

Connecticut Institute For Communities, Inc.

2009 – 2010 Annual Report

“Strengthening Families; Building Communities”



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

Hon. James H. Maloney, Esq.
President & Chief Executive Officer

Summer, 2010

2009 – 2010 Annual Report

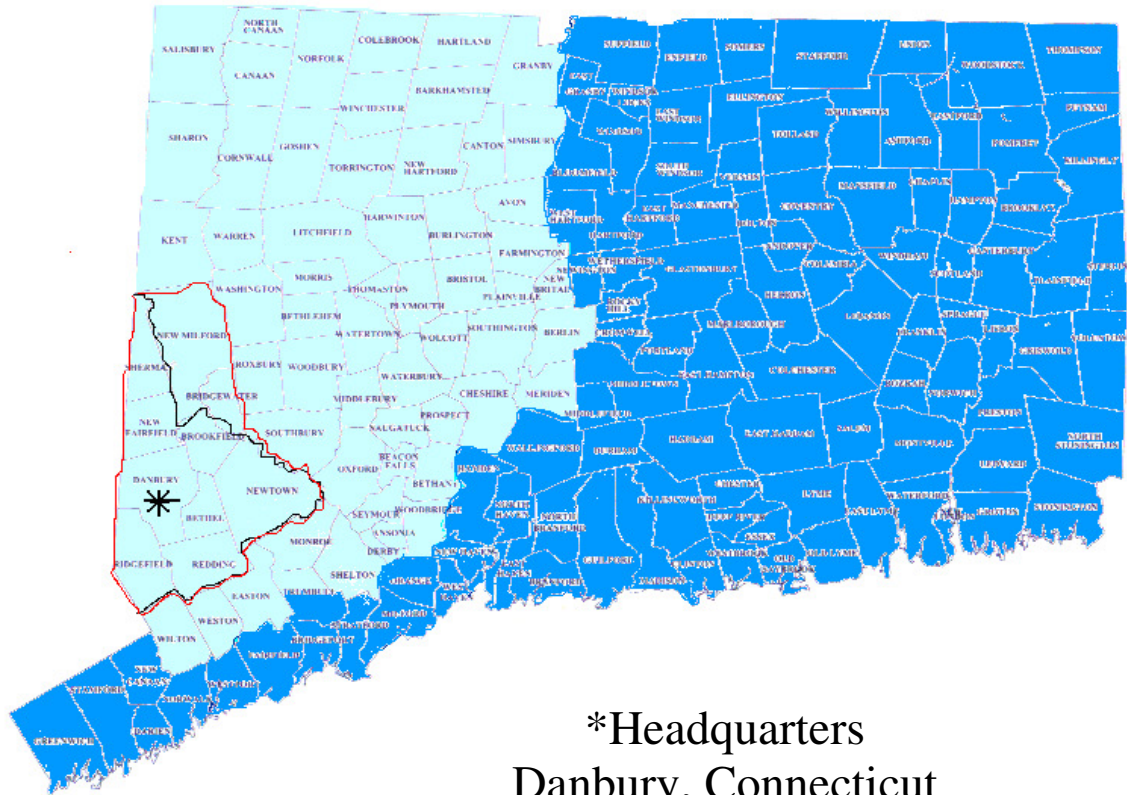
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MISSION STATEMENT

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



Our General Service Area:

The State of Connecticut

Our Primary Service Area:

North of the Merritt, West of I-91

Head Start of Northern Fairfield County Service Area

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

CIFIC Community Health Center of Greater Danbury Service Area

- | | | |
|--------------|-----------------|--------------|
| * Bethel | * New Fairfield | * Redding |
| * Brookfield | * New Milford | * Ridgefield |
| * Danbury | * Newtown | * Sherman |



DEDICATION

Our Annual Report for 2009-2010 is dedicated, with deep appreciation, to the patients at our new CIFIC Community Health Center of Greater Danbury in whose interest we at Connecticut Institute For Communities, Inc. work, and who join us in striving to advance the health and well-being of our community and its residents.



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 recently found, 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 – an apartment rehab project, small business assistance, a clean-streets program, a workforce development partnership – 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.



2010 Officers of the Board of Directors

Left to Right: William Knight, Assistant Treasurer; Jeffrey Zakrzewski, Vice Chair; Eliana Franciosa, Secretary; Frank Muska, Chair; and Jim Maloney, President/CEO; not pictured: Leonard Romaniello, Treasurer; Holly Danise, Assistant Secretary.

LEADERSHIP'S ANNUAL REPORT

Summer, 2010



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



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

Dear Friends:

This past year has been the most dynamic year for the Connecticut Institute For Communities, Inc. since our first year of operations.

In 2009, our portfolio of services was expanded by the addition of two new, major services: Early Head Start of Northern Fairfield County; and the CIFIC Community Health Center of Greater Danbury.

Early Head Start

Our regular Head Start Program provides early childhood health and education services to children age 3 through 5 and their families. Early Head Start is a national program funded by the United States Department of Health and Human Services that offers Head Start services for low income infants and toddlers age birth through 3, and expectant mothers.

In the greater Danbury area, including the City of Danbury and the Towns of Bethel, Brookfield, New Fairfield, Newtown, Ridgefield, Redding and Sherman, the Connecticut Institute For Communities, Inc. (CIFIC), now sponsors the “Early Head Start of Northern Fairfield County” program, with an enrollment of 32 infants and toddlers in classroom “center-based” settings and 30 infants and expectant moms in “home-based” settings.

In cooperation with the Danbury school system, the Early Head Start classrooms are located at Mill Ridge Intermediate School, incorporating the former child-care component of the Even Start Program into the four classrooms of the new Early Head Start Program.

The funds awarded to CIFIC, \$880,000 on an annual basis, are a component of the Obama Administration's American Recovery and Reinvestment Act (ARRA) economic stimulus package. CIFIC has hired approximately 20 new Early Head Start Staff, opening the new Early Head Start classrooms and home-based services as of this Spring, 2010, subsequent to a series of intensive, "Infant and Toddler Child Development Associate" staff development and training classes.

Community Health Center of Greater Danbury

The CIFIC Community Health Center of Greater Danbury is a federally qualified community health center organized in collaboration between Connecticut Institute For Communities, Inc. and the long standing medical practice of Drs. Koepke, Mauks & Mauks in Danbury. It was organized in response to the growing number of children and adults in our region who have little or no health insurance and no medical home. As a result, they go without the preventive care, and/or treatment of chronic conditions, that would help to keep them well.

The mission of the CIFIC Community Health Center 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. CIFIC 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: children, adolescents, adults and seniors, especially those who are medically underserved.

The CIFIC Health Center is led by Dr. Uwe C. Koepke, MD, as Medical Director, and Mrs. Kathleen Roy, MBA, as Practice Administrator. The staff currently consists of five physicians, a professional Physician Assistant, two Advanced Practice Registered Nurses, five medical support personnel, and four administrative support personnel, with a total current annual operating budget of approximately \$2,500,000.

The CIFIC Community Health Center serves the City of Danbury and the towns of Bethel, Brookfield, Bridgewater, New Fairfield, New Milford, Newtown, Redding, Ridgefield, and Sherman. Appointments are available by telephone, with same day services available as medically appropriate.

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During the past year, CIFIC also continued substantial progress on all of our other programs and services, which as of the end of 2009 encompassed the following:

AARP CT Money Management Program
Beaver Street Apartments Cooperative, Inc.
City of Danbury Head Start Center Development Project
Community Health Center of Greater Danbury
Danbury Armory Historic Preservation and Reuse Project
Danbury CIFIC School Readiness Program
Danbury Even Start Collaboration Project
Early Head Start of Northern Fairfield County
Harambee Youth Center Program
Head Start of Northern Fairfield County Program
Town of Newtown Batchelder Remediation Project

In financial terms, 2009 was also a solid success. Our cash budget for calendar 2004 was \$1,108,222. In 2005, that grew to \$2,269,423; in 2006 to \$2,339,329; in 2007 to \$2,539,852, and in 2008 to \$2,571,545. Our year end cash budget for 2009 was \$3,073,646.

So 2009 has indeed been a dynamic year, a year of outstanding progress and productive good work!

We continue to be ever grateful to our talented and hard working 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 be the critical factors in our future success.

Yours truly,

Dr. Francis J. Muska, Ph.D.

Chair, Board of Directors

Maloney, Esq.

Hon. James H.

President & Chief Executive Officer

OVERVIEW

Connecticut Institute For Communities, Inc. (CIFIC) is a locally based non-profit community development corporation serving low and moderate income families. CIFIC is dedicated to advancing our communities, and fostering greater opportunities for the individual residents of CIFIC's service areas, through a combination of health and education programs and housing and economic development projects¹.

Connecticut Institute For Communities, Inc. performs two unique roles. CIFIC serves both as (A) a “safety-net provider” of human services, and also (B) as an especially qualified “community developer” of programs and projects².

A. SAFETY-NET PROVIDER

As a “safety-net provider” of human services, CIFIC steps forward to make sure that needed and valued human services in its’ service areas are properly organized, managed, and delivered to the intended recipients. Here are six examples:

(1) Danbury Head Start: During the past 6 years CIFIC rescued, re-organized, and restored the Danbury area’s Head Start Program. On the basis of Federal Monitoring reviews of its’ pre-2004 operations, the Danbury Head Start program had been found to be seriously deficient in a number of critical administrative and service aspects. Indeed, the program was in such shambles that it had been removed from its’ prior local sponsoring agency and was being administered by an interim national sponsor based in Colorado.

In 2004, CIFIC stepped forward to become the new local sponsor of the Head Start program – and maintain the Head Start program as a locally based operation (with the resulting protection of Danbury area jobs -approximately 25 jobs funded by federal and state resources) and economic activity (more than \$2,000,000 per year exclusive of municipal support).

¹ Local residents sometimes remark that they are surprised to learn all that CIFIC is accomplishing, but that is largely due to CIFIC’s deliberate communications strategy not of “public relations,” but rather of “by their works ye shall know them.”

² To carry out its’ work, CIFIC has assembled an especially qualified staff with substantial non-profit and community development expertise. For example, CIFIC’s CEO is a licensed Attorney with 35 years of experience in non-profit administration and public service; CIFIC’s Finance Director is a Certified Public Accountant with three decades of business accounting and auditing experience, who also holds a Masters in Business Administration (MBA) with a concentration in Finance; and CIFIC’s Director of Planning and Development holds a Masters Degree (MS) in Human Services Administration and has served in leadership roles in non-profit organizations for more than 25 years. CIFIC’s specific program leadership is also highly qualified in their specialized program areas, and the members of CIFIC’s Board of Directors also have in-depth expertise (e.g., an Attorney, a CPA, a Ph.D. level educator, business executives, etc.) and include broad-based community representation (e.g., from the African-American, Latino, and economically disadvantaged communities).

In less than five years under CIFIC's leadership, our local Head Start program (renamed Head Start of Northern Fairfield County, to reflect an enlarged service area of the entire 8 town greater Danbury region) has been entirely re-invigorated, and substantially expanded, opening two new after-noon Head Start classrooms, while consistently maintaining 100% enrollment. **Following a further Federal Monitoring in Spring 2008, CIFIC was highly commended for its outstanding performance, receiving a nationally prestigious "Blue Certificate" from the Federal Office of Head Start for our superior work.**

(2) Harambee Youth Center: As a second example of our "safety-net" function, CIFIC is now engaged in a similar re-organization effort in connection with the Harambee Youth Center, the only after-school program in the Danbury area offered free-of-charge on a non-secular basis to low income, largely minority (African-American and Latino) High School and Middle-School young people.

During 2007-2008, CIFIC was successful in renewing United Way of Western Connecticut support for Harambee, and achieved restoration of City of Danbury Community Development Block Grant (CDBG) funding for 2008/2009. The CDBG funds are being used to support the salary of a part-time Program Specialist tasked to develop and record data about the Center's programs and participants, so that the Center can qualify for foundation and other non-profit funding.

During the past year and a half, CIFIC implemented at Harambee professional personnel policies and procedures, extended comprehensive financial management to the program, formalized the payroll process, and developed specific job descriptions for Harambee staff. Over the next two years, Connecticut Institute For Communities, Inc. has established three further, specific goals for improvement of the Harambee Youth Center:

- (a) The Harambee Youth Center will fully document serving a minimum of 300 middle and high school age low income youth each year;
- (b) CIFIC, in partnership with the Harambee Youth Center, will develop a formal multi-year plan for program operational improvements aimed at advancing educational and social outcomes for youth; and
- (c) CIFIC will develop a financial sustainability plan to support Harambee's further program improvement efforts.

(3) School Readiness Program: During 2007 one or more local operators of State School-Readiness classrooms (pre-school for 3 and 4 year olds) determined that they were no longer able to carry-out those services, either because they did not have the necessary educational or administrative expertise, or because of shifting priorities within their own organizations. As a result, at least forty (40) Danbury families were faced with the abrupt and unforeseen difficulty that they would be unable to find affordable child care for their children (which, in-turn, would impact the parents' ability to go to work to earn a living to support their families, and would deprive their children of a quality pre-school experience).

CIFIC immediately stepped forward and organized a rescue plan to operate two classrooms for 3 and 4 year old children in cooperation with and located at St. Peter's School in downtown Danbury. This effort has succeeded in replacing the other School Readiness sites operated – or mis-operated – by other agencies.

(4) Even Start: CIFIC has been working with the Danbury School System to preserve and improve the local “Even Start” program which helps teen moms to complete their high-school education, while their infants and toddlers receive quality child development early-care and education. As of Spring, 2010. CIFIC has converted the child care component of the Even Start program into an Federally funded Early Head Start program (for children 6 weeks – through age 2) (see below), which both further enhances and expands the existing child care component while also replacing local budget expenditures with Federal monies (which were enacted into law by the U.S. Congress and signed by President Obama as part of the 2009 “Economic Stimulus Legislation”).

(5) Early Head Start: Our regular Head Start Program provides early childhood health and education services to children age 3 through 5 and their families. Early Head Start is a national program funded by the United States Department of Health and Human Services that offers Head Start services for low income infants and toddlers age birth through 3, and expectant mothers.

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B. COMMUNITY DEVELOPER

Unlike other non-profit organizations, CIFIC as a community development corporation works not only with human services, but also takes on projects including physical development and/or rehabilitation. In regard to “community development”, four important examples of CIFIC’s work are noted:

(1) Beaver Street Apartments Cooperative (BSAC): In late 2004, the residents of the Beaver Street Apartments Cooperative, the only low-income family housing cooperative in the City of Danbury, approached CIFIC for assistance because the Cooperative was on the verge of foreclosure. BSACs’ former Managing Agent had apparently failed to properly administer the development, pay the mortgage, and otherwise comply with the Cooperative’s funding source (USD-HUD) requirements. CIFIC agreed to become the Cooperative’s Managing Agent as of January, 2005, and since that time has succeeded in: (a) stopping the threatened foreclosure; (b) returning the mortgage to a regularly current status; and (c) leading a comprehensive administrative and physical revitalization of the Cooperative and its’ fiscal and managerial processes. This work is far from complete, but substantial steady progress is being made.

(2) Danbury Head Start Center Project: In cooperation with Danbury Mayor Mark Boughton, CIFIC mobilized approximately \$4,000,000 in State funds for the development of the City’s new Head Start Center to be located at the former Immanuel Lutheran School in downtown Danbury. That \$4,000,000 represents the first time the State of Connecticut ever dedicated school construction resources to a Head Start project, and represented a direct savings of those monies to the City of Danbury. CIFIC is continuing to work with the Mayor’s Office to develop Federal funding for this project as well. The new Head Start Center has been designed to include 12 Head Start Classrooms, plus up to 4 classrooms for the Early Head Start/Even Start program, discussed above.

(3) Danbury Armory Project: In 2007, CIFIC successfully advocated for legislation passed in the Connecticut General Assembly allowing the conveyance of the former Danbury Armory Building, through the City, to CIFIC. This legislation permits the City and CIFIC, working in partnership, to qualify the Armory (originally constructed in 1912)

for Federal Historic Rehabilitation Tax Credits, which in turn will produce important benefits for our community:

- (a) Approximately \$10,000,000 in additional capital investment in the Danbury community;
- (b) The preservation of a unique, historic building located in downtown Danbury (indeed, just around the corner from City Hall); and
- (c) The restoration of the Armory as an important community facility (now occupied by the Harambee Youth Center) for the foreseeable future.

Without CIFIC's unique set of programmatic skills and organizational expertise, it is highly unlikely that Danbury would be in a position to have already achieved the State's commitment for the conveyance of the building, nor the likely execution of the balance of the Armory re-use plan.

(4) Community Health Center Building Project – During this past year, CIFIC began planning work, in conjunction with several local partners, on the completion of a comprehensive physical facility for the CIFIC Community Health Center of Greater Danbury. The planned building, encompassing as much as 50,000 square feet will provide clinical and office space for the Community Health Center for decades to come.

C. *CONCLUSION*

All of the above “safety-net” and “community development” activities are solid examples³ of the kind of special expertise and flexible response CIFIC is able to offer the Connecticut community. Over the past five years, CIFIC has taken the first important steps on the path to maturing into an organization that can make vital, unique contributions to the well-being and continued advancement of our communities for decades, even generations, ahead.

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³ As an overview, this writing is not intended to be comprehensive. Notably, it does not include a number of programs and projects that have either not been brought to operational status or which are still in their most preliminary operational status. The Town of Newtown Batchelder Remediation Project, as an example, has received some preliminary funding, but to date only enough to secure the site through the court process and make very minor steps towards remediation. Secondly, the AARP Money Management Program has recently received operational funding from the Connecticut Foundation for services in the Greater Waterbury area, but that represents only a very tentative first step in the overall program objective.

2009/2010
Head Start / Early Head Start Program Summary

		Head Start	Early Head Start
Funded Enrollment		307	62
Number Served		380	64
Average Monthly Enrollment		307	62
Percent of Income Eligible Children Served	0-100% FPL	301	53
	100-130% FPL	51	6
Percentage of Children Receiving Medical Exams		345/380 = 91%	49/51 = 96%
Percentage of Children Receiving Dental Exams		345/380 = 91%	49/51 = 96%
Services to Families:			
• 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	√
• Child abuse and neglect services		√	*
• Domestic Violence Services		√	*
• Child Support assistance		√	*
• Health Education		√	√
• Assistance to Families of Incarcerated Individuals		√	*
• Parenting Education		√	√
• Marriage Education		√	*
Transition to Kindergarten		159 (100% of children of kindergarten age)	N/A

(*EHS for 2009/2010 was a partial, start-up year)

(Source: 2009/2011 PIR Reports)

HISTORICAL HIGHLIGHTS

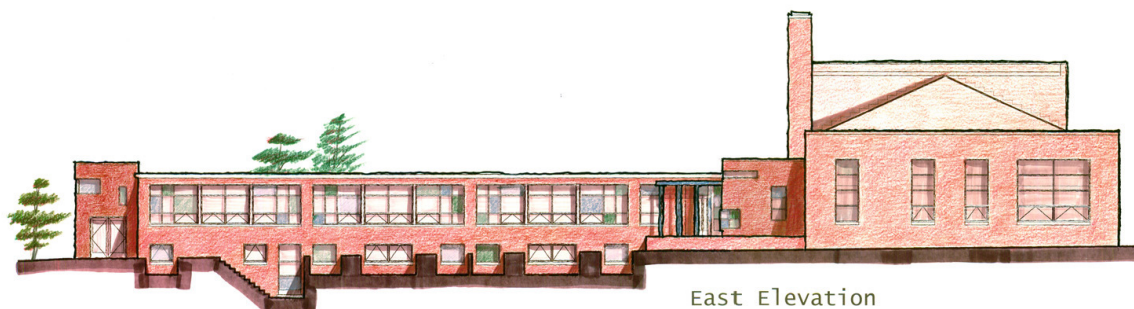
2003

In our inaugural year of 2003 the Connecticut Institute For Communities, Inc., then known as the Connecticut Resource Development Corporation, was able to achieve important fundamentals: we incorporated under Connecticut law, we successfully filed for our preliminary non-profit tax status with the **U.S. Internal Revenue Service**, and we put together our initial plan of organization and development.

2004

In early January, 2004, we received official word from the **United State Department of Health and Human Services** that we had won the competition to serve as the new sponsor of the federally funded Head Start Program in the greater Danbury area. The program serves more than 300 children and their families each year in the 8 town region of Danbury, Bethel, Brookfield, New Fairfield, Newtown, Redding, Ridgefield, and Sherman. Head Start is a comprehensive child and family development program that works to assure that low-income children ages 3 through 4 have the necessary pre-school education and social skills to be fully ready, at a level equal with more economically advantaged children, to enter into the regular school curriculum at age 5. Head Start has been widely acclaimed as one of our Nation's most successful human development programs. We commenced operations of the newly reorganized and renamed **Head Start of Northern Fairfield County** Program as of July 1, 2004.

Also during 2004, we took significant strides in beginning to work with the Town of Newtown to environmentally remediate the "Batchelder" site, a badly polluted, bankrupt 30 acre industrial facility in southern Newtown near the Monroe border.



Architect's drawing of our Danbury Head Start Center.

2005

During 2005 we proceeded to expand and enhance our Federal Head Start Program with related grants from the **State of Connecticut**, and with the addition of a child nutrition program (for breakfast, lunch & healthy snacks) funded by the **US Department of Agriculture** and the **State Department of Education**. The **Fairfield County Community Foundation** also supported the program with two important boosts: a grant to foster early childhood development “best practices” throughout our program, and a follow-up grant to enhance family literacy and reading activities.

We also began work, in close cooperation with **Danbury Mayor Mark Boughton**, and Danbury’s bipartisan Legislative Delegation led by **State Senator David Capiello (R-24)**, **State Representative Robert Godfrey (D-110)**, and **State Representative Lew Wallace (D-109)**, in securing the financing needed to remodel and reconstruct the former Immanuel Lutheran School in Downtown Danbury into a comprehensive, state-of-the-art **Head Start Center**, containing twelve Head Start classrooms (for children ages 3 and 4), four classrooms for Early Head Start (for children age 6 weeks through 2 years), and program space for our Head Start Family and Social Services staff. The State Legislature, as a result of the dedicated work of our elected officials, authorized a \$4 million State grant for the Center, matching the City’s support for the project.

The new Center will be a great boon to our Head Start children and families, but will also generally assist the children and taxpayers of Danbury by allowing the 12 Head Start classrooms now located in our local public schools to be used to accommodate the growing population of Danbury school children, and by freeing up space for the Danbury school system to develop an expanded all-day kindergarten program. Danbury taxpayers will greatly benefit from the project because our Head Start Center rehabilitation approach is much less costly than the alternative of constructing new classroom space to meet the needs of the school system. (A new twelve classroom school is estimated to cost about \$15,000,000, or about \$7,000,000 more than the Center’s total purchase and re-habilitation costs).

Also during 2005, the Institute took on the administration of the non-profit **Beaver Street Apartment Cooperative, Inc.** The Cooperative is home to 70 low-income families in units ranging from one to five bedrooms. It is the only facility of its type in all of Western Connecticut. At the request of the Cooperative’s Board of Directors, and with the assistance of **U.S. Senator Christopher Dodd** and approval of the **United States Department of Housing and Urban Development**, the Institute was named the Cooperative’s official Managing Agent, and has since engaged in a comprehensive program of physical and organizational renewal and improvement at the Cooperative.

By the end of 2005, the Institute had developed into a multi-service organization with more than 40 employees and a growing capacity to offer a portfolio of human service and economic development opportunities to the communities we serve.

2006

During 2006 our Head Start of Northern Fairfield County program continued to flourish. For the prior two years, the program had offered a combination of 12 part-day (morning) Head Start

classes and 2 full-day Head Start classes. During 2006 we added 2 new part-day (afternoon) classes as well, serving an additional 40 children, bringing our total Head Start service level to 307 children and their families.

Also during 2006, the Connecticut Institute For Communities, Inc. was designated as the Connecticut State Coordinating Agency for the **AARP Money Management Program**. As the AARP said in its Press Release awarding the designation:

“The AARP Money Management Program, a national AARP Initiative, uses trained volunteers to help clients organize their checkbook. These services help clients to remain independent, while preventing financial mishaps that could result in eviction or not having enough money to buy groceries. The AARP Money Management Program is offered at 125 sites in 21 states....

“Given the continued aging of the population, we will be seeing an even greater demand for Money Management services in the years ahead,” Kelley said. “I am delighted that the project is in such capable hand[s as the Connecticut Institute For Communities, Inc.]”

In the economic development sphere, we began to work on behalf of the **Town of Newtown** to environmentally remediate a polluted, bankrupt 30 acre industrial site, known as the “Batchelder” property, and return that Newtown site to productive commercial use, and return tax revenues to the Town. In December, 2006, we were notified that the U.S. Bankruptcy Court had approved the legal arrangements that will allow us to begin physical work at the site. To assist with this work, we created in 2006 a limited affiliate non-profit organization, **CIFC Environmental, Inc.**

Also during 2006 our Board of Directors and Staff engaged in a comprehensive strategic planning process, which culminated in the adoption of our first formal “**Strategic Plan**”.

2007

In support of the **Beaver Street Apartments Cooperative**, further to our on-going site management and administrative re-organization work, CIFC in 2007 negotiated with the City of Danbury a grant from the City’s Community Development Block Grant Program in the amount of \$55,000 to begin to replace the back-yard privacy fencing at the Cooperative. With the support of **Mayor Mark Boughton** and his then-Chief of Staff (now newly elected State Senator) **Michael McLaughlin**, this project was put out to bid and is expected to be completed during 2009. This improvement is most welcomed by the families of the Beaver Street Cooperative.

In collaboration with the **Danbury Public Schools** and the **United Way of Western Connecticut**, CIFC in 2007 began working with the **Even Start Program** to help ensure the long-term sustainability and improvement of the Program. In Danbury, the Even Start Program, funded partly by all three levels of government (Federal, State, and Local, but only on a temporary basis), provides a High School Diploma Program to teen-aged moms who otherwise would be at high risk of dropping out of school (and therefore never adequately being able to complete their basic education). In order to permit the moms to continue in school, Even Start provides state-licensed infant and

toddler day-care and child development services, while the children's mothers attend their High School classes and participate in parent-education services as well. Unfortunately, Even Start funding is scheduled to be phased out over the course of 2008 & 2009. In response, CIFIC, in cooperation with the United Way of Western Connecticut, extended Head Start model social services to the Even Start families, and simultaneously began work to bring to Danbury a federal **Early Head Start** Program (for children 6 weeks through age 2), intended to both expand the existing Even Start project and put it upon a solid, permanent programmatic foundation. This action would also serve to replace local budget expenditures with Federal monies (See also 2009).

Harambee Youth Center: During 2007 CIFIC commenced, at the request of the City of Danbury, a comprehensive re-organization effort in connection with the Harambee Youth Center, the only after-school program in the Danbury area offered free-of-charge on a non-secular basis to low income, largely minority (African-American and Latino) High School and Middle-School young people.

During 2007-2008, CIFIC was successful in renewing United Way of Western Connecticut support for Harambee, and achieved restoration of the City of Danbury's Community Development Block Grant (CDBG) funding for the program.

Simultaneously, CIFIC implemented at Harambee professional personnel policies and procedures, extended comprehensive financial management to the program, formalized the payroll process, and developed specific job descriptions for Harambee employees. For the future, Connecticut Institute For Communities, Inc. established further, specific goals for improvement of the Harambee Youth Center:

- (d) CIFIC, in partnership with the Harambee Youth Center, will develop a formal multi-year plan for program operational improvements aimed at advancing educational and social outcomes for youth; and
- (e) CIFIC will develop a financial sustainability plan to support Harambee's further program improvement efforts.

Danbury Armory Project: In 2007, CIFIC successfully advocated for legislation passed in the Connecticut General Assembly allowing the conveyance of the former Danbury Armory Building, through the City, to CIFIC. This legislation permits the City and CIFIC, working in partnership, to qualify the Armory (originally constructed in 1912) for Federal Historic Rehabilitation Tax Credits, which in turn will produce important benefits for our community:

- (a) Approximately \$10,000,000 in additional capital investment in the Danbury community;
- (b) The preservation of a unique, historic building located in downtown Danbury (indeed, just around the corner from City Hall); and
- (c) The restoration of the Armory as an important community facility (now occupied by the Harambee Youth Center) for the foreseeable future.

Without CIFIC's unique set of programmatic skills and organizational expertise, it is highly unlikely that Danbury would be in a position to have already achieved the State's commitment for the conveyance of the building, nor the likely execution of the balance of the Armory re-use plan.

In December, 2007, Connecticut Institute For Communities, Inc. filed with the United States Department of Health and Human Services an application to sponsor a "**Community Based Health Center**" for the Greater Danbury area. A Federal "Community Health Center" is a comprehensive health resource that provides health care to low income, un-insured and under-insured families and

individuals. Services through the Center would be analogous to a comprehensive private family medical practice, and are available to all age groups, including infants, children, adolescents, adults, and seniors – all on a sliding fee scale, subsidized by the federal government, with the most economically challenged patients only required to contribute a nominal sum (\$5.00). Danbury is the largest city in the State of Connecticut that does not have a federally funded Health Center operating in its community. We are grateful to the **Connecticut Health Foundation** for a \$50,000 planning grant that made the filing of our application possible. As of this writing, CIFIC has not yet received definitive news concerning our application, but we are highly encouraged that the new Obama Administration has committed to substantially increasing funding for Federal “Community Health Centers.” (See also 2009.)

2008

During 2008, CIFIC proudly celebrated its **5th anniversary** as a non-profit community development organization. With that milestone, and our documented record of achievement in our fields of service, CIFIC was awarded a Permanent Determination as a tax-exempt organization from the **U.S. Internal Revenue Service**.

Head Start Achievement: In less than five years under CIFIC’s leadership, our local Head Start program (renamed Head Start of Northern Fairfield County, to reflect an enlarged service area of the entire 8 town greater Danbury region) has been entirely re-invigorated, and substantially expanded, opening two new after-noon Head Start classrooms, while consistently maintaining 100% enrollment. **Following an extensive, formal Federal Monitoring in Spring 2008, CIFIC was highly commended for its outstanding performance, and awarded a nationally prestigious “Blue Certificate” from the Federal Office of Head Start for our superior work.**

School Readiness Program: During 2007/2008 one or more local operators of State School-Readiness classrooms (pre-school for 3 and 4 year olds) determined that they were no longer able to carry-out those services, either because they did not have the necessary educational or administrative expertise, or because of shifting priorities within their own organizations. As a result, at least forty (40) Danbury families were faced with the abrupt and unforeseen difficulty that they would be unable to find affordable child care for their children (which, in-turn, would impact the parents’ ability to go to work to earn a living to support their families, and would deprive their children of a quality pre-school experience).

CIFIC immediately stepped forward and organized a rescue plan to operate two classrooms for 3 and 4 year old children in cooperation with and located at St. Peter-Sacred Heart School in downtown Danbury. CIFIC opened during Fall 2008, two additional “part-day, part-year” early childhood development classrooms, under the **State of Connecticut Department of Education** “School Readiness Program”. Our two School Readiness classrooms are located at St. Peter-Sacred Heart School in downtown Danbury, convenient to transportation, many employment opportunities, and other community services and resources. This effort has succeeded in replacing the other School Readiness sites operated – or mis-operated – by other agencies.

Homeless Outreach: Homelessness is a particularly difficult problem to address. By definition, homeless individuals and families are transitory – typically out of contact with the fixed network of human services. Moreover, homeless families often deliberately avoid seeking help because of contributing factors such as substance abuse, mental illness, or other problems, but also due to embarrassment or discouragement. In 2008, CIFIC began in a small way to work on this issue. With a grant from the **CT Department of Social Services**, CIFIC has begun a concentrated effort to locate

and interface with homeless families, particularly those with young children to encourage their participation in our existing **Head Start of Northern Fairfield County** program. Our intent is that by providing Head Start services to children from homeless families, we can draw all of the members of the family into the network of available human services – and thereby help those families deal with the underlying problems that produce their homelessness in the first place. At the same time we hope, of course, to make sure that the Head Start age homeless children receive the many health, education, and social service supports available to all Head Start participants.

(Updated June, 2010)

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(Affiliations listed for identification only)

(Updated through: 12/31/09)



**"Growing stronger communities through the development
of educational, human service, financial, and facility resources."**

OUR PROFESSIONAL ADVISORS

Auditors

Maletta & Company
 Certified Public Accountants
 Mike Maletta, CPA
 1001 Farmington Avenue, Suite 202
 Bristol, CT 06010

Health Care Planning

Kenneth Dym
 John Steiner

Attorneys for Real Estate Management & Development

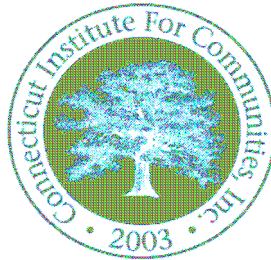
Cramer & Anderson
 Ted D. Baker, Esq.
 51 Main Street
 New Milford, CT 06776
 Kim Nolan, Esq.
 30 Main Street, Suite 303
 Danbury, CT 06810

Environmental Consulting

Down to Earth LLP
 Arthur Bogen
 73-D East Broadway
 Milford, CT 06460

Government Relations

Joseph Walkovich
 Richard Foley



Community Service Awards

- 2004 - Hon. Mark D. Boughton,
Mayor of Danbury
- 2005 - State Senator David Capiello
(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

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

Colleagues of The Year

- 2003 - Monica Marketto Bevilacqua,
Operations Manager
- 2004 - Patricia Keith Johnson,
Community Services Manager
- 2005 - Nancy Crain,
Family Advocate
- 2006 - Claudia Schoen, L.P.N.
Health Services Manager
- 2008 Stacey Russell
Staff Accountant
- 2008 – Holly Danise,
HR & Operations Manager
- 2009 – Kara Watson-Wanzer
Education Manager

Independent Auditor's Report
(from Audit)

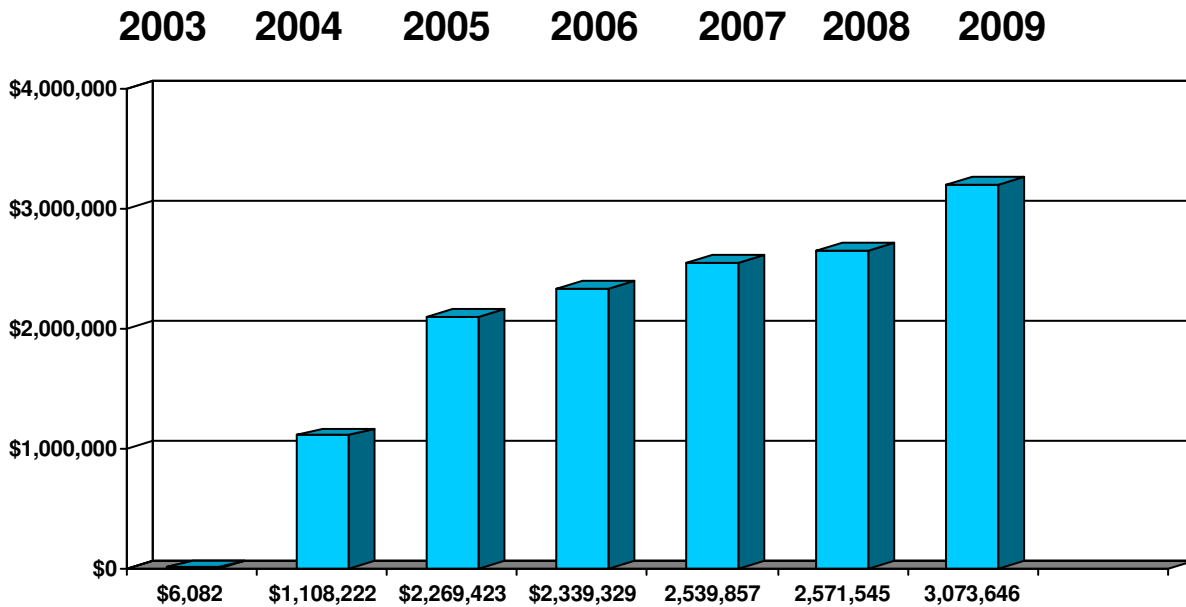
Financial
(Balance Sheet)
(from Audit)

Operating Statement
(from Audit)

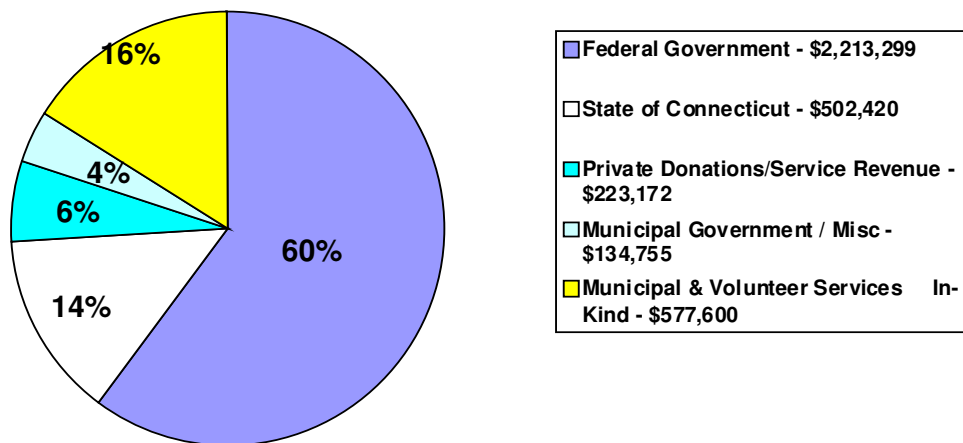
Functional Expenses
(from Audit)

Financial Summary

■ Total Cash Budgets 2003-2009



Sources of Support 2009 - \$3,651,246 Cash and In-Kind Services



would like to again thank our 2009 Community Contributors

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