather and the uncertain, terrible risks of a once little-known virus, Sars-COV-2.



CIFC pulled out all the stops: partnerships included the CT Dept. of Health, Dept. of Agriculture, the federal Health Resources & Services Administration, the Danbury Police Department, the Salvation Army, the Newtown and Danbury Departments of Health, the Air Force Reserve, and the National Guard, shown here helping prepare for a COVID-19 testing day.

Our frontline workers braved uncertain risk, difficult working conditions, and through it all they reassured our communities with their grit and enthusiasm. Our impact against the COVID-19 pandemic here in Danbury could not be what it was without the hard work and sacrifice of our Greater Danbury Community Health Center staff and COVID-19 team.



CIFC began testing services for over a hundred people a day in late spring. Efforts ramped up to over 500 tests a day in the fall, and local health partnerships helped provide food to patients so that they could quarantine while awaiting test results.

Once the vaccine arrived, CIFC participated in local community nights to talk about the vaccines, expanded its vaccine capacity not once but twice in downtown Danbury, and operated pop-up clinics to serve local businesses, as well as area educators during dedicated, weekend drives.

All told, CIFC staff provided over 12,000 COVID-19 tests in 2020, and they did it all while continuing to provide regular health care services for residents throughout the Greater Danbury area.

Our Dedicated Board of Directors

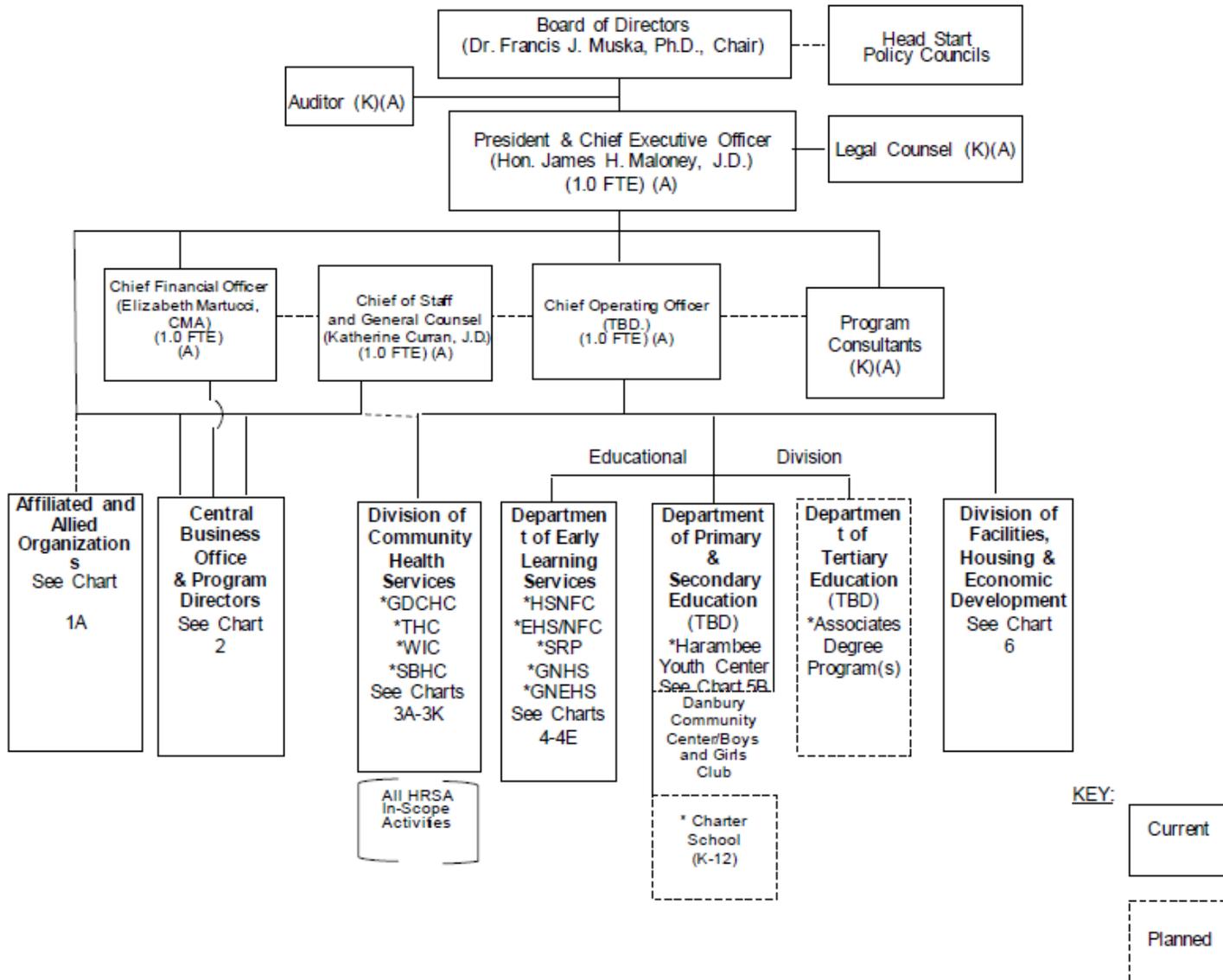
<p>Dr. Francis J. Muska, Ph.D Board Chair & Director Sherman, CT Professor, Western Connecticut State University</p>	<p>Ms. Ellen Bell, JD Corporate Secretary & Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>
<p>Professor Charles A. Mullaney, JD Board Treasurer & Director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

(Affiliations listed for identification only)

(Updated through: 12/30/20)

CIFC Board of Directors: 1/15/2014
 With intermediate updates approved through: 3/25/2020

Connecticut Institute For Communities, Inc.
SUMMARY
 Table of Organization - CURRENT / PLANNED - Chart #1



Leadership Staff Central Business Office

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/Youth Programs Supervisor

David T. Strout
Deputy Dir. Planning, Communications & Advancement

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

Stacey Russell
Payroll Accountant

Melanie Mele
Finance Assistant

Carol Torres
Finance 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 29 Park Ave
385 Main St 80 Main St
Danbury, CT
Tel: (203) 743-3993 ~ Fax: (203) 792-9387

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

Robin Scott, MA
Senior Program Professional

Richard "Kevin" Holmes, MA
Senior Program Professional

Jean Kristensen, MS
Education Professional

Anika Walker Ross, MA
Education/Disabilities Specialist

Tiffany Pettway, MS
Mental Wellness/Disabilities Professional

Sabine Romsaint, MSW
Social Services Specialist

Lourdes Cochancela
Social Services & ERSEA Professional

Maritza Ortiz
ERSEA Specialist

Nancy Damici, RN
Health & Nutrition Professional

Rodrigo Martins
Fatherhood Coordinator

Rhejeanne Britt, RN
Health & Nutrition Specialist

CIFC Greater Danbury Community Health Center

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

Shinu Simon, MS
GDCHC Administrative Director

Dr. Thomas F. Draper, MD, MPH
Chief of Community Medicine

Dr. Thomas Meehan, MD
Chief of Internal Medicine

Dr. Amy Handler, MD
Chief of Pediatrics

Dr. Maria Motlagh, MD
Chief of Behavioral Health

Dr. Kevin Stanton, DDS
Chief of Dental Services

Dr. Heidi Rowen, 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. Karin Michels-Ashwood, MD
Senior 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

Sabrina Ross
Administrative Coordinator/Youth Programs Supervisor

Harambee Youth Center
54 West St., Danbury, CT 06810
Tel: (203) 748-0230 ~ Fax: (203) 748-1595

Larry Moore-Mouning
Program

Danbury Community Center
12 Boughton St., Danbury, CT 06810

Rodrigo Martins
Aquatics Director

Our Professional Advisors

Attorneys

Collins, Hannafin,
Garamella,
Jaber & Tuozzolo, P.C.
Francis J. Collins, JD
Christopher Leonard, JD
Thomas Beecher, JD
148 Deer Hill Ave.
Danbury, CT 06810

Cramer & Anderson, LLC.
Ted D. Baker, JD
51 Main St.
New Milford, CT 06776
Kim E. Nolan, JD
Daniel E. Casagrande, JD
30 Main St., Suite 303
Danbury, CT 06810

Murtha Cullina LLP
Paul Knag, JD
Stephanie Sprague
Sobkowiak, JD
One Century Tower
265 Church St.
New Haven, CT 06510

Squire Patton Boggs, LLP
Steve F. Mount, JD
2000 Huntington Center
41 South High St.
Columbus, OH 43215

Feldesman Tucker Leifer Fidell, LLP
Nicole M. Bacon
1129 20th St, Suite 400
Washington DC, 20036

Carmody Torrence Sandak
& Hennessey, LLP
Sarah Healey, JD
195 Church St.
New Haven, CT 06509

Architects

Studio Q Architecture
Ron Quicquaro
301 Highland Ave.
Waterbury, CT 06708

Didona Associates
Landscape Architects
70 North St.
Danbury, CT 06810

Quisenberry Arcari Architects
Thomas Arcari
318 Main St.
Farmington, CT 06032

Auditors

Maletta & Company
Certified Public Accountants
Michael Maletta, CPA
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 McQuin-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 Perrerira 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>ELP Administrator of the Year</u>			
		2019 -	Margaret "Peggy" Gillen, CPA Deputy Finance Director/ Comptroller	<u>Health Center Clinician of the Year</u>	
				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

Community Service Award

- 2017 - Newtown – Sandy Hook
Community Foundation
Hon. Mitch Bolinsky,
State Rep 106th
Hon. Michael Ferguson,
State Rep. 138th
Hon. Stephen Harding,
State Rep. 107th
Hon. Richard Smith,
State Rep 108th
- 2018 - Monica Martins
DELP Teacher

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 Kettner,
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
- Anna K. Maloney
Deputy HR Manager

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 Russell,
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

Community Contributors & Special Funds
Connecticut Institute For Communities, Inc.
would like to again thank our 2020-2021 Community Contributors

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Appendix A:



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

Connecticut Institute For Communities, Inc.

Hon. James H. Maloney, J.D.
President & Chief Executive Officer
For Immediate Release
March 25, 2020

PRESS RELEASE

Head Start and Early Head Start Programs earn third consecutive dual 100% scores on Federal Multi-Year Reviews

Danbury, CT – Connecticut Institute For Communities, Inc. (CIFC), the local sponsor of regional Head Start Programs centered in both Danbury and Norwalk today announced the findings of their most recent multi-year Head Start **Federal Review**. Head Start program are reviewed on a regular multi-year schedule by the United States Department of Health and Human Services (USDHHS).

From November 4, 2019 through November 8, 2019, the USDHHS's Administration for Children and Families (ACF) conducted a monitoring review of the Connecticut Institute For Communities, Inc.'s Head Start and Early Head Start programs both in Danbury, CT [Head Start of Northern Fairfield County] and in Norwalk, CT [Greater Norwalk Head Start].

Dr. Deborah Bergeron, Director, USDHHS/ACF Office of Head Start, said in the official report dated 3/5/2020, "The Office of Head Start (OHS) would like to thank [the] governing body, Policy Council, parents and staff for their engagement in the review process. Based on the information gathered during this review, we have found your program meets the requirements of all applicable HSPPS, laws, regulations and policy requirements," (emphasis supplied).

CIFC's President and Chief Executive Officer, James H. Maloney, said: "This is like winning, four years apart, two Gold Medals at two different Olympiads consecutively! And then doing it again, for a third time, 4 years later! It is a very rare accomplishment, and an achievement that is a great credit to our Head Start parents and staff, and to the CIFC Board of Directors. It is also a credit to Danbury Mayor Mark Boughton, and Norwalk Mayor Harry Rilling, who have strongly supported, respectively, the Danbury Head Start and Norwalk Head Start programs. I and the members of the Board of Connecticut Institute For Communities, Inc. are deeply grateful for all their hard work and support. We are also very grateful to Congresswoman Hayes, and Senators Blumenthal and Murphy, for their vigorous support of the Head Start program at the national level".

For additional information, please contact Mr. Maloney at 203-743-9760 x202.

Attachments:

- Head Start Backgrounder
- Head Start Report Cover Letter dated 3/13/2020
- Program Performance Report dated 3/5/2020



"CIFC: Strengthening Families, Building Communities."



<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. 18 Meehan Place Danbury, CT 06810	Greater Danbury Community Health Center	
			<input type="checkbox"/> Health Center – Central Site 120 Main St., Danbury, CT 06810	<input type="checkbox"/> WIC Nutrition Program (Women, Infants, & Children) 80 Main St., Danbury, CT 06810
			<input type="checkbox"/> Health Center – South 70 Main St., Danbury, CT 06810	<input type="checkbox"/> School-Based Health Centers 120 Main Street, 4 th floor Danbury, CT 06810
			<input type="checkbox"/> Health Center – North 57 North St., Danbury, CT 06810	

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



CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.

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

Hon. James H. Maloney, J.D.
President & CEO

Head Start Backgrounder

Head Start is a federally, state and locally funded program which provides services for low-income families with children from birth (6 weeks) to age five. Each Head Start child receives a comprehensive array of child development services, including developmentally-appropriate education, health services, and social and physical development activities. In addition, Head Start families receive family development services, in accordance with the specific needs of each family, which typically include child development parenting education, and support in accessing other services (for example, Women Infants and Children nutrition services, the State child health care "Husky" program, and the like).

Sponsored by the Connecticut Institute For Communities, Inc. (CIFIC), Head Start of Northern Fairfield County (HSNFC), serves more than 72 infants and toddlers, and over 325 pre-schoolers (ages 3-5) each year in the greater Danbury, CT area, including Danbury, Bethel, Brookfield, New Fairfield, Newtown, Redding, Ridgefield, and Sherman. The program hosts classrooms at the Danbury Head Start Center on Foster Street in downtown Danbury (16 classrooms), the new state-of-the-art CIFIC Early Childhood Education Center at 29 Park Avenue, Danbury (7 classrooms), as well as at Danbury's Laurel Gardens housing development (4 classrooms), and the WIC Center at 80 Main Street, Danbury (1 classroom). Approximately 98% of the HSNFC Program's families live in Danbury.

Also sponsored by the Connecticut Institute For Communities, Inc., the Greater Norwalk Head Start Program (GNHS) serves more than 16 infants and toddlers and more than 140 pre-schoolers. GNHS host classes at Norwalk's Ely Center (5 classrooms) and Franklin Center (4 classrooms). Approximately 99% of GNHS Program's families live in Norwalk.

CIFIC's Early Childhood Education and Head Start programs are led by Mrs. Nicole Taxiltaridis, MPA, the CIFIC Director of Head Start/Early Childhood Programs, and by Ms. Robin Scott, MA, CIFIC Danbury Senior Program Professional, and Mr. Kevin Holmes, MA, CIFIC Norwalk Senior Program Professional.

CIFIC Head Start Programs
120 Main Street, 4th Floor
Danbury, CT 06810

(203) 743-9760 x266 – phone ~ (203) 743-3411 (fax)

headstart@ct-institute.org

www.ct-institute.org

3/19/20

Business Office: 120 Main Street, 4th Floor, Danbury, CT 06810
Phone 203-743-9760 ~ Fax 203-743-3411



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

March 13, 2020

Connecticut Institute for Communities, Inc.

Re: Grant No. 01CH010313,01CH010527,01HP000156

Dear Head Start Grantee:

The Administration for Children and Families (ACF), Office of Head Start (OHS) recently conducted a monitoring review of your program. The attached report contains information about your agency's performance and compliance with the requirements of the Head Start Program Performance Standards, Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

If the report has findings the corrective action period will begin 72 hours from the time this email was sent.

Sincerely,

OHS Monitoring Team



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start (HHS) | 400 New York Avenue, NE, Washington, DC 20002 | ochea.acf.hhs.gov

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Dr. Francis Muska

Connecticut Institute for Communities, Inc.

120 Main St Fl 4

Danbury, CT 06810 - 7834

From: Responsible HHS Official

Date: 03/05/2020

Dr. Deborah Bergeron

Director, Office of Head Start

From November 4, 2019 to November 8, 2019, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the Connecticut Institute for Communities, Inc. Head Start and Early Head Start programs. This report contains information about the grantee's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, we have found your program meets the requirements of all applicable HSPPS, laws, regulations, and policy requirements.

Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

DISTRIBUTION OF THE REPORT

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

Ms. Marina Winkler, Regional Program Manager

Mr. James Maloney, Chief Executive Officer/Executive Director

Mrs. Nicole Taxilariadis, Head Start Director

Ms. Nicole Taxilariadis, Early Head Start Director

Appendix B: RESERVED