

# Connecticut Institute For Communities, Inc.

## 2012 - 2013 Annual Report

*“CIFC: Strengthening Families; Building Communities”*



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

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

December, 2013

Health • Education • Housing • Economic Development

# 2012 - 2013 Annual Report

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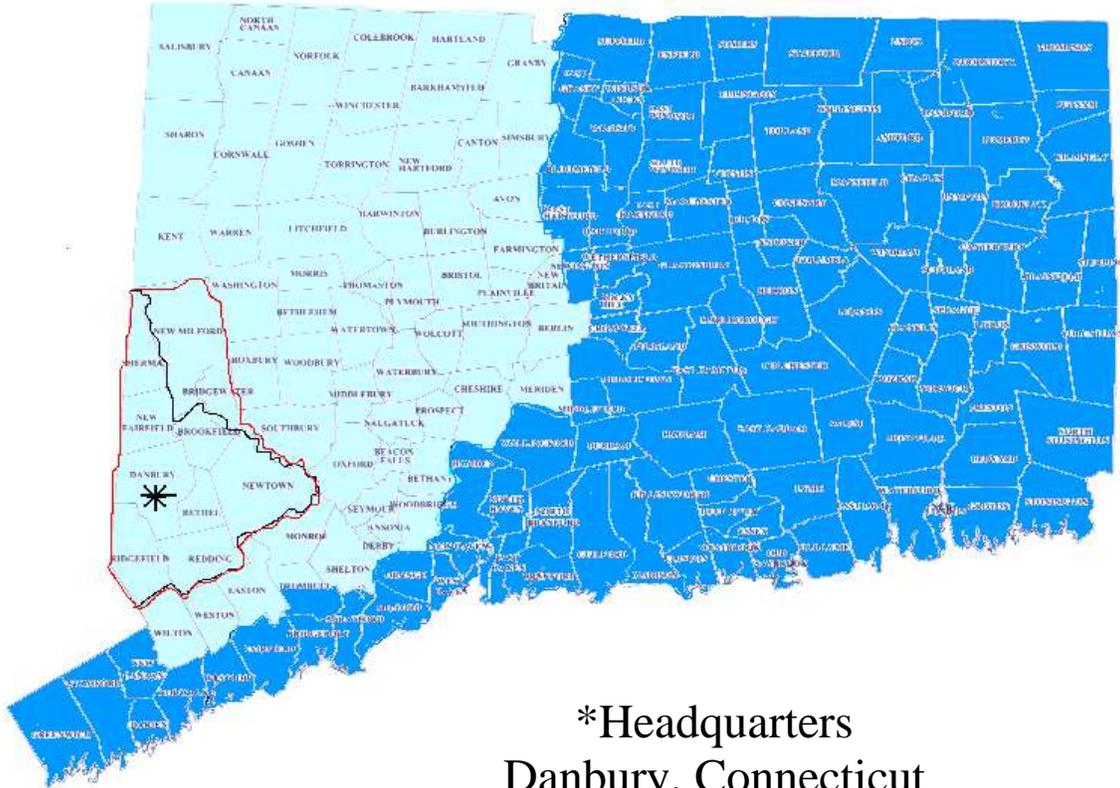
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# MISSION STATEMENT

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



***Our General Service Area:***

***The State of Connecticut***

***Our Primary Service Area:***

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

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

Our Annual Report for 2012 - 2013 is dedicated, with deep appreciation, to Dr. Uwe C. Koepke and Dr. Thomas F. Draper, MD, MPH, the two founding Medical Directors of our Greater Danbury Community Health Center.

### Dr. Uwe C. Koepke



Dr. Uwe C. Koepke, MD, PhD, is a Board Certified, Connecticut state licensed pediatrician (M.D., 1977) who also holds a Ph.D. in pharmacology (1972). He has practiced in the Danbury area since 1989. In addition to his medical practice, Dr. Koepke served as the Health Director for the town of New Fairfield (1980-1986), has been a member since 1996 of the Health Advisory Committee to the local Head Start program, and has served as the physician consultant to Danbury Safe Home, a CT Department of Children and Family funded program since 2001. Dr. Koepke has also represented the Pediatric Department on the Danbury Hospital's Executive Committee.

Dr. Koepke's commitment to serving those in need is well known among his colleagues and throughout the greater Danbury area. Notably, he served with distinction as the Co-Founder and first Medical Director of the Greater Danbury Community Health Center. When asked what he was most passionate about, he replied, "my patients, and the care they receive". Dr. Koepke has lived his commitment that each patient should receive the highest quality of care possible regardless of their income or life circumstances.

### Dr. Thomas F. Draper

Dr. Thomas F. Draper, MD, MPH, has cared for the children and families in our region for more than 55 years. He began his Pediatric practice at Danbury Hospital in 1958, opening a private practice in the early 1960's. During his career, Dr. Draper filled several roles for Danbury Hospital: Chief of Pediatric Ambulatory Care; Chairman of Danbury Hospital's Pediatric Department; President of the Hospital's Medical Staff; and finally as Director of the Hospital's Community Medicine program from 1991-2005. In addition, from 1971-1974, Dr. Draper served as the Director of Health for the City of Danbury, and for the Town of Newtown from 1965-1990. In the mid 1990's he lead the successful effort to develop School Based Health Centers in the Danbury Public Schools.



He continues as Medical Advisor to both Danbury and Newtown to this day. Dr. Draper was one of the leaders in the creation of the Greater Danbury Community Health Center, and for the past two years he served as the Center's Medical Director. Dr. Draper's positive influence knows no bounds. His understanding of the needs of the children and families who reside in our region, and his ability to bridge diverse perspectives toward common goals, has long been instrumental in improving the quality of life and health in our communities. He continues this important work now as our "Chief of Community Medicine", our Ambassador to the region's Medical and Health Services communities.

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## 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 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.



Mrs. Louise LaManna, Head Start Teacher, leads her class (ages 3 to 5) at our new Danbury Head Start Center.

Dr. David Savarese, Medical Director, Greater Danbury Community Health Center, consults with a patient.



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# LEADERSHIP'S ANNUAL REPORT

December, 2013



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



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

Dear Friends:

During this past year the Connecticut Institute For Communities, Inc. (CIFIC) concentrated on continuing to enhance two of our major programs: the CIFIC Greater Danbury Community Health Center and our CIFIC Early Learning Program (for children aged 6 weeks to 5 years old). At the same time, all of our other projects also made very substantial progress.

Highlights of the past year are as follows:

- The completion in CityCenter Danbury of our new 16-classroom Head Start Center building, jointly financed by the City of Danbury and the State of Connecticut. Classes started at our new facility in July.
- The organization of an additional CIFIC affiliate corporation to hold title to our leasehold interest at the new Head Start Center, 37 Foster Street, Danbury.
- Recognition by the National Committee for Quality of Assurance of Level 3 (the highest standing for CIFIC's Greater Danbury Community Health Center).
- Independent accreditation received from the national Accreditation Council for Graduation Medical Education, and subsequent implementation, of our innovative Primary Care Adult Medicine Residency Program (post-MD) at our Greater Danbury Community Health Center, supported by major funding from USD/HHS Health Resources and Services Administration.
- Expansion of our Health Center's outreach services in support of enrollments in the Federal Affordable Care Act health initiative ("Obamacare").
- Successful integration of the Regional Women, Infants and Children's Health & Nutrition Program (WIC) as a service of our Greater Danbury Community Health Center, with official recognition by the USD/HHS Health Resources and Services Administration.
- Consolidation of the three Danbury School Based Health Centers, previously administered by the Danbury Health Department at Danbury High School and Danbury's two Middle Schools (Broadview and Rogers Park), within our Community Health Center, also with official recognition by the USD/HHS Health Resources and Services Administration.

- Further planning for the “Old Police Station Site” at 120 Main Street in Downtown Danbury (opposite St. Peter’s R.C. Church), for the construction of both a new, comprehensive 50,000 +/- sq. ft. Health Center facility and a new multi-unit Elderly Housing Complex, including in 2013 the submission to the City of Danbury Planning Commission of revised site plan and permit applications for the expansion of the Elderly Housing building up to 79 units.
- Preliminary revitalization work, following our purchase from the State of Connecticut, through the City of Danbury, of the Historic Armory Building on West Street in downtown Danbury, providing a permanent home for our Harambee Youth Center Program.
- Successful turnover of the Batchelder Brownfield Project to the Town of Newtown, allowing the Town to seek environmental remediation grants to complete clean-up of the Batchelder site.
- Significant physical renovations and improvements at the Beaver Street Apartments Cooperative resulting in a very successful USD/HUD site review of the project, with a score of 97A (out of 100), the highest such score received by the Cooperative in several decades.

Indeed, every one of CIFIC’s programs made progress and improvements this past year, which is fundamental to our organizational culture and the internal “DNA” of the Connecticut Institute For Communities. As of the end of 2013, our programs and services encompassed the following:

**Beaver Street Apartments Cooperative, Inc.**

**City of Danbury Head Start Center Project**

**Danbury Armory Historic Preservation and Rescue Project**

**Danbury CIFIC School Readiness Program**

**Danbury Main Street Health Center and Senior Housing Development**

**Early Head Start of Northern Fairfield County**

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

- Primary Care: Pediatric, Adolescent, Adult and Geriatric Medicine
- GDCHC Teaching Health Center (ACGME Accredited)
- GDCHC School-Based Health Centers:
  - Henry Abbott Technical High School
  - Danbury High School
  - Rogers Park Middle School
  - Broadview Middle School
- Regional Women, Infants & Children’s Health & Nutrition Program (WIC)
- GDCHC Mobile Health Van

**Harambee Youth Center Program**

**Head Start of Northern Fairfield County Program**

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

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

Yours truly,

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

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

\* \* \* \*



*New Health Center and Elderly Housing Complex, 120 Main Street, Danbury*



D... MICHAEL J. MASZUCKI, P.C.  
A... P.C.

CONNECTICUT INSTITUTE  
For Communities, Inc. (CIFIC)

120 Main Street  
Danbury Connecticut



INTERIOR VIEW OF COURTYARD



D... MICHAEL J. MASZUCKI, P.C.  
A... P.C.

CONNECTICUT INSTITUTE  
For Communities, Inc. (CIFIC)

120 Main Street  
Danbury Connecticut



VIEW OF HOUSING 'GREEN ROOF' AND WALKING PATHS

## HISTORY AND OVERVIEW

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

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

Over the course of the past ten years, CIFIC has matured into a very significant agent for community good in Western Connecticut.

- In 2004, CIFIC stepped in as the Managing Agent for the Beaver Street Apartments Cooperative, keeping 300 residents out of foreclosure.
- In 2005, CIFIC became the new sponsor of the Danbury Head Start program, maintaining a locally based operation and retaining more than \$2,000,000 per year in public funding. The Northern Fairfield County Regional Head Start Program provides comprehensive child and family development services to low-income residents, annually providing early childhood education services to more than 300 children including supportive services to their families (over 400 adults).
- In 2006, at the City of Danbury’s request, CIFIC took on administrative, fiscal oversight and program development roles for the Harambee Youth Center, ensuring that Danbury’s inner city youth would continue to have afterschool opportunities.

- Since 2007, the CIFIC School Readiness Program, which is funded through the Connecticut Department of Education, has steadily expanded to provide school-day, school-year child day care and developmental services to 48 Danbury children ages 3 and 4.
- In June 2010, CIFIC converted the child care component of the Even Start program into a federally funded Early Head Start program, which now serves 32 low income infants, toddlers and teen moms.
- In 2010, CIFIC opened the CIFIC Greater Danbury Community Health Center (CIFIC/GDCHC), providing comprehensive primary health care on a sliding fee basis, to people of all ages: children, adolescents, adults and seniors, especially those who are medically underserved, thereby ensuring affordable, accessible, comprehensive, high quality health care regardless of their ability to pay or their insurance status.
- In 2012, CIFIC was awarded the contract to serve as the regional Women, Infants and Children (WIC) Nutrition Program sponsor. WIC provides nutrition assessment and education; breastfeeding promotion and support; and food vouchers for low-income women, infants and children up to the age of five. WIC currently serves nearly 2,500 clients each year.
- Also in 2012, CIFIC/GDCHC opened a satellite School Based Health Center at the Henry Abbott Technical High School.
- In 2013, CIFIC Greater Danbury Community Health Center became certified as a Level 3 Patient Centered Medical Home (PCMH) by the National Committee For Quality Assurance (NCQA), the highest level of certification, one of the few in the State to receive such distinction.
- Also in 2013, CIFIC Greater Danbury Community Health Center was accredited by the Accreditation Council for Graduate Medical Education (ACGME) as a Teaching Health Center sponsoring a Primary Care Internal Medicine (post-MD) Residency Program. It is the only FQHC Teaching Health Center in the State, and one of only about 50 in the country.

- Moreover, in September 2013, the new Danbury Head Start Center opened its doors. The state of the art Early Care and Learning Center has 16 classrooms designed for infants and preschoolers.
  
- As 2013 comes to a close, CIFIC/GDCHC, at the request of the City of Danbury, has taken on administrative, fiscal and program management of Danbury's three School Based Health Centers located at the High School and two Middle Schools.
  
- Moving forward, CIFIC continues to work in conjunction with Danbury Mayor Boughton, Governor Dannel P. Malloy, our state legislative delegation and several local partners, including Union Savings Bank and other local businesses, on a comprehensive community re-development project at the site of the former police station in downtown Danbury. Situated on this site is a new branch of the Union Savings Bank, and in due time will be the location of our new facilities for the CIFIC Greater Danbury Community Health Center, and an affordable, mixed income housing complex of 79 units for senior citizens.

###



### Head Start / Early Head Start Program Summary

		2012/2013		2011/2012	
		Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment		307	62	307	62
Total Number Served (actual)		423	72 – children 3 - adults	347	64 – children 10 – adults
Families Served		398	72	331	71
Average Monthly Enrollment		307	62	307	62
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	69%	88%	74%	82%
	100-130% FPL	21.3%	5.3%	18%	14%
	130% + FPL	9.7%	6.7%	8%	4%
Percentage of Children with Medical Homes		403/423 = 95%	72/72 = 100%	334/347 = 96%	61/64 = 95%
Percentage of Children (over 1 year of age) with Dental Homes		405/423 = 95.7%	46/48 = 95.8%	334/347 = 96%	57/57 = 100%
Percentage of Children receiving <u>Medical &amp; Dental Exams</u>		M = 403/423 = 95% D = 405/423 = 96%	M = 72/72 = 100% D = 46/48 = 96%	M = 334/347 = 96% D = 322/347 = 93%	M = 61/64 = 95% D = 59/59 = 100%
Percentage of Service Area Children Served		423/4446* = 95%	72/6670* = 1.1%	342/4446* = 7.8%	64/6670* = 1.0%
Most recent Federal HS/EHS review		See Appendix B – 100% Compliance			
Most recent Federal Audit		See Appendix C			
<b>Services to Families/Parent Involvement Activities:</b>					
• Emergency/crisis Intervention		√	√	√	√
• Housing Assistance		√	√	√	√
• Mental Health Services		√	√	√	√
• English as a Second Language (ESL Training)		√	√	√	√
• Adult Education (GED/College selection)		√	√	√	√
• Job training		√	√	√	√
• Substance Abuse prevention or treatment		√	√	√	√
• Child abuse and neglect services		√	√	√	√
• Domestic Violence Services		√	√	√	N/R
• Child Support assistance		√	N/R	√	N/R
• Health Education		√	√	√	√
• Assistance to Families of Incarcerated Individuals		√	N/R	√	N/R
• Parenting Education		√	√	√	√
• Marriage Education		√	N/R	√	N/R
• Center Meetings		√	√	√	√
• Policy Council Meetings		√	√	√	√
• EHS Socializations		N/A	√	N/A	√
• HS/EHS Home Visits		√	√	√	√
• Family Nights		√	√	√	√
• Transition to Kindergarten School Readiness Workshops		√	N/A	√	N/A
Transition to Kindergarten		161 (100% of children of kindergarten age)	N/A	168 (100% of children of kindergarten age)	

(N/R = Available but Not Requested)

\*2012 Census (Source: 2012 and 2013 PIR Reports)

<b>Financial Summary *(See also Audit Report)</b>	<b>2011 (Audited)</b>	<b>2012 (Audited)</b>	<b>2013 (Budgeted)</b>	<b>2014 Planned</b>
Head Start Federal Grant	2,049,235	1,826,964	1,826,134	
Head Start Federal ARRA COLA & QI Grants	N/A	127,519	N/A	
Head Start State Grants	225,696	258,050	219,381	
Early Head Start Federal Grant	781,299	832,043	921,319	
USDA/CT-SDE Child and Adult Food Program	242,663	219,534	263,000	
In-Kind Support	833,415	870,925	857,765	
• Danbury Board of Education	808,415	845,925	832,765	
• Danbury Housing Authority	25,000	25,000	25,000	
State School Readiness Program Grant	238,352	230,472	289,328	

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



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



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

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

Children begin preparing for kindergarten the day that they begin in our program. Teachers focus on social/emotional development, physical development, cognitive development, and language and literacy. Throughout the year, teachers conduct home visits and conferences with parents to review their child's progress. At the final meeting, teachers give parents activities for their children to work on over the summer. The Danbury Board of Education, where 90% of our families attend kindergarten, comes to our Danbury Head Start Center to register children for kindergarten. Then each Spring, the public schools conduct orientation for parents and children. Head Start provides a development skill summary to district kindergarten teachers in August to help identify individual needs of incoming kindergartners.

## **Parent Involvement Activities:**

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

Each child also has an assigned Family Advocate who formally meets with parents at least 2 times a year, and has frequent informal (sometimes daily) contact with parents. In addition, the classroom teachers meet with parents at least 4 times a year.

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

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

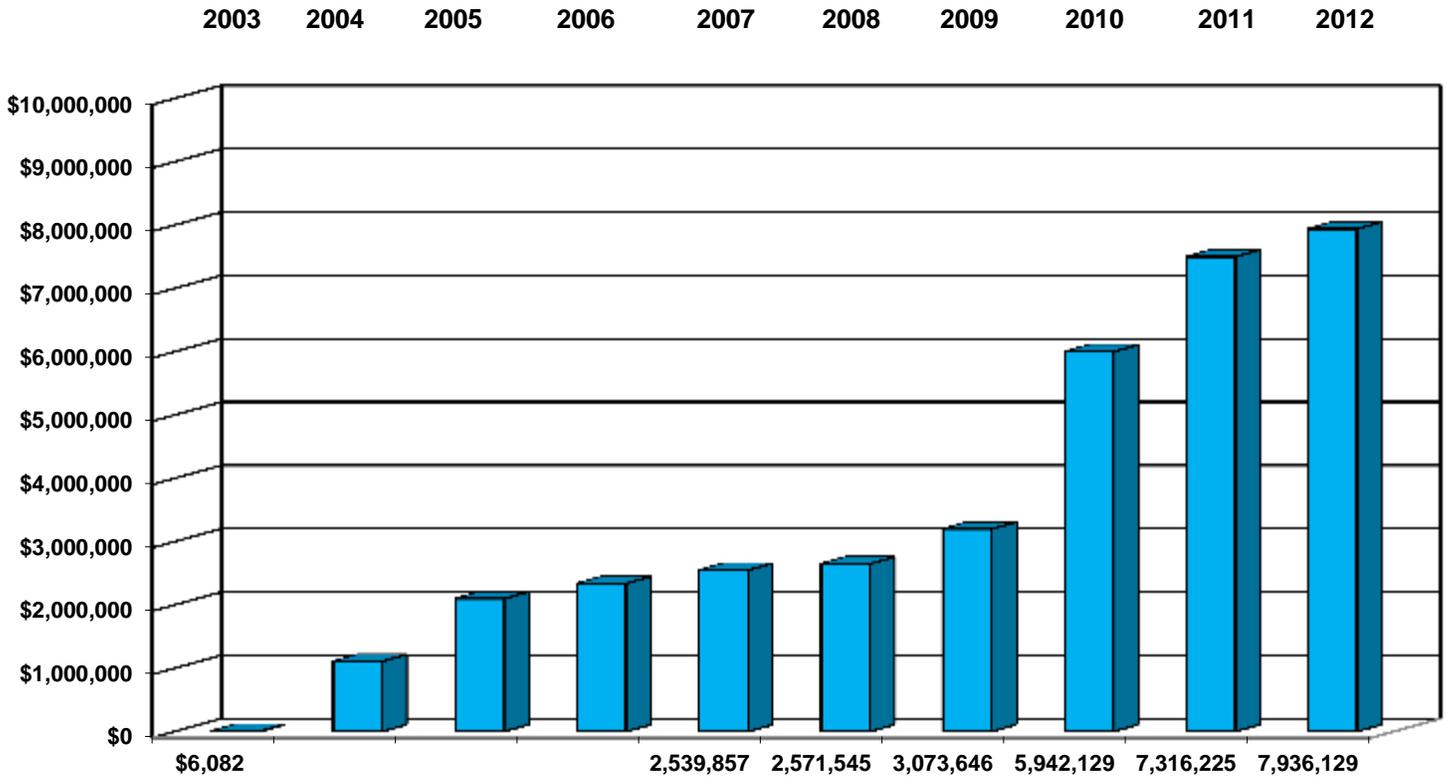
The Policy Council meets every month (except July, August and December) to guide the overall conduct of the program, and maintains cross-membership with the CIFIC Board of Directors.



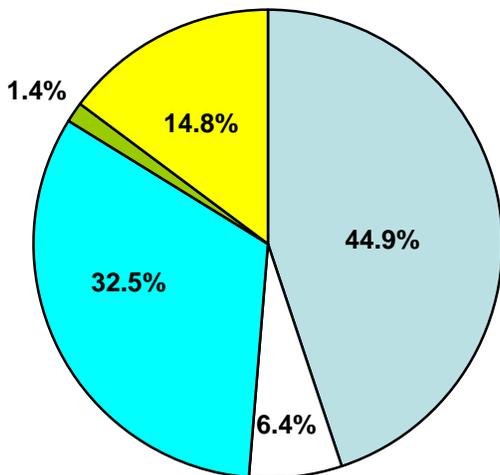
# CIFC Financial Summary

## ■ Total Cash Budgets 2003-2012

(IRS Form 990, line 18)



## Sources of Support 2012 - \$8,601,205 Cash and In-Kind Services



- Federal Government - \$3,867,985 - 44.9%
- State of Connecticut - \$550,679 - 6.4%
- Patient & Service Revenue - \$2,794,062 - 32.5%
- Municipal Government - \$119,486 - 1.4%
- Contributions (Cash & In-Kind) Misc. - \$1,268,993 - 14.8%

Total - \$8,601,205 - 100%

**CIFC Greater Danbury Community Health Center**

**Summary Statistical Report**

<b>ITEM</b>	<b>2010 Results</b>	<b>2011 Results</b>	<b>2012 Results</b>	<b>2012 State Averages</b>
<b>Patient Profile</b>				
Total Patients	<b>3,087</b>	<b>5,019</b>	<b>5,382</b>	<b>22,571</b>
Medical Patients	3,087	5,019	5,382	18,199
% Patients < 200% FPL	12%	55%	51%	94%
% income unknown	24%	21%	18%	13%
% Medicaid	29%	24%	36%	58%
% Uninsured	4%	9%	16%	23%
% White <sup>1</sup>	79%	70%	63%	55%
% African American	5%	6%	6%	25%
% Hispanic	22%	25%	27%	46%
Migrant patients	0	0	0	71
Homeless patients	1	7	2	1,149
<b>Quality of Care</b>				
• Routine and Preventative				
% women with pap tests	45.7%	40%	34%	58%
% children immunized	88.6%	79%	60%	57%
Continuity of care (medical visits per patient) <sup>2</sup>	3.57	3.44	3.66	3.56
• Chronic Care				
Hypertensive adults (18-75) as % of adult medical pts.	32%	80%	52%	77%
% Controlled Hypertension	83%	34%	69%	15%
<b>Efficiency</b>				
Total Visits	11,028	17,281	19,732	109,928
Medical Visits <sup>3</sup>	11,028	17,281	19,732	64,848
Direct medical staff support ratio	0.68	1.06	.96	1.54
Admin. support staff ratio	2.34	3.32	4.29	3.14 (2009)
<b>Financial Viability</b>				
Avg. charge per patient	\$488.60	495.00	505.96	\$815.00
Avg. charge per billable visit	\$136.77	144.00	148.14	\$137.00
Avg. collection per visit	\$112.10	122.00	109.05	\$111.00
Ratio Charge to Cost <sup>4</sup>	0.69	0.73	0.74	0.93

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

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

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

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

## OUR DEDICATED 2013 BOARD OF DIRECTORS

<p><b>Dr. Frank Muska, Ph.D</b> Board Chair &amp; Director Sherman, CT Professor, Western Connecticut State University</p>	
<p><b>Mr. Frank Anders</b> Director Danbury, CT Consumer Representative</p>	<p><b>Ana Paula Machado, MD</b> Director Danbury, CT Physician, Center for Pediatric Medicine</p>
<p><b>Ms. Ellen Bell, Esq.</b> Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>	<p><b>Mr. Richard Molinaro</b> Board Vice-Chair, Director Danbury, CT Educator; Consumer Representative</p>
<p><b>Mr. Alan Clavette, CPA</b> Director Newtown, CT Certified Public Accountant</p>	<p><b>Professor Charles A. Mullaney, J.D.</b> Board Treasurer &amp; Director Redding, CT Attorney at Law; WCSU Faculty</p>
<p><b>Ms. Eliana Franciosa</b> Board Secretary &amp; Director Ridgefield, CT Educator; Consumer Representative</p>	<p><b>Mr. Angel Saquinaula</b> Director Danbury, CT 06810 Consumer Representative</p>
<p><b>Mrs. Miguelina Matista</b> Director Danbury, CT Consumer Representative HSNFC Policy Council Representative to the BOD</p>	<p><b>Mr. Jeffrey Zakrewski</b> Assistant Treasurer &amp; Director Southbury, CT Retired Director, Southbury Training School Recreation Program</p>

(Affiliations listed for identification only)

(Updated through: 11/30/13)



*"CIFC: Strengthening Families; Building Communities"*

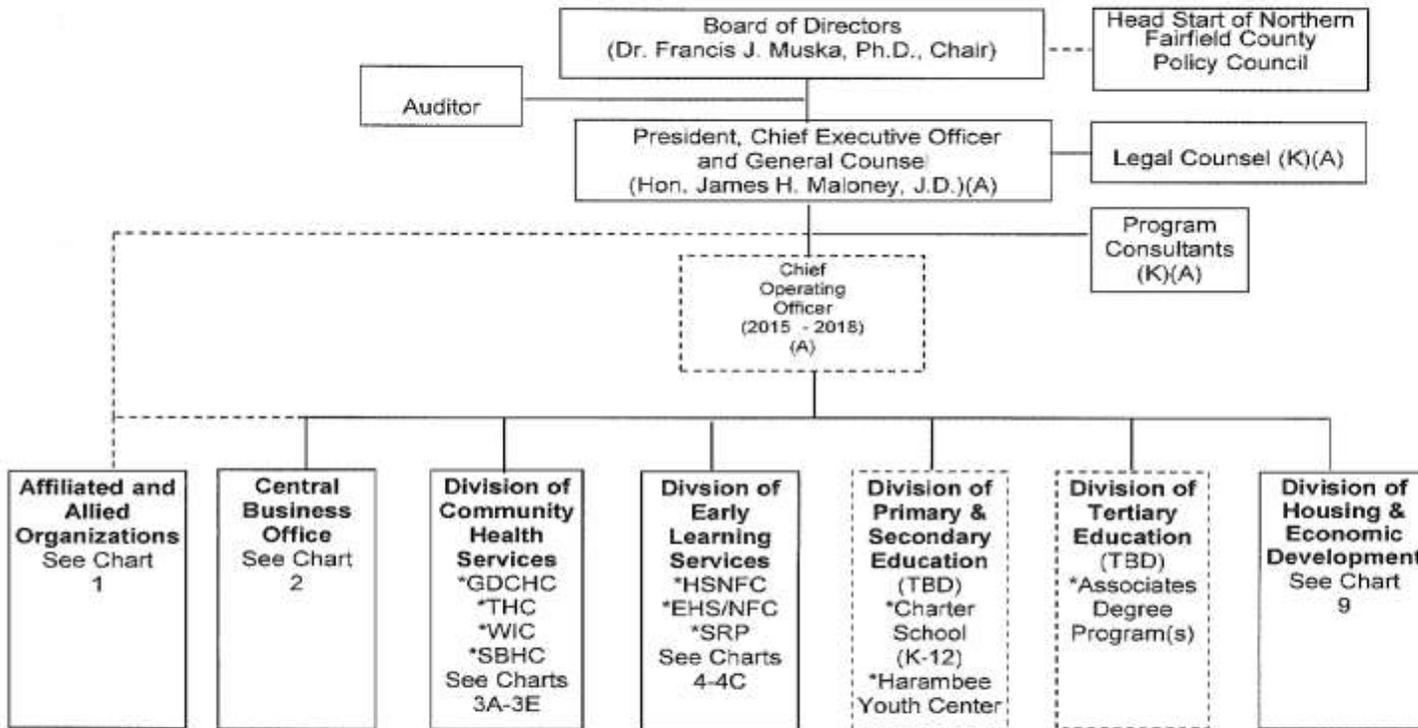
# Table of Organization

## Connecticut Institute For Communities, Inc.

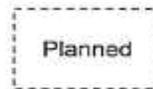
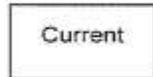
### SUMMARY

CIFC Board of Directors: 1/22/14

Table of Organization - CURRENT / PLANNED



KEY:

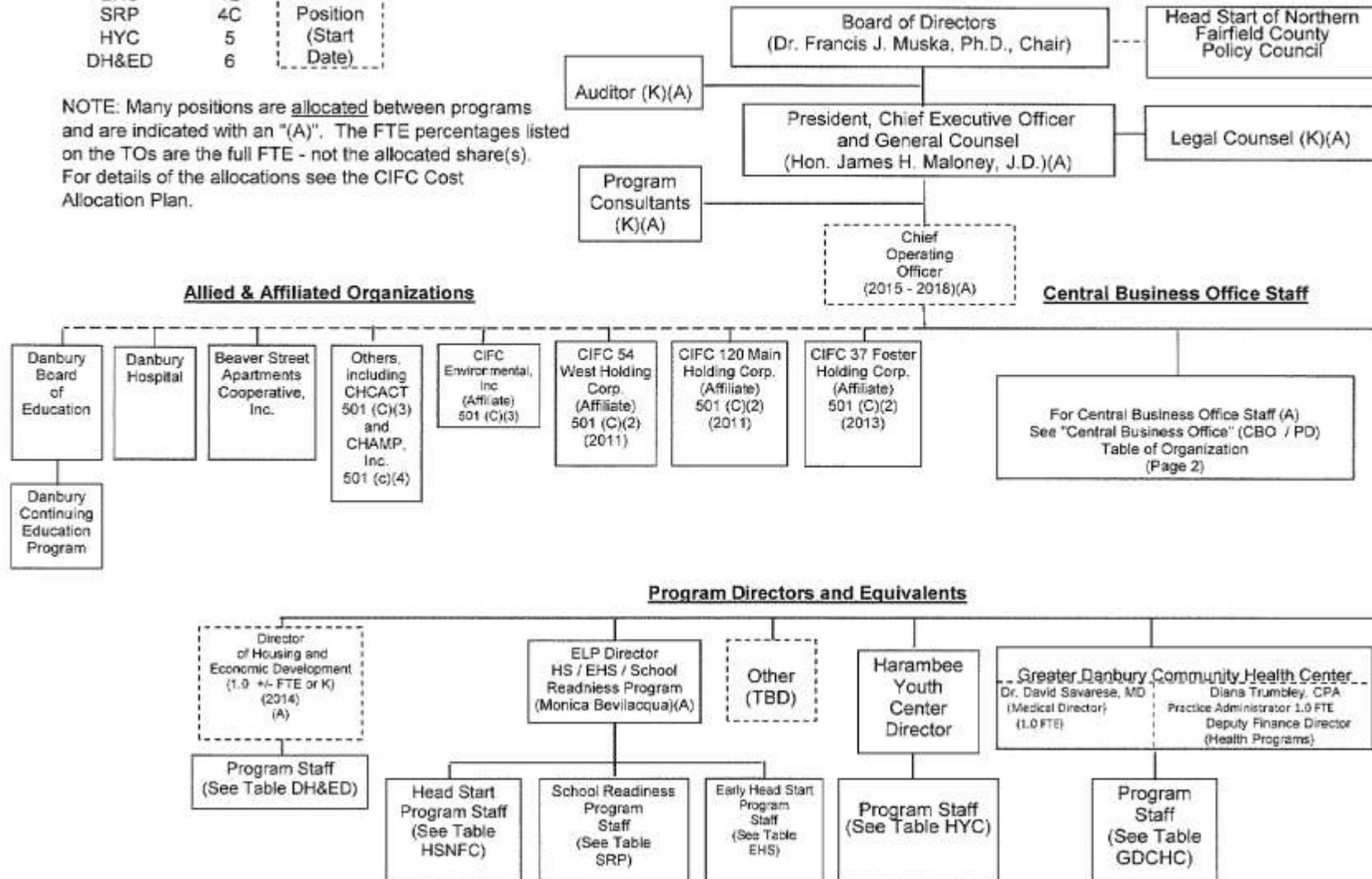


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EHS	4B	Planned Position (Start Date)
SRP	4C	
HYC	5	
DH&ED	6	

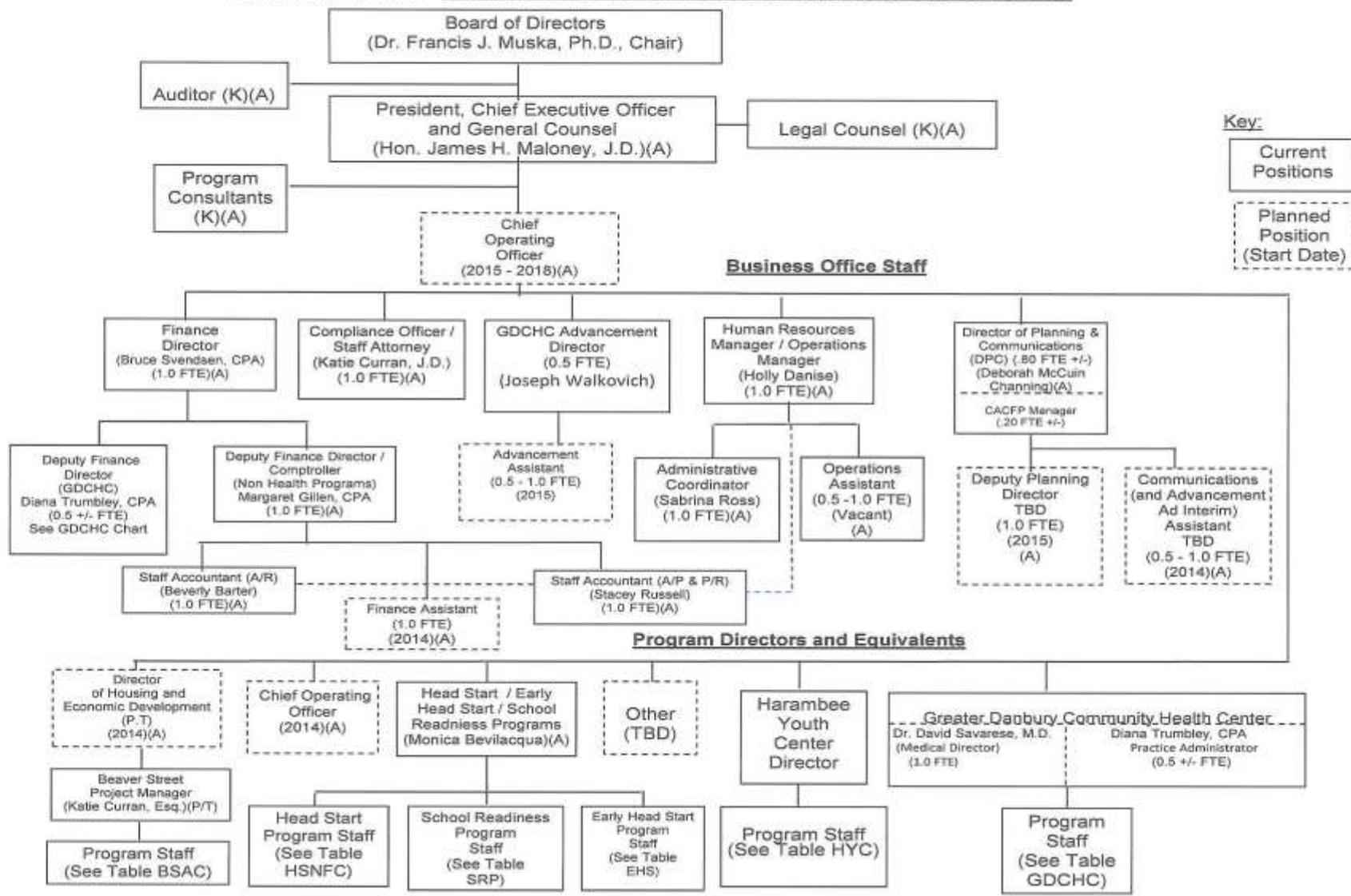
CIFC Board of Directors: 6/23/12  
Updated: 1/22/2014

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

NOTE: Many positions are allocated between programs and are indicated with an "(A)". The FTE percentages listed on the TOs are the full FTE - not the allocated share(s). For details of the allocations see the CIFC Cost Allocation Plan.



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



**Key:**  
 Current Positions  
 Planned Position (Start Date)

# CIFC AWARDS -- ROLL OF HONOR

## CIFC Distinguish Service Award

- 2013 - Dr. Uwe C. Koepke, MD, PhD.  
GDCHC Medical Director  
2009 – 2011
- 2013 – Dr. Thomas F. Draper, MD, MPH  
GDCHC Medical Director  
2011 - 2013



## Community Leadership Awards

- 2004 - Hon. Mark D. Boughton,  
Mayor of Danbury
- 2005 - State Senator David Capiello  
(24<sup>th</sup> District)
- 2006 - State Representative Robert Godfrey  
(110<sup>th</sup> District)
- 2007 - State Representative Jason Bartlett  
(2<sup>nd</sup> District)
- 2008 - Hon. Christopher Murphy  
Member of Congress (CT-5)
- 2009 - Hon. Christopher Donovan  
Speaker of the Connecticut  
House of Representatives
- 2010 - Hon. Norma Gyle, R.N., PhD  
Deputy Commissioner  
CT Department of Public Health
- 2011 - State Representative Joseph Taborsak  
(109<sup>th</sup> District)
- 2012 - Hon. Dannel P. Malloy, Esq.  
Governor of the State of Connecticut
- 2012 - Danbury Board of Education Member  
Mr. Richard Janelli
- 2013 - Dr. Sal Pascarella, EdD  
Superintendent,  
Danbury Public Schools

## Early Childhood Teacher of the Year

- 2007- Dee Strobel  
Teacher of the Year, HSNFC
- 2008 - Olivia Dovale,  
Teacher of the Year, HSNFC
- 2009 - Melinda Perrerrira  
Teacher of the Year, HSNFC
- 2010 - Lynda Kafus  
Teacher of the Year, HSNFC
- 2011 - Ananya Ghorai  
Teacher of the Year, HSNFC
- 2012 - Louise Lamana  
Teacher of the Year, HSNFC

## Early Learning Colleague of the Year

- 2004 - Patricia Keith Johnson,  
Community Services Manager
- 2005 - Nancy Crain,  
Family Advocate
- 2006 - Claudia Schoen, L.P.N.  
Health Services Manager
- 2009 - Kara Watson-Wanzer  
Education Manager

## CIFC Colleague of The Year

- 2003 - Monica Marketto Bevilacqua,  
Operations Manager
- 2008 - Stacey Russell  
Staff Accountant
- 2008 - Holly Danise,  
HR & Operations Manager
- 2010 - Sabrina Ross  
Administrative Coordinator
- 2011 - Deb McCuin-Channing  
Director of Planning  
& Communications
- 2012 - Bruce Svendsen, CPA  
Finance Director
- 2013 - Katie Curran, J.D.  
Staff Attorney/Compliance Officer

## Health Center Colleague of the Year

- 2010 - Maria Chann  
Clinical Coordinator
- 2011 - Johanna Avila  
Medical Assistant
- 2012 - Eter Zapata  
Pediatrics Front Desk
- 2013 - Ines Avila  
IM Front Desk

## Health Center Clinician of the Year

- 2011 - Dr. Nimi Magavi  
Internal Medicine
- 2012 - Susan Hartmann, APRN  
Family Medicine
- 2013 - Emilie Mauks-Koepke, PA  
Family Medicine

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