

*~Strengthening Families, Building Communities~*



# CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.

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## Annual Report 2022



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# ABOUT CIFIC

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC. (CIFIC) IS A NON-PROFIT, 501(C) (3) COMMUNITY DEVELOPMENT CORPORATION, SERVING THE COMMUNITIES AND LOW AND MODERATE INCOME FAMILIES OF WESTERN CONNECTICUT, WITH HEADQUARTERS IN DANBURY, CT.

## MISSION

CIFIC strengthens its communities through health, education, and housing services for individuals and families.

## VISION

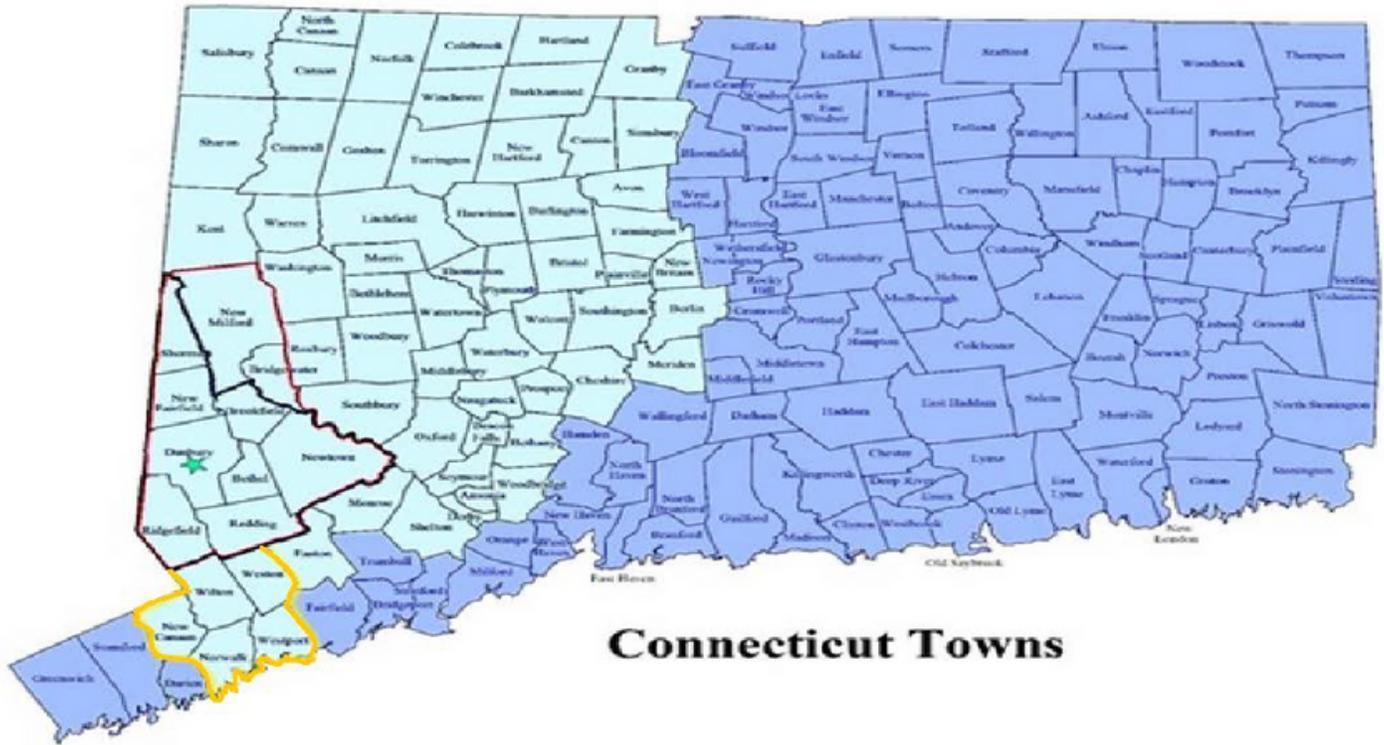
CIFIC seeks to enhance the well-being of communities through high-quality, accessible services that empower individuals and families to thrive.

## VALUES

- **Excellence**: We strive for excellence in all things.
- **Collaboration**: The best answers come from the collective.
- **Compassion**: Empathy for our clients is the heart of serving the community.
- **Belonging**: A sense of belonging unlocks the power of diversity.
- **Access**: Our foundation is built on equitable access to high quality services.



# CIFC SERVICE AREAS



**Connecticut Towns**

\*Headquarters  
Danbury, Connecticut

**CIFC Health**  
(Formerly Greater Danbury Community Health Center) \*  
Service Area:

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

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

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

**Head Start & Early Head Start Greater Norwalk Service Area:**

- Norwalk
- Wilton
- Weston
- Westport
- New Canaan

# TIMELINE: 20 YEARS OF PRO CIVITAS

CIFC becomes new sponsor of the Danbury Head Start

2003

Founding of Connecticut Institute For Communities, Inc. (CIFC)

2004

CIFC rescues Beaver St. Apt. Co-op, prevents foreclosure for 300 residents

2005

2007

CIFC launches School Readiness Pre-School Program

Greater Danbury Community Health Center (GDCHC) & Early Head Start both open

2010

2012

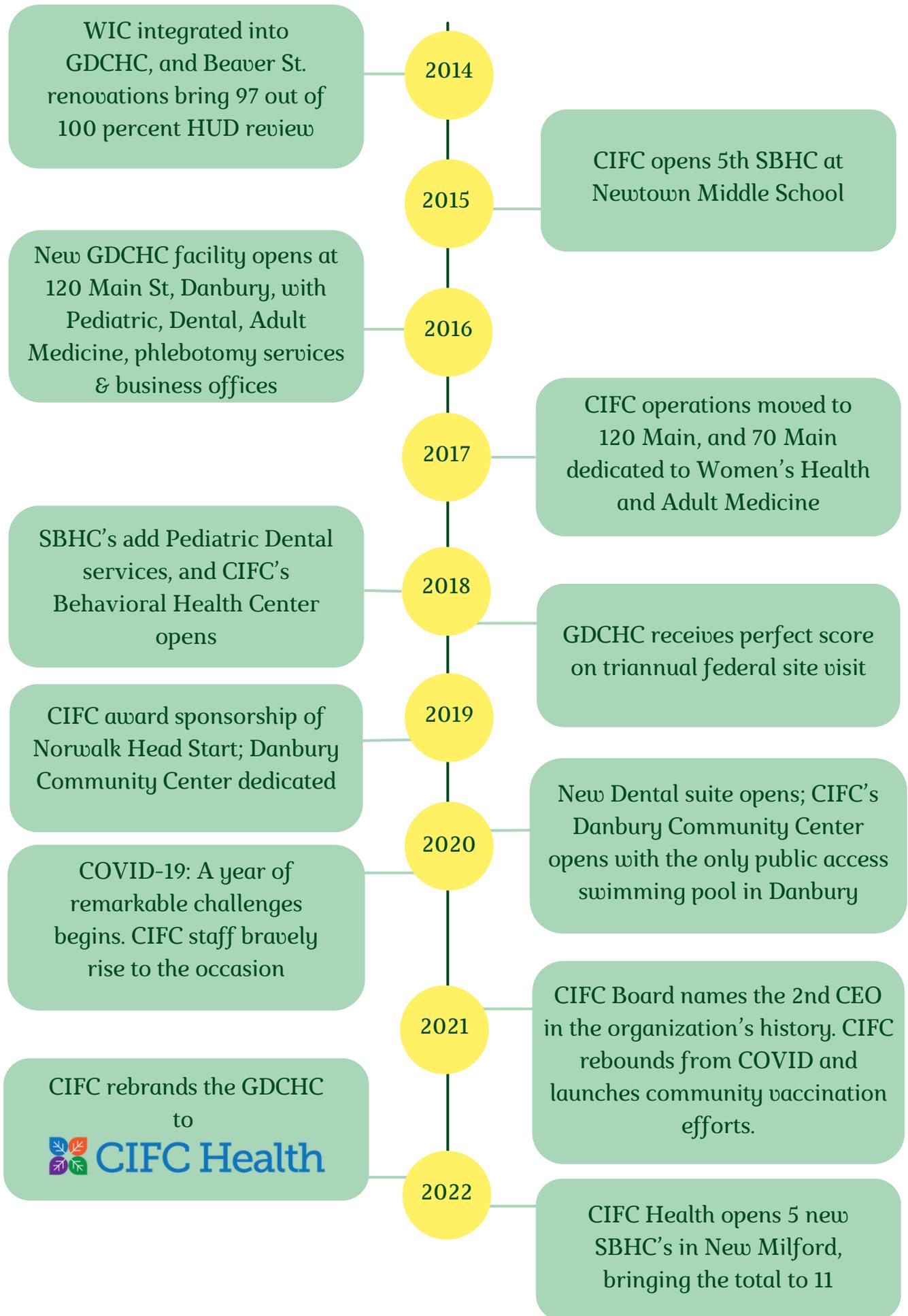
CIFC opens School Based Health Center at Henry Abbot Tech, and awarded contract to run Greater Danbury Women, Infants and Children (WIC) Nutrition Program

CIFC's GDCHC certified as a Level 3 (the highest) Patient-Centered Medical Home & Teaching Health Center

2013

Danbury Head Start Center opens at Foster St, and CIFC begins sponsorship of all of Danbury's School Based Health Centers





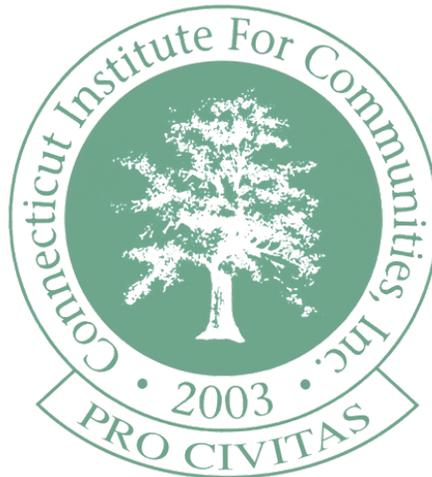
# YEAR-END LEADERSHIP LETTER: 2022

December 2022 with mid-2023 updates



**DR. FRANCIS J. MUSKA, PH.D.**

Board Chair



**KATIE MCKEON CURRAN, ESQ**

President & CEO

Dear Friends:

Since our last report in October 2022, CIFIC's work in strengthening families and building communities has continued at an impressive pace. To do so, we've focused first on strengthening our organization from within, with the goal of being a top place to work in the region. Since 2022, our CIFIC-Wide initiatives have focused on our strategic planning, communications, and celebrating the diversity of our workforce and communities. Specifically, we have:

## **CIFIC Wide**

- Launched a new Strategic Planning Process, which continues through 2023.
- Launched a newly formed Diversity, Equity, Inclusion, Accessibility & Belonging (DEIBA) Committee.
- Added new grant writing, HR, Facilities, and communications staff.
- Built new platforms for employee communication and launched a new website.
- Grew to employ over 400 dedicated staff members in western CT.

Additionally, we've made great strides within CIFIC's programmatic divisions in 2022 and the first half of 2023:

## **Programmatic Updates**

**CIFIC's Federally Qualified Health Center, CIFIC Health**, continues to grow and serve more patients in the region at an impressive pace, all while serving as an innovative incubator for new primary care doctors. In the latter half of 2022 and the first half of 2023, CIFIC Health has:

- Been named a Gold Quality Leader for ranking in the top 10% of over 1400 health centers nationwide in patient quality outcomes.
- Received accreditation by the Accreditation Council for Graduate Medical Education (ACGME) in Psychiatry, which allows CIFC Health to start a new Psychiatry Residency Program as of July 1, 2023. The program will be a 4-year training program and start with a class for 4 first year residents (post M.D. graduates), growing to a total complement of 16 psychiatry residents by 2026-2027. This program joins CIFC Health's 10-year-old Internal Medicine Residency Program, which has graduated 65 Internal Medicine Physicians, over 85% of whom have gone on to work in primary care.
- Hired two new graduates of our Internal Medicine Residency Program to be full-time attending physicians on our staff, fulfilling our mission to help grow the next generation of doctors dedicated to working in primary care and in underserved communities.
- Launched a Medication for Opioid Use Disorder (MOUD) Program at our 70 Main St, Danbury location.
- Opened 5 new sites in New Milford Public Schools, focusing primarily on behavioral health services for youth, with plans to launch a site at Brookfield High School this fall. This will bring CIFC Health's total sites to 16.
- Added key new roles, including a staff nutritionist, outreach staff, a Behavioral Health Director, a full-time Chief of Dentistry, and additional pediatric and behavioral health staff.
- Made investments in new technology and services for population health management.
- Increased the individuals served by CIFC's Women Infants and Children (WIC) Nutrition Program by nearly 13%.

**CIFC's Early Learning Programs** in Danbury and Norwalk collectively served over 500 children and families in the 2022-2023 academic year through high-quality, comprehensive early childhood education and family development services, including Head Start, Early Head Start, and state School Readiness and Child Daycare Contractor programming. We opened a newly expanded Early Head Start location at 80 Main St, Danbury in the fall of 2022, which houses 5 Early Head Start classrooms in a state-of-the-art setting, and we have plans to renovate our Norwalk Franklin site in the second half of 2023.

**CIFC's Danbury Community Center (DCC)** at 12 Boughton Street, which is a unique supplement to both CIFC Health and our CIFC Early Learning Programs, officially re-opened on July 1, 2022 and has been growing in membership and offerings ever since, including with swim lessons, Zumba, pickleball, basketball, and more. We are currently working to address the inequities in swimming capabilities in our community and launching corporate wellness offerings for area businesses and their employees.

**CIFC's Housing Division** includes the management of the Beaver Street Apartments Cooperative (BSAC), which serves as affordable housing for nearly 180 individuals in Danbury, including over 38 families with children and another 32 elderly or disabled individuals. CIFC is proud of HUD's recent physical assessment of the property, upon which BSAC scored in the high 90s (or an "A"). In 2023 and beyond, CIFC seeks to expand its housing division with the building of Danbury House at 11 Boughton Street, a housing development focused on seniors.



## **Collaborative Efforts**

CIFC's internal programmatic work has also been strengthened by our strategic focus on collaborative partnerships. We recognize that we can have a greater impact on the community and those we serve by partnering and collaborating in a meaningful way with other organizations. In 2022 and 2023, some examples of this work include:

- Providing space for the New American Dream Foundation's Newcomers Program at CIFC Health's location at 132 Main Street to help better serve new immigrants and individuals/families to the Danbury community in a streamlined way.
- Partnering with Nuvance Health and the United Way of Western CT, to help launch the first ever Greater Danbury Food Farmacy, which will be located at CIFC's Danbury Community Center and is slated to open in the Fall of 2023. The Food Farmacy will help serve area patients, including CIFC Health patients, facing both hypertension and food insecurity.
- Holding community resource fairs through both CIFC Health and our CIFC Early Learning Programs, which included dozens of area non-profits, to gather community resource information in one place for our patients, clients, students and their families.
- Partnering with the War Memorial Association to offer discounted memberships for those looking to join the Danbury Community Center and vice versa.
- Serving as a key member of the Danbury Collaborative's Cradle to Career Leadership Task Force organized by the United Way of Western CT.



Our focus on collaboration will continue in years to come as we recognize the importance of creating a unified network of providers to better serve the most vulnerable individuals and families in our communities.

In all of CIFIC's endeavors, we strive to increase wellbeing; both of the community and of our CIFIC family of employees.

We invite you to check on the progress of our work on our new website at [www.CIFIC.org](http://www.CIFIC.org) and through Facebook or Instagram.

We continue to be especially grateful to our friends who supported CIFIC's work in 2022 and in the first half of 2023. Your generosity makes the dream of "strengthening families, building communities" possible.

With warmest wishes,

**DR. FRANCIS J. MUSKA, PH.D.**

Board Chair

**KATIE MCKEON CURRAN, ESQ**

President & CEO



# **CIFC EARLY LEARNING PROGRAMS**

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

Head Start continues to serve as the gold standard of school readiness programming. Preparing families and children for a life-long love of learning, our programs in Danbury and Norwalk focus on widely held expectations including social, emotional, physical, cognitive, and language and literacy development.

The 2022-2023 academic year brought four, high-level programmatic goals into focus for Head Start and Early Head Start. These aspirational goals, towards which the program placed considerable effort and resources, included:

- CIFC ELP will foster a professional, data-informed culture to ensure program-wide fidelity and accountability to meet family and child outcomes.
- CIFC Head Start will facilitate a partnership through family engagement opportunities that empowers parents to proactively advocate for their children's life-long learning and success.
- CIFC Head Start Children will demonstrate significant progress in all developmental and Head Start school-readiness goals so that they are resilient and enriched, life-long learners.
- CIFC Head Start will partner with families to support health and nutrition education, to collaborate with community partners, and strengthen advocacy for their children's physical and mental well-being.

Throughout the year, program leadership and staff worked diligently to address these goals, developing structures and strategies to move the work forward. Shine Early Learning provided significant support toward implementation of the goals' corresponding objectives, including evidence-based coaching for teachers and several new methods for monitoring the progress of children within the program.

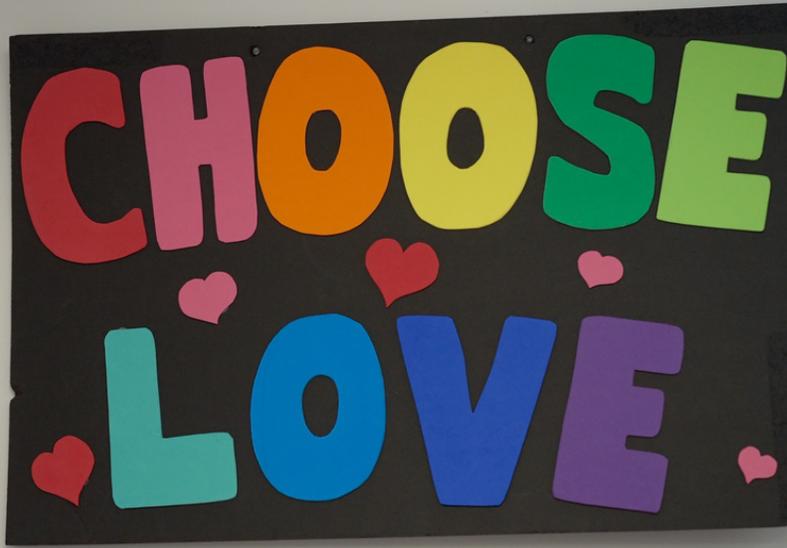
Transitions in programmatic leadership were also a theme for the year. In the Fall of 2022, Dr. Leanne Tormey joined CIFC as Chief Program Officer for the Education and Community Division, and in early winter, the resignation of the former Director brought about the appointments of Robin Scott and Kari Gutierrez as Interim Program Directors for Danbury and Norwalk, respectively. By the end of the academic year, Ms. Scott and Ms. Gutierrez were both named formal Program Directors by the Office of Head Start.

Increased parent participation and efficacy remained at the heart of our work in 2022-2023. In particular, fostering an increased sense of agency for parents within Policy Council has led to increased ownership for the facilitation of meetings. Similarly, the implementation of Family Learning Parties increased parents' ability to facilitate their children's learning at home.

## **Results of Most Recent Review:**

In June 2023, our Danbury and Norwalk Head Start/Early Head Start programs received Federal Focus Area 1 Reviews and were found to be 100% compliant with all Head Start Performance Standards. We are proud of our accomplishments and look forward to continued growth and achievement in the years to come.





# HEAD START PROGRAMS - SOURCES OF FUNDS

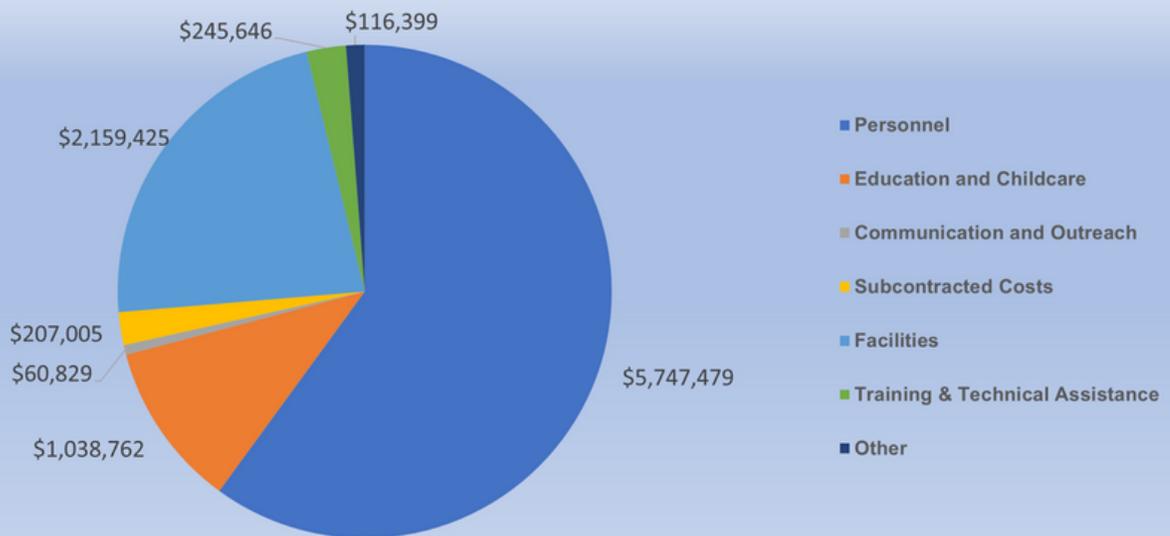
Financial Summary State & Federal Funds (See also Audit Report)	2019* (Audited)	2020* (Audited)	2021* (Audited)	2022* (audited)	2023* (Proposed)
Head Start Federal Grant**	\$ 3,522,356	\$ 4,153,298	\$ 4,703,101	\$ 4,804,878	\$ 4,084,569
Head Start State Grants	\$ 498,920	\$ 474,429	\$ 474,429	\$ 477,635	\$ 476,673
Early Head Start Deferral Grant**	\$ 1,812,610	\$ 1,893,775	\$ 2,163,075	\$ 2,261,119	\$ 2,356,451
USDA/CT-SDR Child and Adult Food Program	\$ 467,262	\$ 258,716	\$ 518,762	\$ 496,168	\$ 690,588
State School Readiness Program Grant	\$ 384,472	\$ 417,207	\$ 397,872	\$ 433,945	\$ 384,483
State Child Day Care Grant	\$ 129,353	\$ 129,577	\$ 141,604	\$ 81,562	\$ 82,000

\*\*Includes COLA

\*Includes Danbury & Norwalk



Early Learning Program Expenditures\*  
Danbury & Norwalk



# CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

## Danbury & Norwalk

	CIFC Early Learning Programs - Key Data Danbury & Norwalk							
	Danbury 2021-2022		Danbury 2022-2023		Norwalk 2021-2022		Norwalk 2022-2023	
	Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment	307	72	307	72	140	16	156	16
Total Number Served (Actual)	326	96	298	101	112	20	112	17
Families Served	315	90	286	95	108	20	107	17

### Transitioning Children

### Danbury

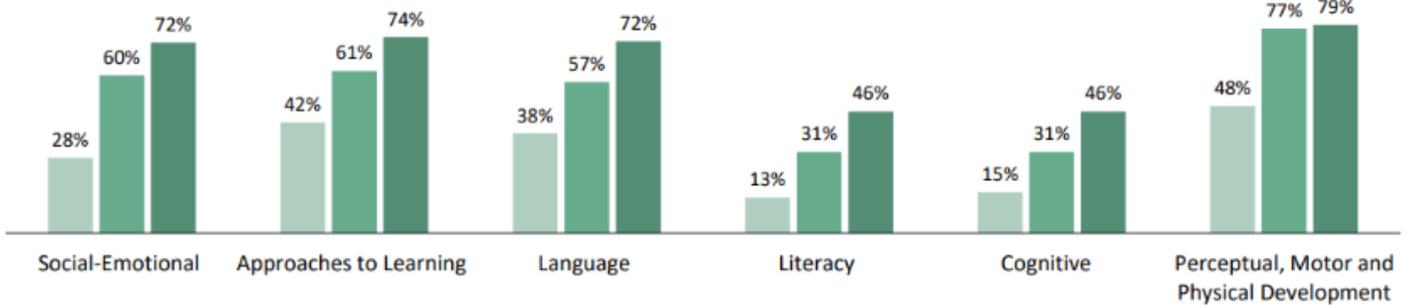
### 2022-2023 Program Year | Spring

#### Child Outcomes:

The percentage of children who scored on-target for every objective within a domain based on TSG expectations.

Percentage of Children On-Target

■ Fall ■ Winter ■ Spring



### Transitioning Children

### Norwalk

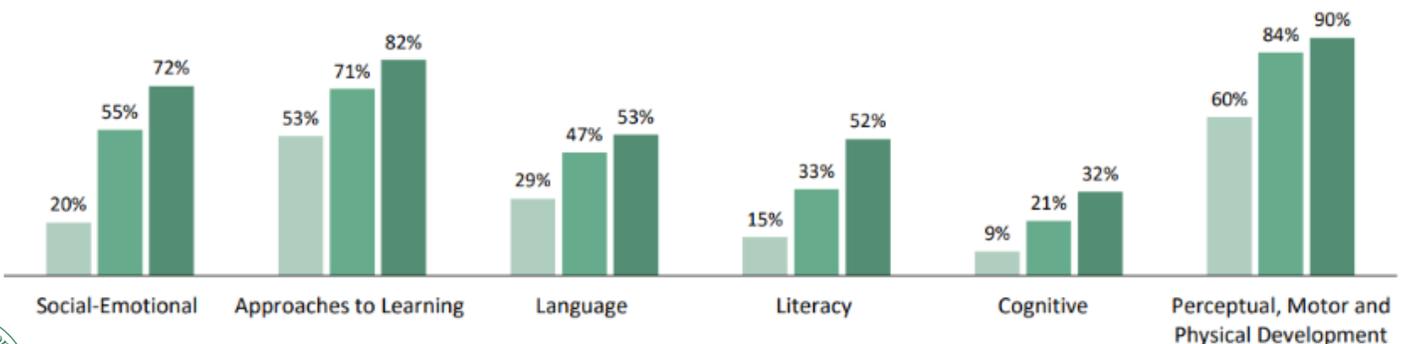
### 2022-2023 Program Year | Spring

#### Child Outcomes:

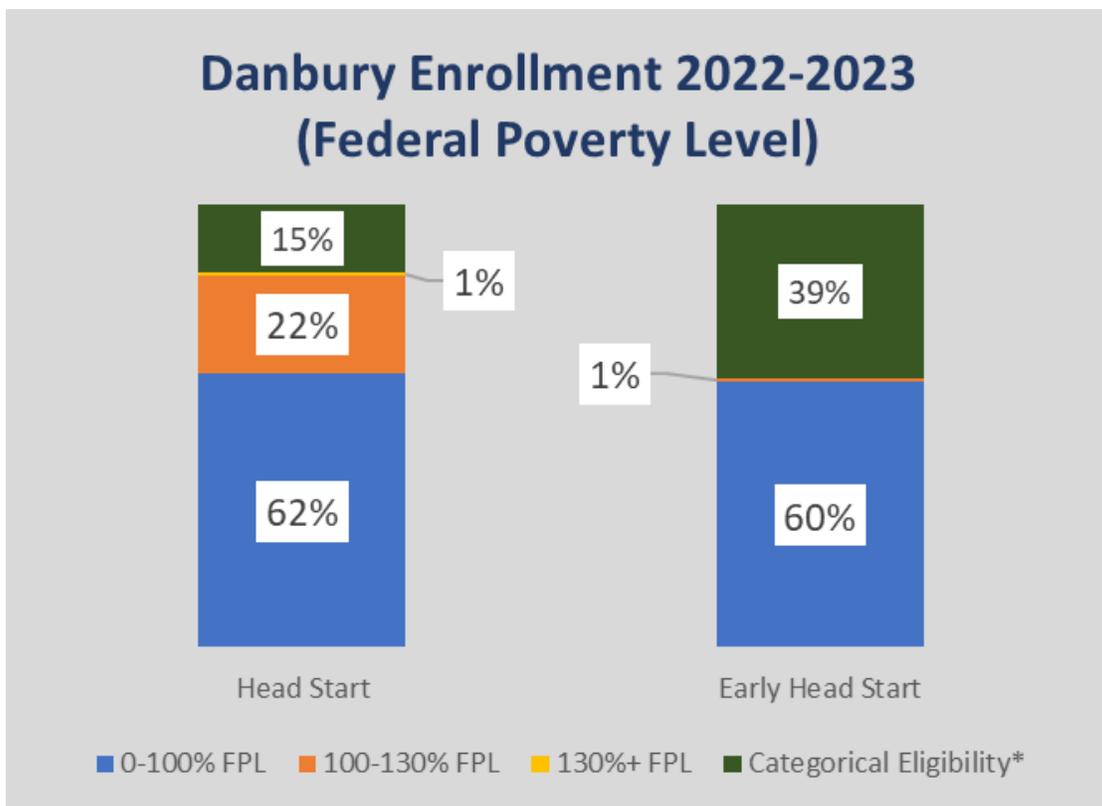
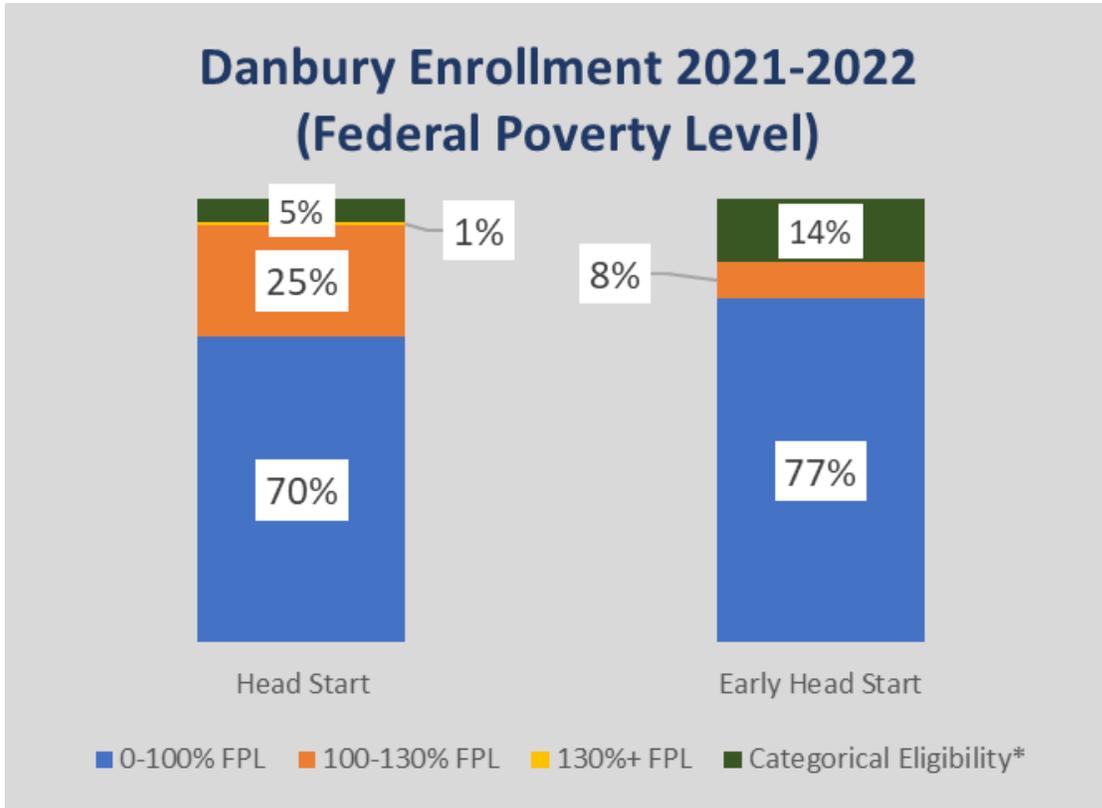
The percentage of children who scored on-target for every objective within a domain based on TSG expectations.

Percentage of Children On-Target

■ Fall ■ Winter ■ Spring

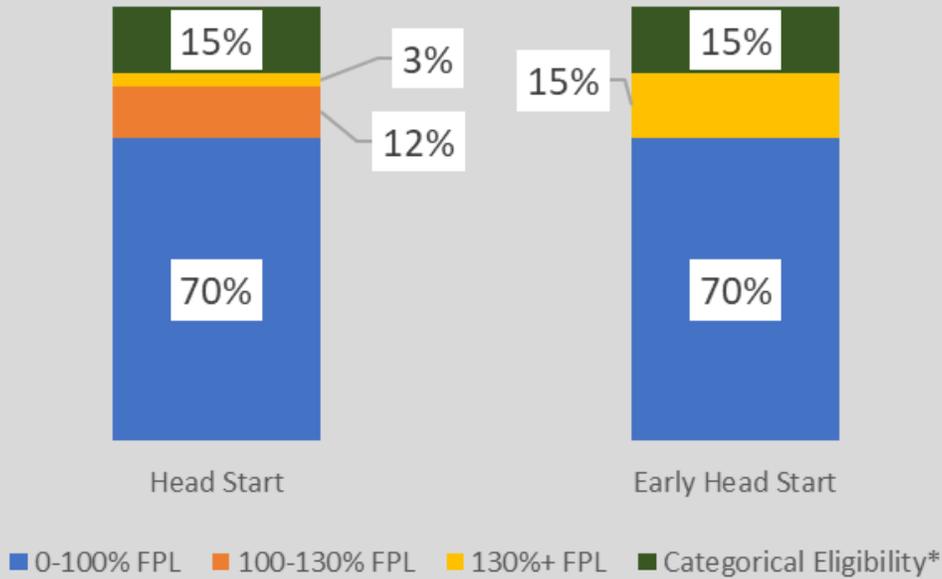


# FEDERAL POVERTY LEVEL DATA HEAD START STUDENTS & FAMILIES DANBURY

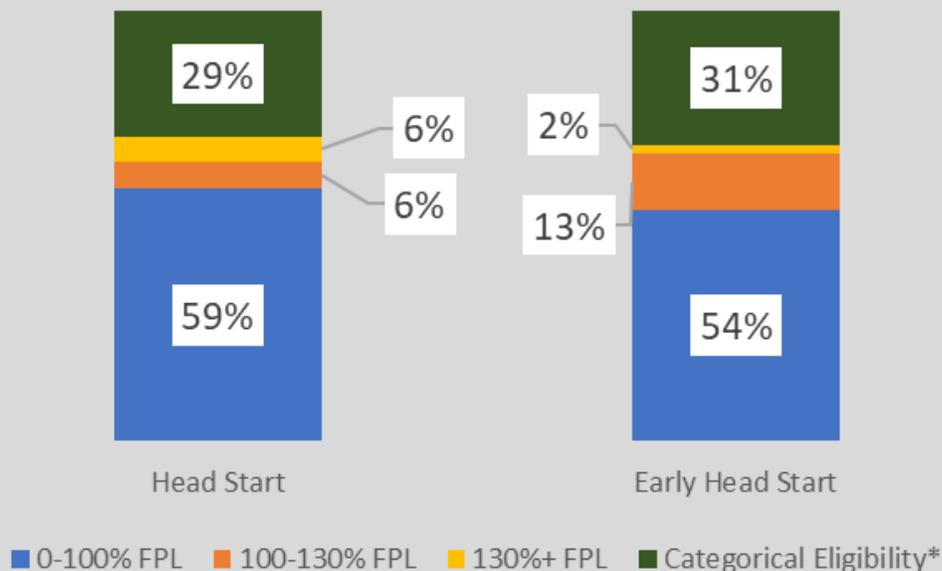


# FEDERAL POVERTY LEVEL DATA HEAD START STUDENTS & FAMILIES NORWALK

## Norwalk Enrollment 2021-2022 (Federal Poverty Level)



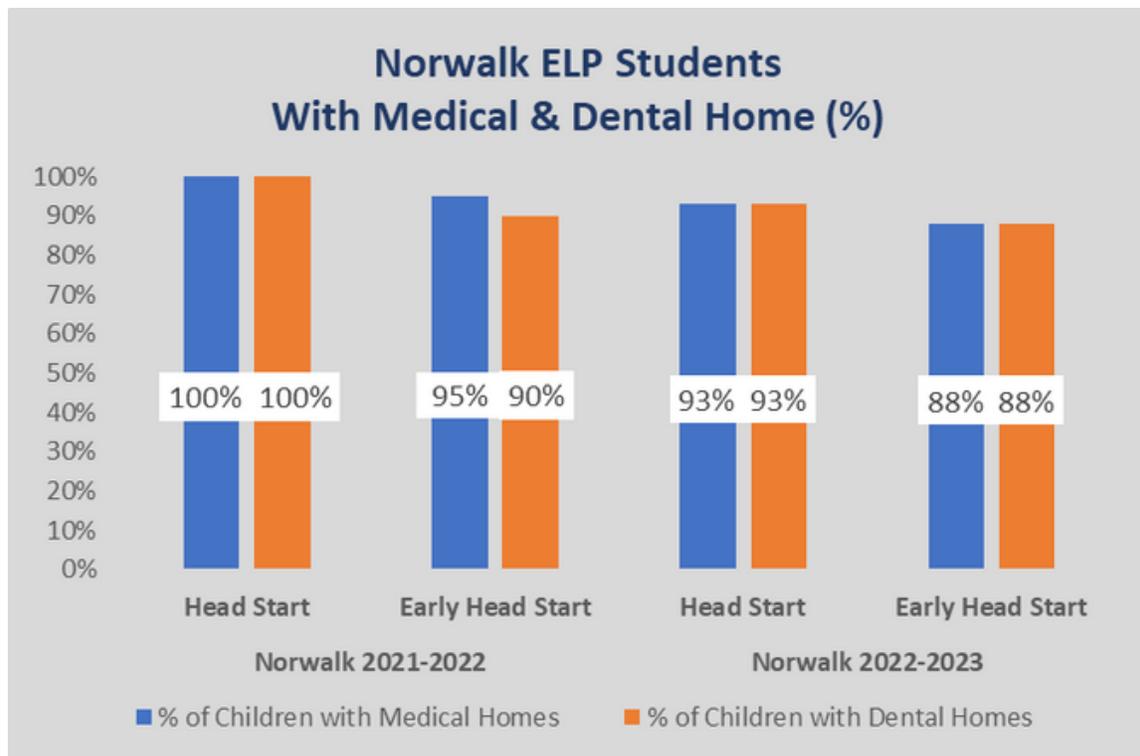
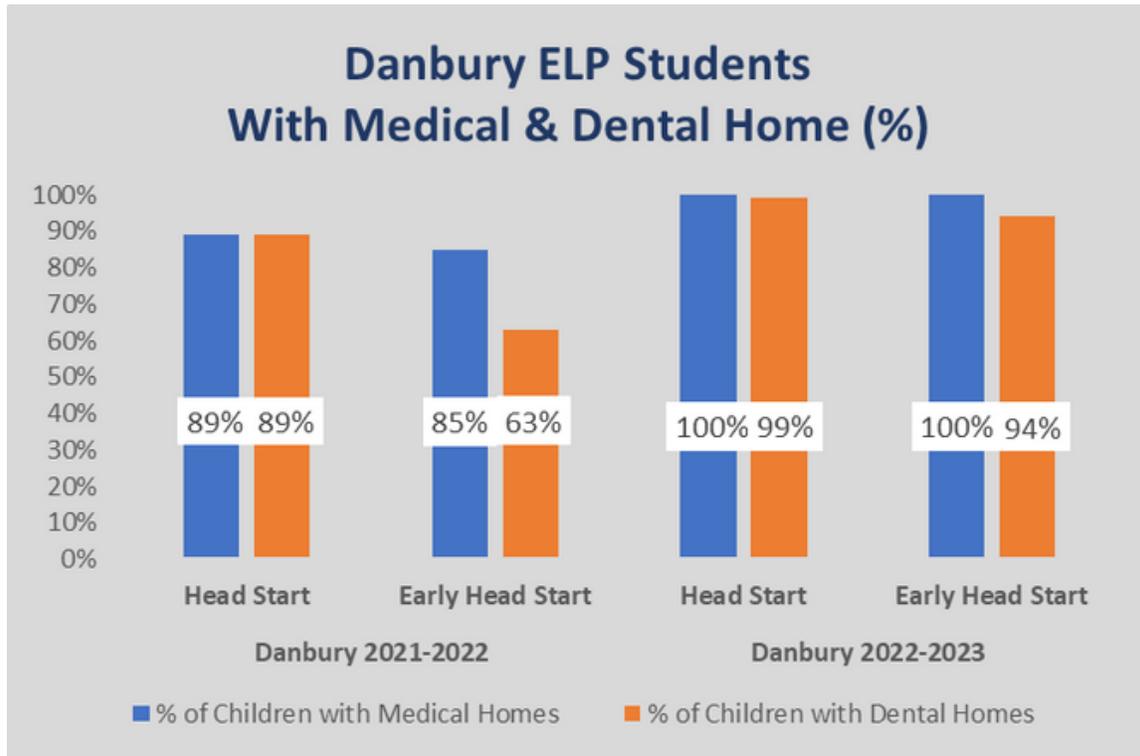
## Norwalk Enrollment 2022-2023 (Federal Poverty Level)



# CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

## Danbury & Norwalk

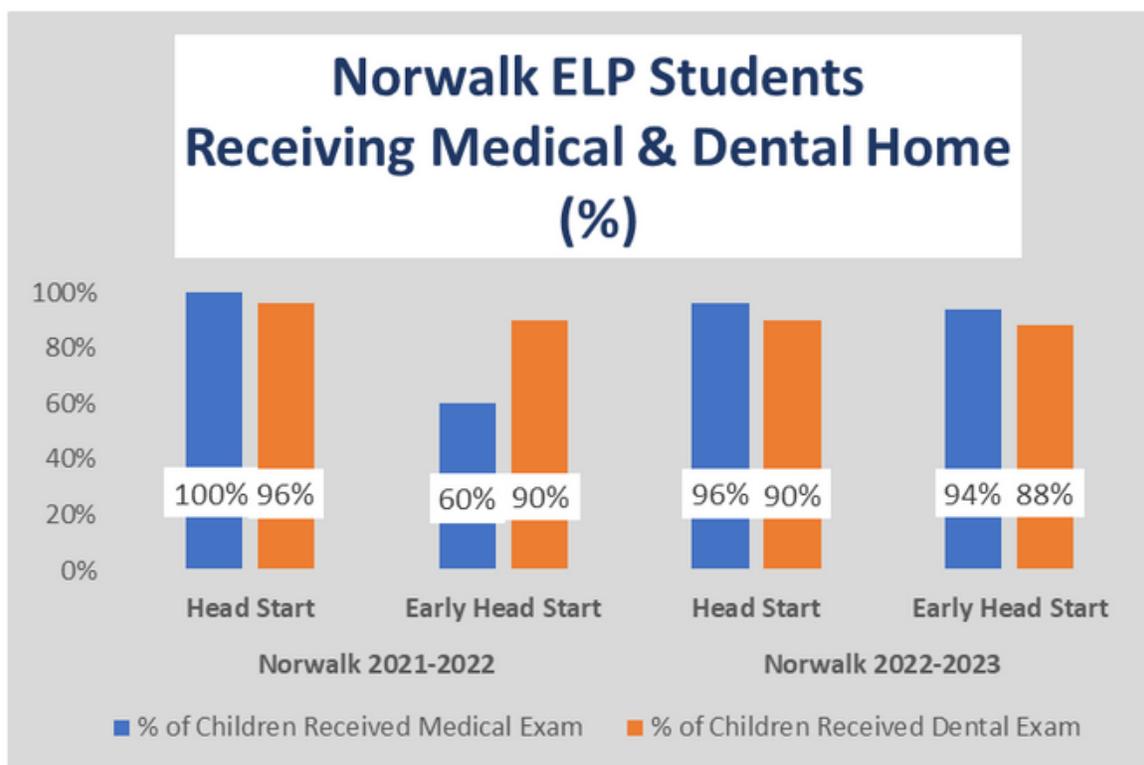
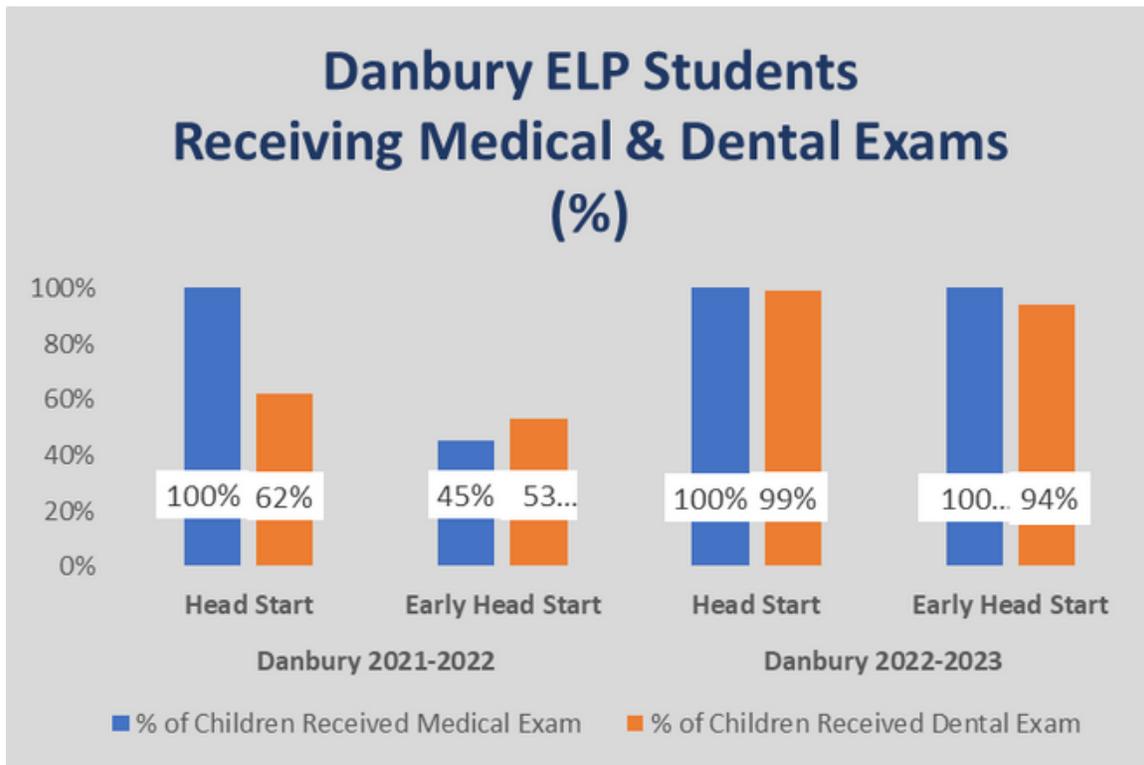
### % OF CHILDREN WITH MEDICAL HOMES AND DENTAL HOMES



# CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

## Danbury & Norwalk

### % OF CHILDREN RECEIVING MEDICAL & DENTAL EXAMS



# CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

Danbury & Norwalk

## AVERAGE MONTHLY ENROLLMENT FOR 2022-2023\*

### Danbury



### Norwalk



## % OF SERVICE AREA CHILDREN SERVED\*\*

### Danbury



### Norwalk



\*Workforce challenges in 2022-2023 led to lower enrollment numbers

\*\*Population of service area children derived from total live births in preceding 5 years





### **Overview:**

The Danbury Community Center (DCC) has continued to grow and expand the programs offered over the last year to cement itself as a jewel in the heart of Downtown Danbury. The DCC has seen steady membership growth in the last year along with the number of activities at the center. Additionally, our facility rental by community partners is establishing the DCC as an important resource for the city.

### **Activities:**

The DCC has grown from offering weekly Yoga and Zumba classes upstairs along with an open pool and basketball gym downstairs. This year, the DCC added a weekly basketball skills and drills program, open volleyball, and pickleball courts that can be set up in the gym and reserved by members. The gym was also made available for birthday parties and events this year, providing unforgettable memories for children at a fraction of the cost of other indoor activities.

The open swim times at Danbury's only public indoor pool have continued, but the aquatic programs have grown to include a full schedule of swim classes for individuals from the age of 5+. We are looking to expand our swim school program in the next year to include younger ages and children with disabilities. Additionally, we are establishing a lifeguard training program that will ensure a pipeline of lifeguards for the DCC pool and Greater Danbury area swimming holes.

### **Partnerships:**

The DCC works with other organizations to provide affordable space for their needs. This year, the St. Peter School has been renting the gymnasium for their physical education classes and school basketball league.

The DCC has made the pool available to schools and public safety organizations as well. The Immaculate/Bethel High School Swimming and Diving team holds practices at the DCC Pool and the Danbury Police Dive Team uses the DCC Pool as their winter training home; practicing the lifesaving techniques that they use during the busy summer months on the lakes. This next year promises to bring even more collaboration as an agreement has been reached with Danbury Public Schools to bring the District's Before & After School Programs to the pool for Water Safety experiences.

The United Way of Coastal and Western Connecticut and Nuvance Health will host the area's first Food Farmacy in the DCC. Construction has been underway to convert the stage in the gym into a grocery store-like setting, with its own entrance, where individuals who have received a prescription from their doctors will be able to select healthy, fresh foods in a dignified setting.



# CIFIC Health

Healthier **You**, Healthier **Community**

CIFIC Health is an award-winning Federally Qualified Health Clinic serving the Greater Danbury community's medical, behavioral, and dental care needs. CIFIC

Health is Connecticut's only Teaching Health Center and currently houses internal medicine and psychiatry residency programs.

## MISSION

To build trust and improve lives while creating a healthier community. We aim to provide high-quality, integrated, and culturally compassionate healthcare for healing experiences that go beyond the expected.

## VISION

We work towards a healthier future for everyone. We advance the next generation of healthcare providers through our traditions of respect, compassion, and excellence.

## VALUES

**P**rivacy

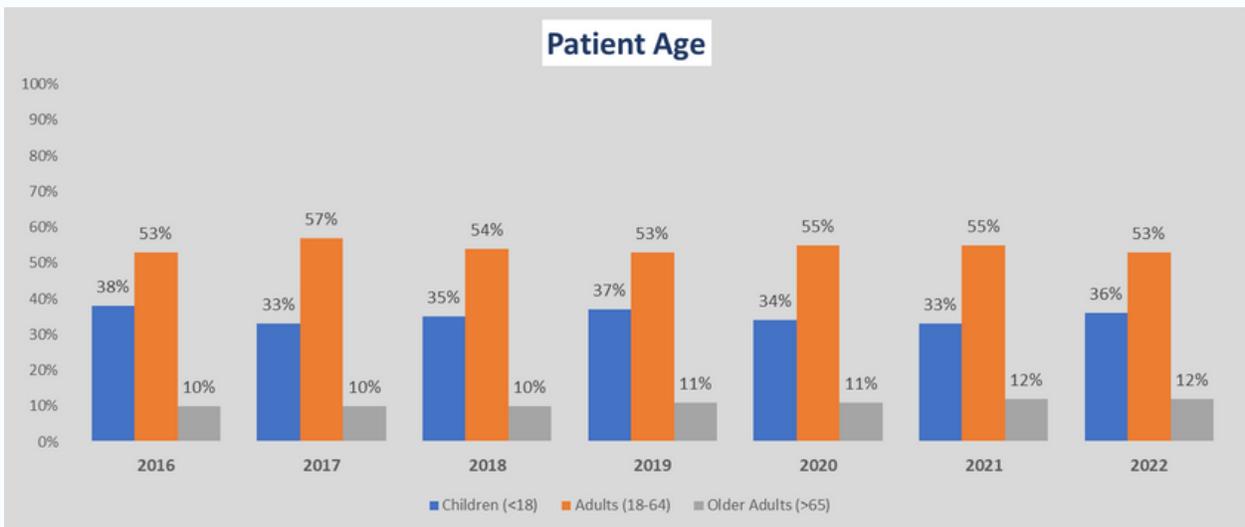
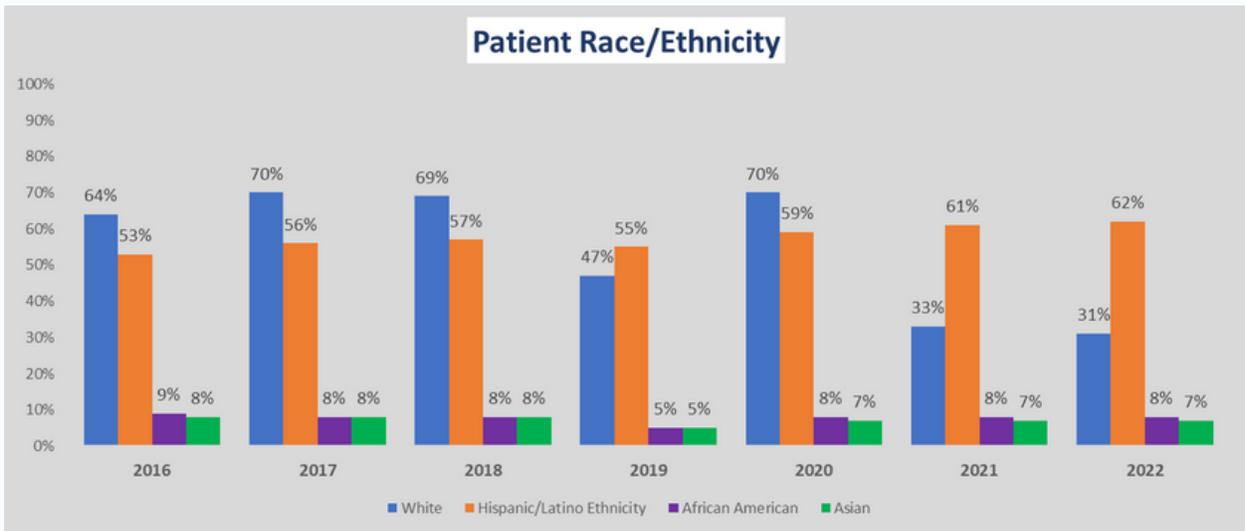
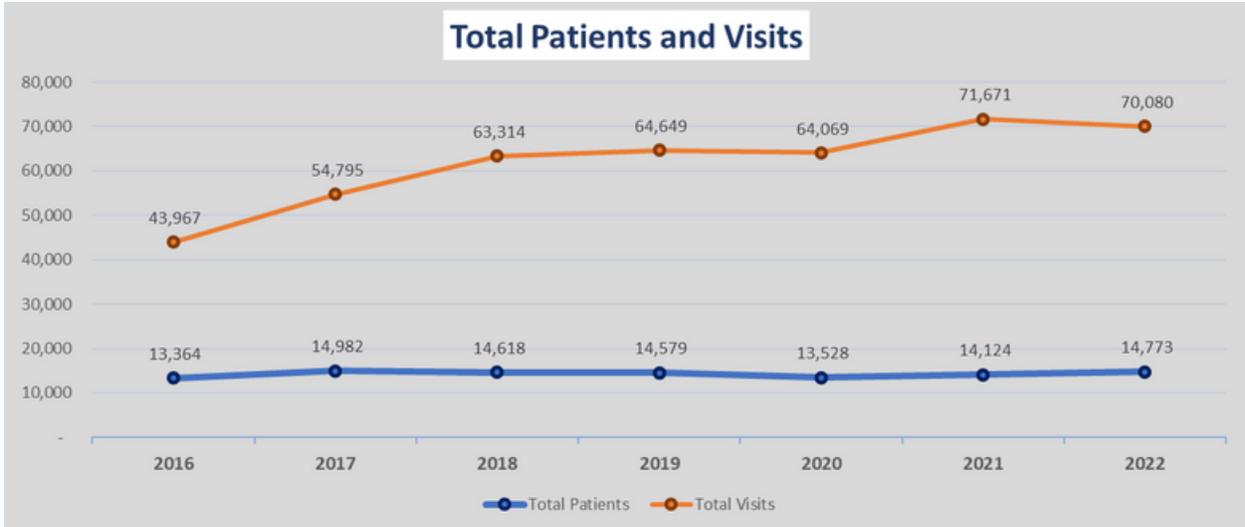
**A**ccess

**C**are

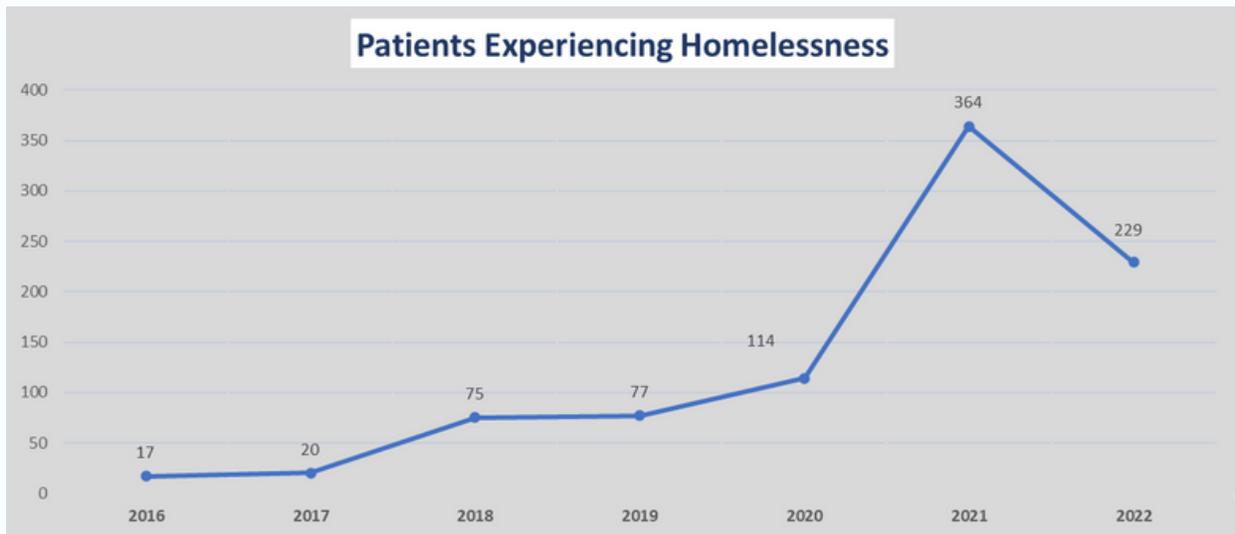
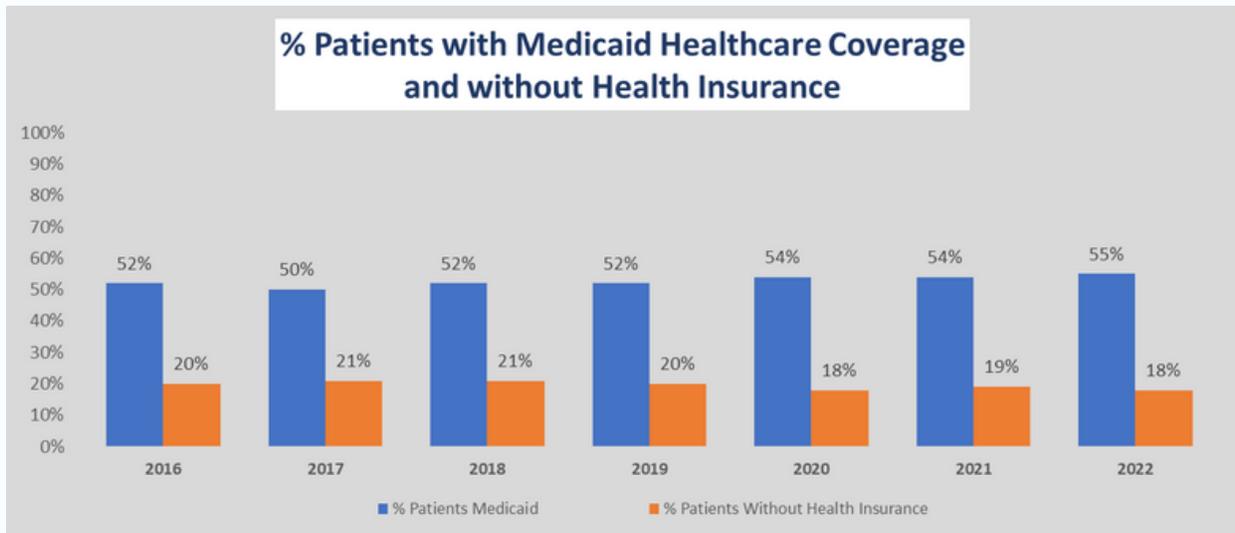
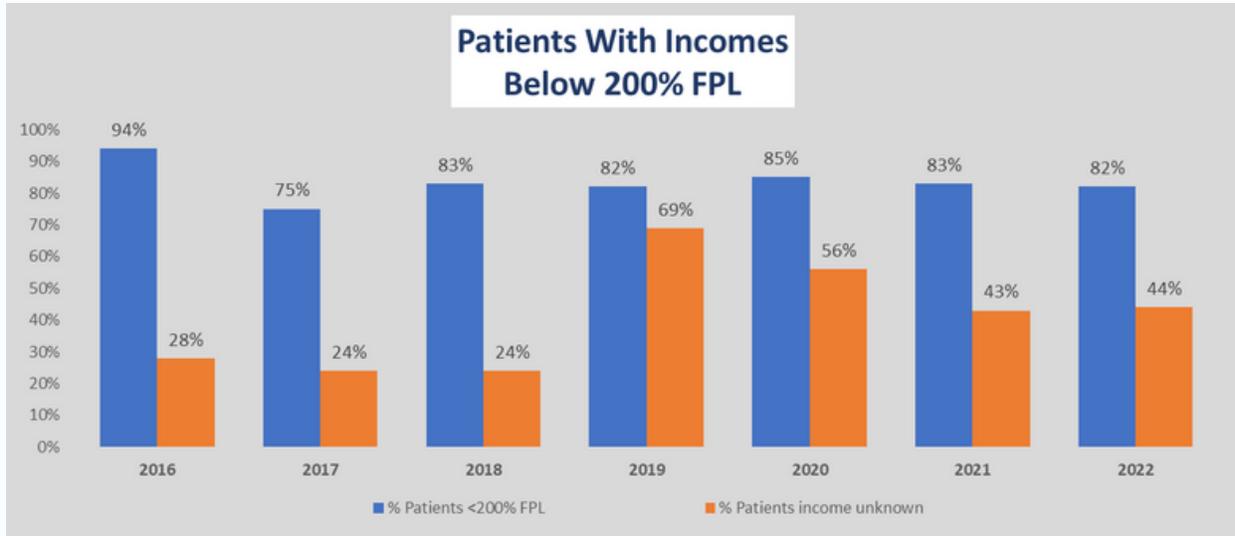
**T**eamwork



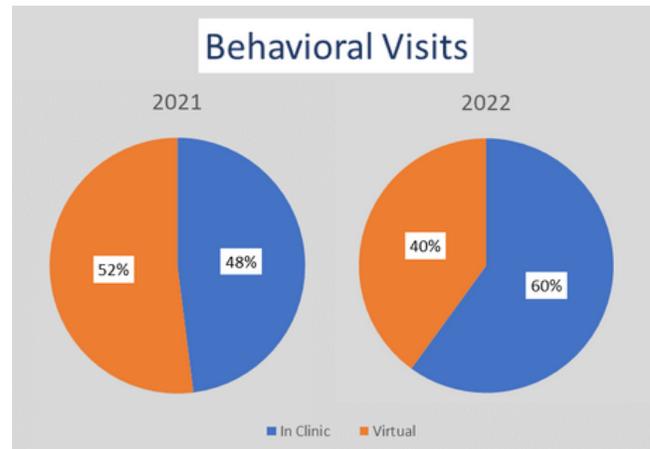
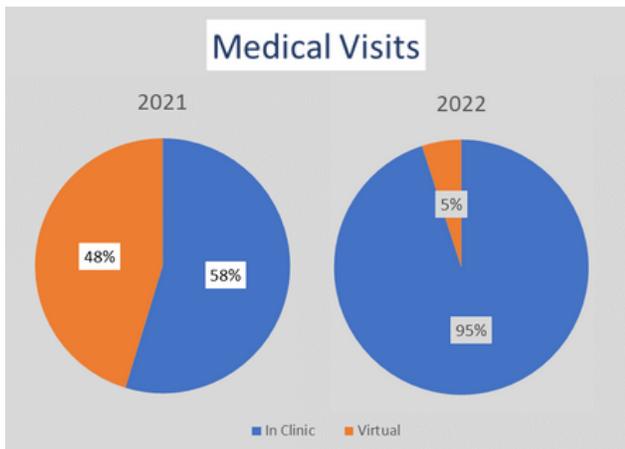
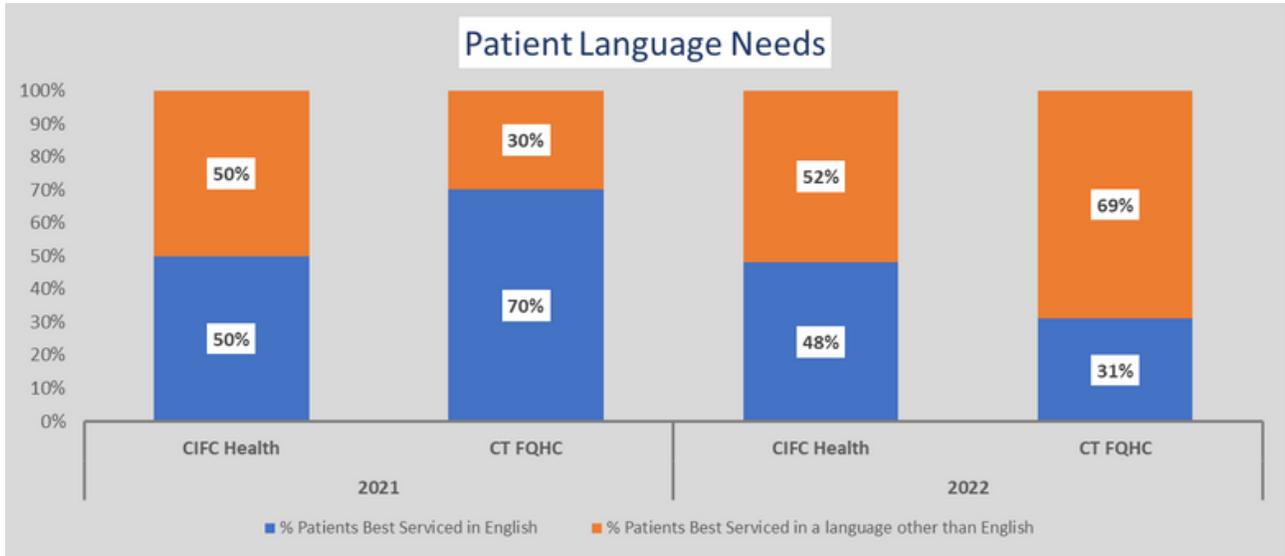
## KEY DATA AND CLINICAL METRICS



## KEY DATA AND CLINICAL METRICS



## KEY DATA AND CLINICAL METRICS



## CLINICAL HIGHLIGHTS

	CIFIC Health 2022	FQHC State Average 2022
<b>% Children Receiving Immunizations*</b>	<b>81%</b>	<b>58%</b>
<b>% of Newborns with Low or Very Low Birth Weight</b>	<b>8%</b>	<b>10%</b>
<b>% Patients with Controlled Diabetes (H1AC&lt;9)</b>	<b>81%</b>	<b>71%</b>
<b>% Patients with Controlled High Blood Pressure (18-85)</b>	<b>67%</b>	<b>63%</b>
<b>% Female Patients Who Had a Mammogram (51-73)</b>	<b>70%</b>	<b>56%</b>
<b>% Colorectal Cancer Screening Rate</b>	<b>57%</b>	<b>48%</b>
<b>% Cervical Cancer Screening Rate</b>	<b>67%</b>	<b>53%</b>

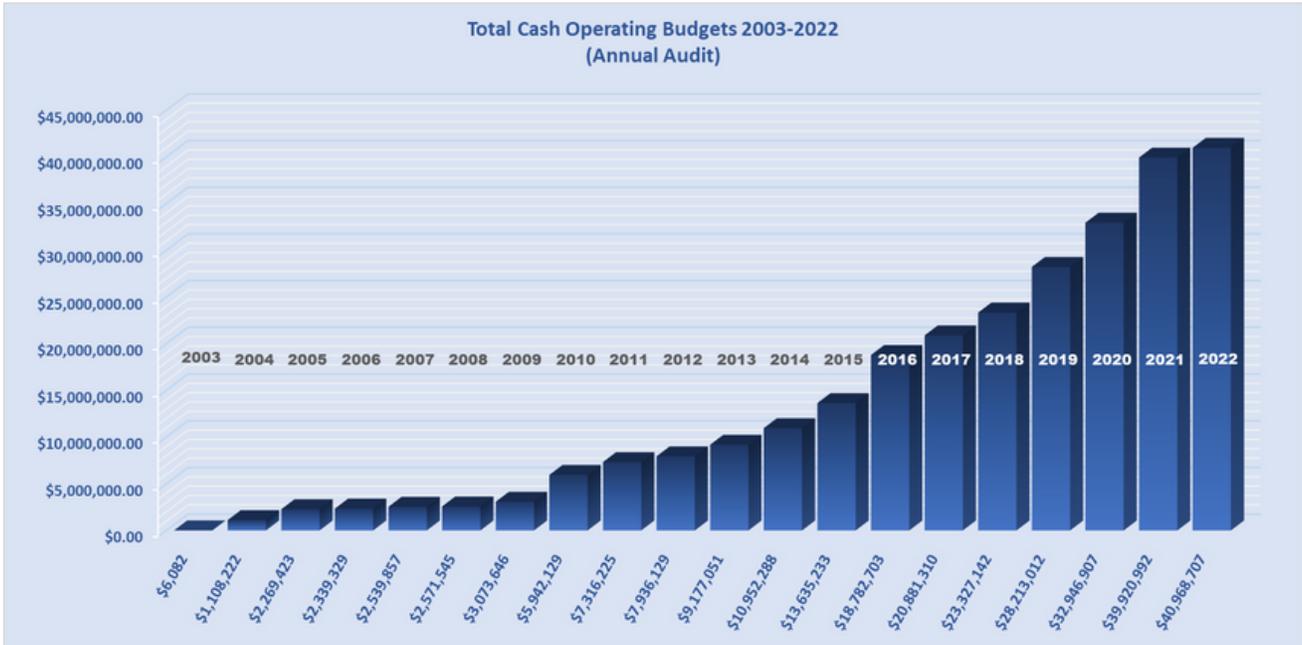
\*Number of Children Under Age 3 Who Received Appropriate Childhood Immunizations



CIFC Health is pleased to report it was named a Gold Quality Leader in 2022 for 2021 outcomes by the Department of Health & Human Services Health Resources & Services Administration (HRSA). This means that CIFC Health is among the top 10% of over 1400 health centers across the country for quality outcomes as of 12/31/21.

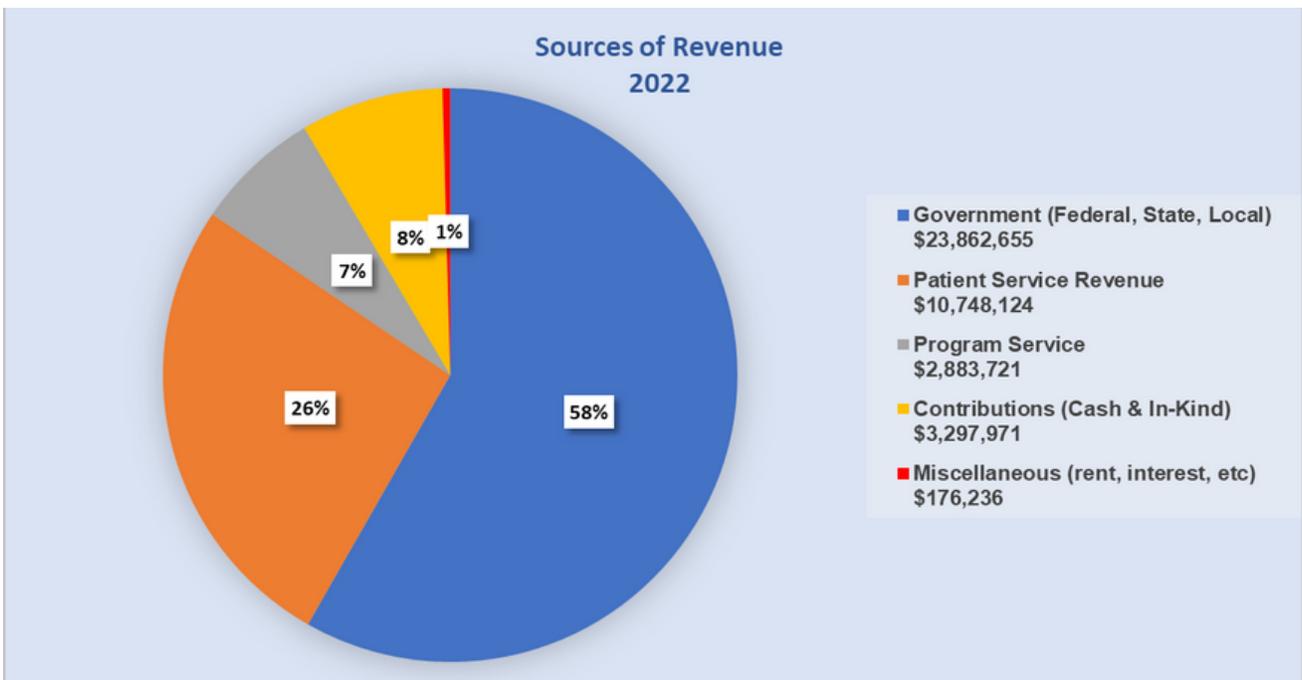


# CIFC FINANCIAL SUMMARY



## Sources of Support 2022 \$40,968,707

Cash & In-Kind Services



Connecticut Institute For Communities, Inc.  
Consolidated Statement of Activities  
For the Years Ended December 31, 2022 and 2021

	Without Donor Restrictions	With Donor Restrictions	2022 Total	Without Donor Restrictions	With Donor Restrictions	2021 Total
<b>REVENUE, SUPPORT, AND GAINS:</b>						
Grants from Government Sources	\$ 23,862,655	\$ -	\$ 23,862,655	\$ 22,599,998	\$ -	\$ 22,599,998
Patient Service Revenue - Net	10,748,124	-	10,748,124	10,532,267	-	10,532,267
Contributions	1,604,674	17,233	1,621,907	1,668,604	150,856	1,819,460
In-Kind Contributions	1,652,647	-	1,652,647	1,515,102	-	1,515,102
Program Service Revenue	2,883,721	-	2,883,721	2,954,064	-	2,954,064
Fundraising Events	12,502	10,915	23,417	47,140	40,606	87,746
Interest Income	88,255	-	88,255	178,484	-	178,484
Rental Income	20,496	-	20,496	20,496	-	20,496
Miscellaneous Income	67,485	-	67,485	213,375	-	213,375
Total Revenue & Support Before Net Assets Released From Restrictions	40,940,559	28,148	40,968,707	39,729,530	191,462	39,920,992
Net Assets Released From Restrictions	39,835	(39,835)	-	186,409	(186,409)	-
Total Revenue, Support, and Gains	40,980,394	(11,687)	40,968,707	39,915,939	5,053	39,920,992
<b>EXPENSES AND LOSSES:</b>						
Program Services						
Early Childhood Education	9,575,545	-	9,575,545	8,979,738	-	8,979,738
Health Services	24,980,340	-	24,980,340	23,142,344	-	23,142,344
Other Programs	465,672	-	465,672	208,496	-	208,496
Total Program Expenses	35,021,557	-	35,021,557	32,330,578	-	32,330,578
Supporting Services						
Development	71,218	-	71,218	86,178	-	86,178
General & Administrative	3,635,860	-	3,635,860	3,693,791	-	3,693,791
Total Supporting Services Expenses	3,707,078	-	3,707,078	3,779,969	-	3,779,969
Total Expenses	38,728,635	-	38,728,635	36,110,547	-	36,110,547
Net Gain/(Loss) on Peripheral Activities	3,634,076	-	3,634,076	(564,712)	-	(564,712)
<b>CHANGE IN NET ASSETS:</b>						
Net Assets, Beginning	5,885,835	(11,687)	5,874,148	3,240,680	5,053	3,245,733
Net Assets, Ending	15,478,690	175,792	15,654,482	12,238,010	170,739	12,408,749
Net Assets, Ending	\$ 21,364,525	\$ 164,105	\$ 21,528,630	\$ 15,478,690	\$ 175,792	\$ 15,654,482



Connecticut Institute For Communities, Inc.  
Consolidated Statement of Financial Position  
As of December 31, 2022 and 2021

<b>ASSETS</b>			
	2022		2021
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 3,102,876	\$	2,898,973
Due From Funding Sources	950,646		2,194,366
Patient Accounts Receivable - Net	267,369		549,133
Accounts Receivable	35,766		192,847
Other Receivables	19,642		11,288
Inventory	52,936		36,099
Prepaid Expenses	152,604		91,028
Total Current Assets	4,581,839		5,973,734
<b>PROPERTY AND EQUIPMENT:</b>			
Property and Equipment, Net	24,089,995		19,228,871
Assets in Progress	2,369,845		2,804,725
Net Property and Equipment	26,459,840		22,033,596
<b>OTHER ASSETS:</b>			
ROU Assets, Operating Lease	4,675,136		-
Long-term Notes and Other Receivables	580,170		10,255,481
NMTC Fee and Other Expense Reserves	292,973		417,374
Security Deposits	60,256		62,756
Total Other Assets	5,608,535		10,735,611
Total Assets	\$ 36,650,214	\$	38,742,941
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts Payable	\$ 1,348,059	\$	985,907
Accrued Expenses	152,808		105,013
Accrued Payroll and Taxes	1,196,203		1,125,607
Deferred Revenue	253,982		201,164
Line of Credit	-		-
Current Maturity of Long-term Debt	381,735		363,600
Operating Lease Liability, Current Portion	304,738		-
Total Current Liabilities	3,637,525		2,781,291
Operating Lease Liability, Long-term	4,378,683		-
Long-term Debt	7,105,376		20,307,168
Total Long-term Liabilities	11,484,059		20,307,168
<b>NET ASSETS:</b>			
Without Donor Restrictions	21,364,525		15,478,690
With Donor Restrictions	164,105		175,792
Total Net Assets	21,528,630		15,654,482
Total Liabilities and Net Assets	\$ 36,650,214	\$	38,742,941



# CIFC Board of Directors (as of October 2023)

<p><b>Dr. Francis J. Muska, Ph.D</b> Board Chair &amp; Director Sherman, CT Professor Emeritus, Western Connecticut State University</p>	<p><b>Ms. Ellen Bell, JD</b> Corporate Secretary &amp; Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>
<p><b>Mr. Alan Clavette, CPA</b> Director Newtown, CT Certified Public Accountant</p>	<p><b>Ms. Bridget Zalcman, Esq</b> Director Bethel, CT Conservator, Attorney</p>
<p><b>Ms. Elizabeth Curillo</b> Director Danbury, CT Consumer Representative; Past Head Start Parent</p>	<p><b>Ms. Eva Duran</b> Director Danbury, CT Consumer Representative; Past Head Start Parent</p>
<p><b>Mr. Mark Ouellette</b> Assistant Treasurer &amp; Director New Fairfield, CT Business &amp; Strategic Planning Expert</p>	<p><b>Ms. Jenna Nicol</b> Director Consumer Protection &amp; Regulatory Experience. Consumer Representative</p>
<p><b>Mr. Angel Saquinula</b> Director Danbury, CT Consumer Representative; Past Head Start Parent</p>	<p><b>Mr. William Riley</b> Treasurer &amp; Director New Fairfield, CT CPA &amp; Non-Profit Finance Expert</p>
<p><b>Ms. Mary Lou Torre, MS</b> Director Educator &amp; Early Childhood Expert</p>	

(Affiliations listed for identification only)

## OUR CIFC CORPORATE OFFICERS

Name	Title & Role
Ms. Katherine McKeon Curran, Esq.	Chief Executive Officer/Director Ex. Officio
Ms. Elizabeth Martucci, CMA	Chief Financial Officer
Ms. Holly Sekiguchi	HR Manager/Assistant Corporate Secretary
Ms. Sabrina Ross	Administrative Coordinator & Youth Program Supervisor/Assistant Corporate Secretary



# CIFC STAFF LEADERSHIP (as of October 2023)

## Central Business Office - Leadership Staff Only (Allocated)

NAME	TITLE
Katherine McKeon Curran, Esq.	President & CEO
Elizabeth Martucci, CMA	Chief Financial Officer
Margaret (Peggy) Gillen, CPA	Deputy Finance Director/Controller
Daniel R. Labrecque, Esq.	Associate General Counsel/Compliance & Risk Management Officer
Joshua Wurzman, MA	Deputy Director of Planning & Communications
Robert Santos	Director of Facilities
Holly Sekiguchi	Human Resources Manager
Anna Maloney	Deputy Human Resources Manager

Note: This is not an exhaustive list of all Central Business Office staff.

## CIFC Health - Leadership

NAME	TITLE
Marlene Moranino, RN, MPA	Chief Program Officer – CIFC Health
Dr. Joan Draper, MD	Designated Institutional Official
Mr. Dalbert Watson, MS	Accounting Manager
Dr. Jennifer Cohen, MD	Chief Medical Officer & Chief of Adult Medicine
Dr. Amy Handler, MD	Chief of Pediatric Medicine
Dr. Nina Jacobs, MD	Chief of Behavioral Health
Dr. Heidi Rowen, MD	Chief of Women’s Health Services
Dr. Ismarie Velazquez, DDS	Chief of Family Dentistry
Dr. Asha Marhatta, MD, MPH	Internal Medicine Residency Program Director
Dr. Diana Paez	Psychiatry Residency Program Director
Kismyth Shuler, LCSW	Director of Behavioral Health Services
Joseph Walkovich	Advancement Director
Denise Kentala	Clinical Systems Manager
Carla Fontes	Operations Manager
Melanie Bonjour	School Based Health Center Manager
Orlando Soto	EMR Manager
Indira Meza	Patient Experience and Community Partnerships Manager

Note: This is not an exhaustive list of all CIFC Health Staff.

## CIFC Education & Community Division - Leadership

NAME	TITLE
Leanne Tormey, EdD	Chief Program Officer – Education & Community Division
Robin Scott, MA	Early Learning Program Director, Danbury
Kari Gutierrez	Early Learning Program Director, Norwalk
Kendra Flanagan	Early Learning Programs Monitoring Specialist
Sabrina Ross	Youth Programs Supervisor

Note: This is not an exhaustive list of all CIFC Education and Community Division Staff.

\*CIFC has separate housing site staff





# COMMUNITY CONTRIBUTORS & SPECIAL FUNDS

Connecticut Institute For Communities, Inc.  
would like to again thank our 2022 Community Contributors



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**CIFC Health**

*Thank You*

