

# Connecticut Institute For Communities, Inc.

## 2016 - 2017 Annual Report

*“CIFIC: 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 2017

Health • Education • Housing • Economic Development

[www.ct-institute.org](http://www.ct-institute.org)

# 2016 - 2017 Annual Report

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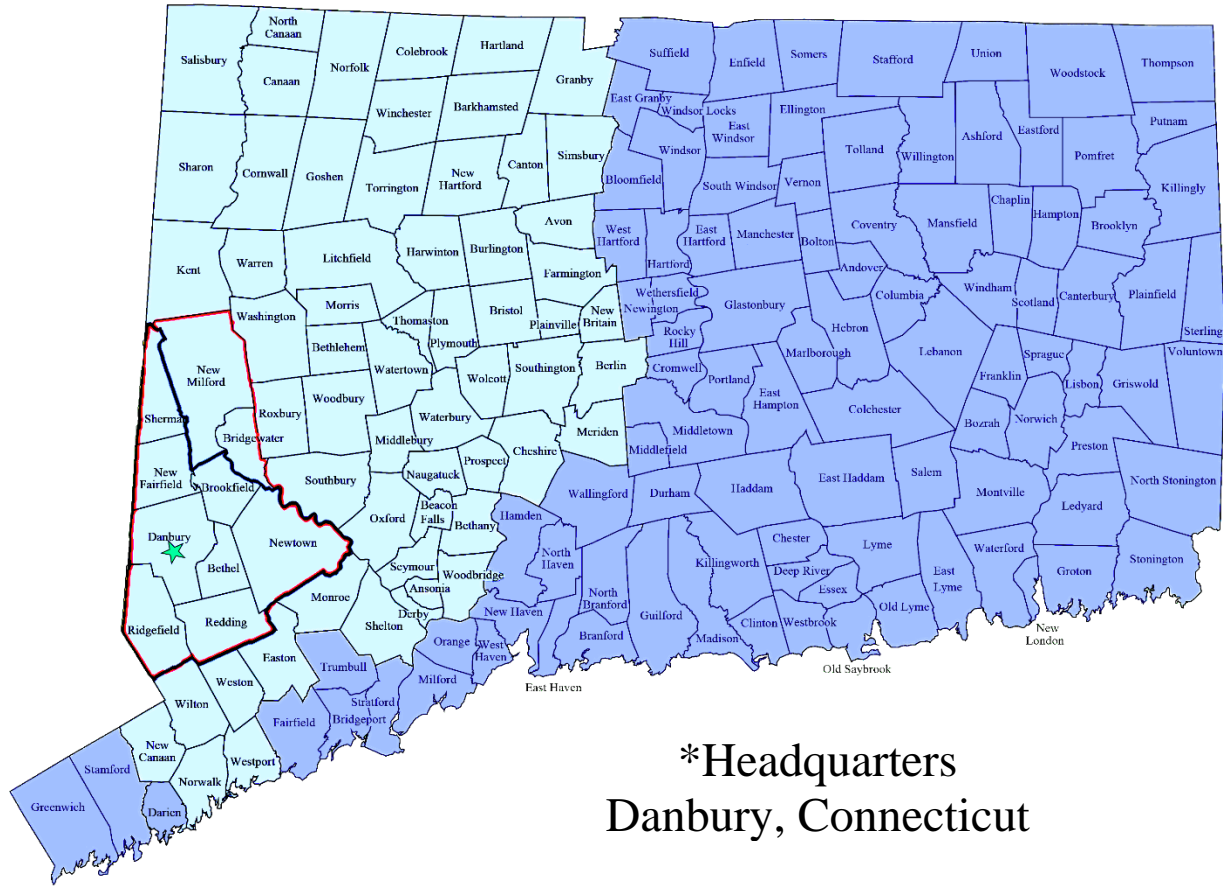
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## MISSION STATEMENT

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.



\*Headquarters  
Danbury, Connecticut

***Our General Service Area:***

***The State of Connecticut***

***Our Primary Service Area:***

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

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

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

**CIFIC's  
Greater Danbury Community Health Center  
Service Area**

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

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## DEDICATION

Our Annual Report for 2016 - 2017 is dedicated to **The CIFIC Idea**.

The CIFIC Idea is that communities are strengthened by strengthening the individual members of the community, and, correspondingly, individual members of the community are strengthened by strengthening the community as a whole. CIFIC works to strengthen the overall community by developing and deploying services and facilities that are needed by the communities we serve, specifically in the fields of health, education, housing and economic development. For example: the creation of a federally qualified community health center in Danbury and the re-establishment of a quality Early Childhood Development/Head Start program in Norwalk. Individuals in our community are strengthened through the services they receive through CIFIC. In addition, all of our staff members, volunteers, and board members are mentored and incentivized to develop their individual increased human capital and capacity, and that of everyone in which CIFIC personnel came in contact.

Our moto: “Pro Civitas” (“For the community”)

Our catchphrase: “Strengthening Families; Building Communities.”



## BACKGROUND

The Federal Government has long recognized the valuable contributions made by community development corporations. For example, the U.S. Office of Management and Budget identified, as a consequence of its Program Assessment Rating Tool (PART), the growing capacity of community development corporations in relation to the need for “effective organizations that foster community development.” OMB, PART, 2003.

“At its best, community development is a nonlinear enterprise: tackling two or three different but related problems can produce dramatically more results than a single-minded assault on just one target. That’s why the usual itemized inventory of community development corporation activities ... often gives a poor picture of the organizations’ real mission and potential. These aren’t discrete, or even simply cumulative, activities. They are something like a chemical formula, intended to produce a transforming reaction.” Local Initiatives Support Corporation (LISC), “The Whole Agenda: The Present and Future of Community Development,” 2002, page 8.



Building Dedication and Ribbon Cutting at CIFIC’s new Greater Danbury Community Health Center and Headquarters Building, 120 Main Street, Danbury (10/31/16).

*Left to Right: Congresswoman Elizabeth Esty; U.S. Senator Richard Blumenthal; Danbury Mayor Mark D. Boughton; Dr. Uwe C. Koepke, MD, PhD, Founding Medical Director; Hon. Dannel P. Malloy, Governor; Dr. Francis J. Muska, PhD., CIFIC Board Chair; Dr. Thomas F. Draper, MD, MPH, Founding Medical Director; Hon. James H. Maloney, JD, CIFIC President & CEO; Katherine M. Curran, JD, CIFIC Chief Operating Officer & Deputy General Counsel; Richard M. Palanzo, MSA, CIFIC Director of Facilities.*

*Photo: Debbie McQuin-Channing, former CIFIC Director of Planning & Communications.*

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## LEADERSHIP'S ANNUAL REPORT

December 2017



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



Hon. James H. Maloney, JD  
President & CEO

Dear Friends:

Without doubt this year, 2017, has been one of the most difficult years in a generation for social service and health organizations, including Connecticut Institute For Communities, Inc. We have been deeply affected by funding and related problems at all three levels of government: federal, state, and local. For example, the State of Connecticut did not adopt a new budget in 2017 until many months late, and even then, produced an annual financial plan that, even with reduced funding for many programs, was almost immediately found to be out of balance. That required, in turn, the Governor to issue further cut-back orders. Similarly, on the federal level, as this report goes to press, there is still no annual appropriation legislation in place for a fiscal year that began on Oct. 1, 2017. And at the local level, the Danbury Board of Education, for the first time in more than 40 years, failed to provide a single dollar of support for Danbury's Head Start program, a program designed from the beginning as a federal, state, and local partnership.

Despite all of these difficulties, however, the Connecticut Institute For Communities, Inc. continued to make substantial progress in 2017 due to hard work, vision and leadership of its dedicated Board of Directors and committed and creative staff. Here are some of CIFIC's major accomplishments in 2017.

- Our new 36,000-square-foot Greater Danbury Community Health Center and CIFIC Headquarters building at 120 Main St., Danbury was fully completed and is now substantially occupied by:
  - Our Pediatric and Adolescent Medicine and Behavioral Health Department,
  - Our Adult Medicine Department and Internal Medicine Residency Program,
  - Our CIFIC and Health Center Administrative offices,
  - By several allied services, including a Quest Diagnostics phlebotomy (blood-draw) station, and the Danbury Lion's Low Vision Screening Program, which provides services to our pediatric patients and Early Learning Program children.
- In May, our Health Center partnered with Equiscript to launch a new mail and home delivery pharmacy program for our most complex patients (i.e. those on eight or more prescriptions). We are pleased to offer this new service to GDCHC patients.

- In October, our Health Center was granted continuing recognition (through September 2020) as a Level 3 (the highest) Patient Centered Medical Home by the National Council on Quality Assurance (NCQA). Only one in six physicians in American practices in a NCQA-recognized practice. We are proud of this well-deserved recognition of our outstanding medical staff who have so strongly demonstrated a commitment to advancing quality in health care.
- We reached an agreement with local officials to incorporate in our School-Based Health Center operations a comprehensive reorganization and expansion of pediatric dental services for the children and young people attending Danbury Public Schools. This included the re-equipping of our Medical Health Mobile Van for dental services, and the opening of new-on-site school dental suites. (approved this year by the U.S Health Resources and Services Administration) at Park Avenue School and Ellsworth School. (It is expected that the re-equipped Mobile Health Van and the two new school dental suites will begin seeing patients in early 2018.)
- The CIFIC-administered and state-supported revitalization work has been successfully completed at the Danbury War Memorial Center, including renovations to the lobby, general painting throughout, new floors and new equipment in the fitness center, safety improvements for the staircases, and renovated lavatories and women's locker room.
- This fall, CIFIC opened a new Adult Behavioral Health Center at 152 West St. in Danbury, integrating within our GDCHC Behavioral Health Department substantial parts of the former Danbury Hospital Community Center for Behavioral Health. This new facility is already offering expanded behavioral health services for GDCHC patients, and looks to provide a further expansion of Adult Behavioral Health services for the benefits of the Greater Danbury area in the year ahead.
- Finally, at the Beaver Street Apartments Cooperative, CIFIC is close to wrapping up a two-year, \$1 million physical improvement component (with private financing from Newtown Savings Bank) that has restored all 12 of the buildings at the Cooperative (each building now has a new roof and a new boiler/heating system), and has re-furbished many of the Cooperative's 70 apartments, with 100% occupancy at the Cooperative for the first time in many decades. (Over the 2017/18 winter and into spring, this effort will conclude with a major expansion of the Cooperative's parking facilities and improvement of BSAC site amenities.)

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So despite the governmental turbulence all around us, CIFIC is proud of our major achievements in 2017, and we also note with pride that every one of CIFIC's programs made progress and improvements this past year, which is fundamental to the organizational culture and the internal "DNA" of the Connecticut Institute For Communities. As of this report, our programs and services encompass the following:

- Beaver Street Apartments Cooperative, Inc.
- Danbury Armory Historic Preservation and Adaptive Reuse Project
- Danbury Main Street Health Center and CIFIC Headquarter Building
- Greater Danbury Early Learning Programs

- City of Danbury Head Start Project
- Danbury CIFIC School Readiness Program
- Early Head Start of Northern Fairfield County
- Head Start of Northern Fairfield County program
- Greater Danbury Community Health Center (GDCHC):
  - Primary Care: Infant, Pediatric, Adolescent, Adult and Geriatric Medicine
  - Women's Health Center
  - Behavioral Health (Pediatrics, Adolescent and Adult)
  - Family Dental Services
  - GDCHC Teaching Health Center (ACGME Accredited)
  - GDCHC School-Based Health Centers
    - Henry Abbott Technical High School (State of CT)
    - Danbury High School (including a dental suite)
    - Rogers Park Middle School in Danbury (including a dental suite)
    - Broadview Middle School in Danbury
    - Newtown Middle School
    - New school dental suites at Danbury's Park Avenue and Ellsworth Avenue Elementary Schools (approved in 2017, to open for service during the 2017/18 school year)
- Regional Women, Infants and Children's Health and Nutrition Program (WIC)
- SNAP (Supplemental Nutrition Assistance Program) Outreach Program (discontinued by the state of Connecticut as of 9/30/2017)
- GDCHC Mobile Health/Dental Van
- Danbury Community Facilities Collaboration:
  - Moderation of the equipment and facilities of the Danbury War Memorial Building
  - The addition of seven new preschool classrooms in Danbury, to be located in the former "Danbury Cadillac/Oldsmobile" building at 29 Park Ave.
  - The purchase and reopening of the former Danbury YMCA building as a comprehensive downtown Danbury Community Center to include a newly organized Boys and Girls Club of Danbury.
- Elderly Housing Building (80 +/- units for seniors and veterans in Danbury)
- Harambee Youth Center

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

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

Yours truly,

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

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



*Connecticut Institute For Communities, Inc. (CIFIC)*  
*Greater Danbury Community Health Center and CIFIC Headquarters Building*  
*120 Main Street, Danbury, CT*



## HISTORICAL HIGHLIGHTS

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

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

### **2003 – 2012**

Over the course of its first decade, CIFIC matured into a very significant agent for community good in western Connecticut.

- In 2004, CIFIC became the new sponsor of the Danbury Head Start program, maintaining a locally-based operation and retaining more than \$2 million per year in public funding. The Northern Fairfield County Head Start Program provides comprehensive child and family development services to low-income residents, annually providing early childhood education services to more than 300 children including supportive services to their families (over 400 adults).
- In 2005, CIFIC stepped in as the Managing Agent for the Beaver Street Apartments Cooperative, keeping 300 residents out of foreclosure.
- In 2006, at the City of Danbury’s request, CIFIC took on administrative, fiscal oversight and program development roles for the Harambee Youth Center, ensuring that Danbury’s inner-city youth would continue to have afterschool opportunities.
- Since 2007, the CIFIC School Readiness Program, which is funded through the Connecticut Department of Education, has steadily expanded to now provide school-day, school-year, child day-care and developmental services to 44 Danbury children ages 3 and 4.

- In June 2010, CIFIC converted the child care component of the Even Start program into a federally funded Early Head Start program, which now serves 40 low income infants, toddlers, and teen moms.
- In 2010, CIFIC opened the CIFIC Greater Danbury Community Health Center (CIFIC/GDCHC), providing comprehensive primary health care on a sliding fee basis to people of all ages: children, adolescents, adults and seniors, especially those who are medically underserved; thereby ensuring affordable, accessible, comprehensive, high quality health care to all area residents regardless of their ability to pay or their insurance status
- In 2012, CIFIC/GDCHC opened a satellite School Based Health Center at the Henry Abbott Technical High School (HATS) in Danbury.
- Also, in 2012, CIFIC was awarded the contract to serve as the regional Women, Infants and Children (WIC) Nutrition Program sponsor. WIC provides nutrition assessment and education, breastfeeding promotion and support, and food vouchers for low-income women, infants, and children up to the age of five. WIC currently serves nearly 2,500 clients each year.

## **2013**

- In 2013, CIFIC's Greater Danbury Community Health Center became certified as a Level 3 Patient Centered Medical Home (PCMH) by the National Committee For Quality Assurance (NCQA), the highest level of certification, and one of the few in the state to receive such distinction.
- Also in 2013, CIFIC's Greater Danbury Community Health Center was accredited by the Accreditation Council for Graduate Medical Education (ACGME) as a Teaching Health Center sponsoring an Internal Medicine Primary Care (post-MD) Residency Program. It is the only FQHC Teaching Health Center in the state, and one of only about 60 in the country.
- Moreover, in September 2013, the new Danbury Head Start Center opened its doors in downtown Danbury. Jointly financed by the City of Danbury and the State of Connecticut, the state-of-the-art Early Care and Learning Center has 16 classrooms designed for infants and preschoolers (ages 6 weeks up to age 5). Classes started at our new facility in July 2013.
- As 2013 came to a close, CIFIC/GDCHC, at the request of the City of Danbury, took on administrative, fiscal, and program management of Danbury's three School Based Health Centers located at the City's High School and two Middle Schools.

## **2014**

- CIFIC successfully integrated 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.

- CIFIC took over operations, within its Community Health Center, of 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).
- The organization continued planning for the "Old Police Station Site," at 120 Main St. in downtown Danbury (opposite St. Peter's R.C. Church), for the construction of both a new, comprehensive 36,000 +/- square-foot Health Center facility and a new multi-unit Elderly Housing Complex. An updated site plan, approved by the City of Danbury Planning Commission, allowed for the expansion of the Elderly Housing building up to 79 units.
- CIFIC conducted 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.
- The organization successfully turned over 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.
- CIFIC completed significant physical renovations and improvements at the Beaver Street Apartments Cooperative, which resulted 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.



Gov. Dannel P. Malloy (center-left) and Mayor Mark Boughton of Danbury (center-right) lead the groundbreaking celebration for CIFIC's new Greater Danbury Community Health Center building with CIFIC's Board Chair, Dr. Frank Muska, PhD. (left) and CIFIC's President/CEO, Hon. James H. Maloney, JD (right).

## **2015**

- CIFIC's Greater Danbury Community Health Center was recognized again by the National Committee for Quality of Assurance as a Level 3 (the highest) Patient-Centered Medical Home.
- The Primary Care Adult Medicine Residency Program expanded to Griffin Hospital, Derby, CT. The program is based at the Greater Danbury Community Health Center, in cooperation with Danbury Hospital.
- CIFIC received funding from the State of Connecticut for a fifth CIFIC/GDCHC School-Based Health Center (SBHC), at the Middle School in Newtown, CT.
- There was further development at 120 Main St. in downtown Danbury (the "Old Police Station Site" opposite St. Peter's R.C. Church), of the construction of both a new, comprehensive 36,000 +/- sq. ft. Health Center facility and a new multi-unit Elderly Housing Complex, including commitments for \$15 million in financing toward the construction of the new Health Center Building, including \$5 million (net) in Federal New Market Tax Credits, plus a \$4 million state grant, and \$6 million in mortgage funding.
- We saw significant progress, including Danbury Z.B.A. variance approval, toward the development of a seven-classroom pre-school facility at 29 Park Ave., near downtown Danbury.
- We continued revitalization work, following our purchase from the State of Connecticut, through the City of Danbury, of the Historic Armory Building on West Street in downtown Danbury, providing a home for our Harambee Youth Center Program.
- CIFIC continued progressive management of the Beaver Street Apartments Cooperative resulting in a very successful USD-HUD management ("MOR") review of our work, and the 100% pay-off of the Cooperative's mortgage, the first time in 40 years that the Cooperative has been entirely free of mortgage debt!
- We received a commitment from the State of Connecticut of \$3.8 million for the "Danbury Community Facilities Collaboration," which will provide funds to modernize the facilities and equipment of the Danbury War Memorial building, help add up to 10 pre-school classrooms in Danbury, and purchase and re-open the former Danbury YMCA building as a comprehensive downtown Danbury Community Center, to include an newly organized Boys and Girls Club of Danbury.

## **2016**

CIFIC's outstanding accomplishment for 2016 was the construction and completion of our new Greater Danbury Community Health Center (GDCHC) and CIFIC Headquarters Building at 120 Main St. in downtown Danbury, diagonally across the street from St. Peter Church.

- Our 36,000 square-foot, four-story, red-brick structure (pictured below) will house the Health Center's:
  - Pediatric and Adolescent Medical and Behavioral Health services;
  - Internal (Adult) Medicine Department and Residency Program;
  - Patient intake, enrollment, and insurance assistance;
  - An on-site Phlebotomy (blood sample) suite;
  - A full-service Pharmacy;
  - Administrative offices for the Health Center; and
  - Headquarters offices for the Institute.

**The Greater Danbury Community Health Center, a federally qualified health center, serves all people regardless of income or insurance; no one is ever turned away.**

- The new building will bring approximately 60 new jobs to downtown Danbury, with a total annual payroll of more than \$6 million, which, in turn, will be a substantial boost to the downtown economy.
- The new building was designed by the architectural collaboration of Quicquaro Architects ("Studio Q") of Waterbury, CT and Quisenberry-Arcari Architects of Farmington, CT. The building was constructed by Verdi Construction Company of Bethel, CT, which involved approximately 100 full- and part-time jobs during the construction phase. CIFIC's interests during construction were overseen by STV | DPM – Owner's Representative.
- The financing for the building involved a complex mix of public and private funding. The State of Connecticut provided a grant of \$4 million; private commercial mortgage financing was provided by Eastern Bank of Boston, MA, in participation with Union Savings Bank of Danbury, CT, totaling approximately \$6 million; and private investments through the Federal New Market Tax Credit (NMTC) program were provided in the net amount of approximately \$5 million, through three NMTC investors:
  - The Primary Care Development Corporation (PCDC) of New York, New York;
  - The Massachusetts Housing Investment Corporation (MHIC) of Boston, MA; and
  - JPMorgan Chase, of New York, New York (Chase also has branch bank offices in Danbury, CT).
- The Savings Bank of Danbury provided on-going operational financial support to CIFIC including working capital.
- CIFIC was represented in this project by Steven F. Mount, Esq. of Squire Patton Boggs/USA, of Columbus, Ohio, and Christopher K. Leonard, Esq., of Collins Hannafin P.C., of Danbury, CT.

- During December 2016, CIFIC relocated its administrative offices into the new building from their prior locations, with plans to relocate other medical and behavioral services in 2017.
- This new building will allow CIFIC's Greater Danbury Community Health Center to significantly expand our Pediatric and Women's Health services, as well as add entirely new services such as phlebotomy and a pharmacy, on site. These expanded services will be very beneficial additions to community health care in Danbury. We are delighted to be able to place this new building into service.

All of us at CIFIC, our staff, our Board Members, and our patients are very grateful for all of the support that has brought us to this achievement. We are particularly grateful to our financial partners and also to the public officials who have been so helpful in advancing this project, most notably: **Governor Dannel P. Malloy**, who shepherded the \$4 million state grant through the State Bond Commission and the State's Department of Economic and Community Development; **Danbury Mayor Mark D. Boughton** who facilitated the sale of the building site – formerly the old Danbury Police Station – to the Institute for this project; our **Federal Delegation** for their support of the Federal "New Markets Tax Credit Program;" former **State Speaker of the House Christopher Donovan** who provided key support for the State grant early in the process; and former **Danbury Mayor Gene Eriquez** who was very helpful in the initial planning of the project. We could not have achieved this day without their visionary leadership and assistance.

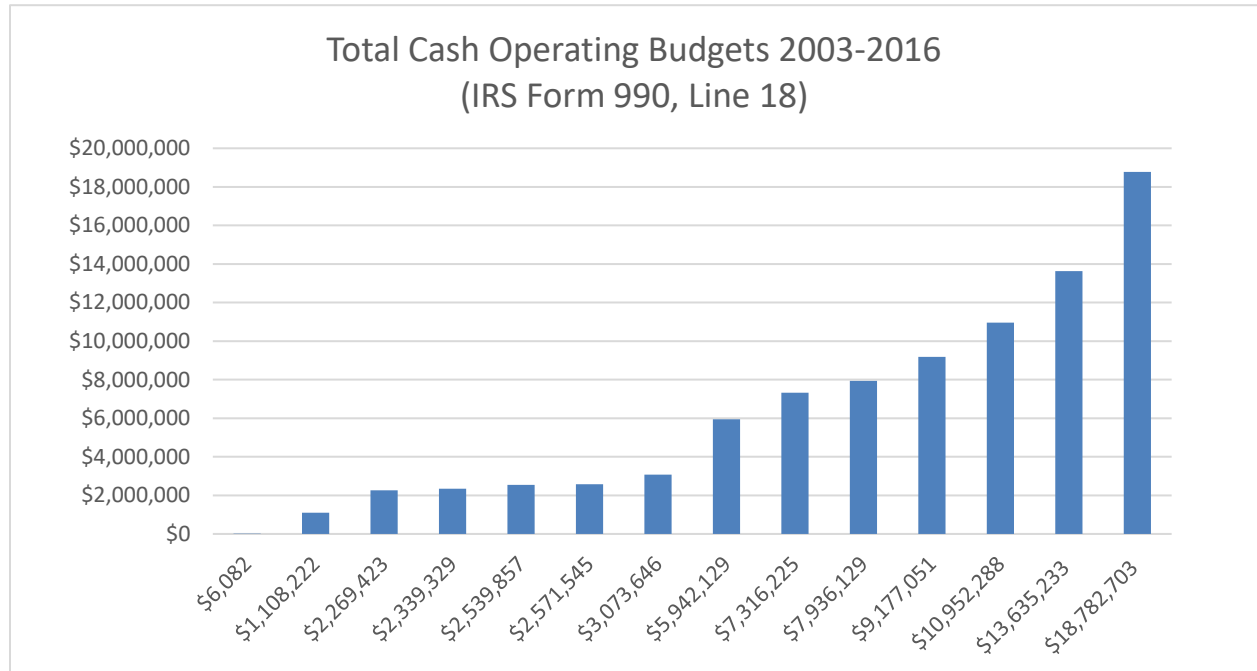
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For additional history details, and for a full description of all of CIFIC current programs and projects, please see our website at [www.ct-institute.org](http://www.ct-institute.org).

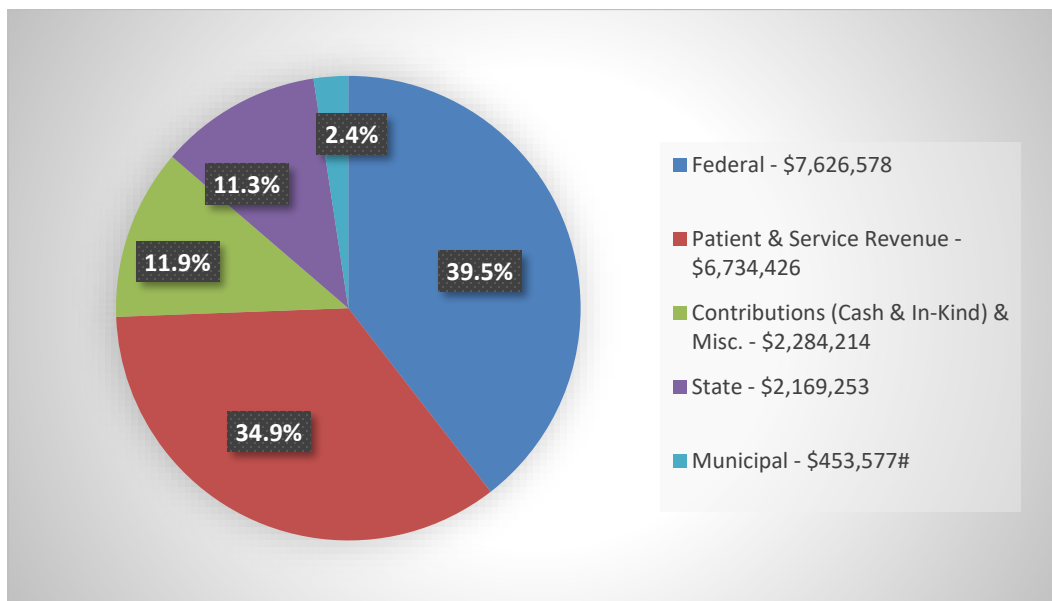
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# CIFC Financial Summary



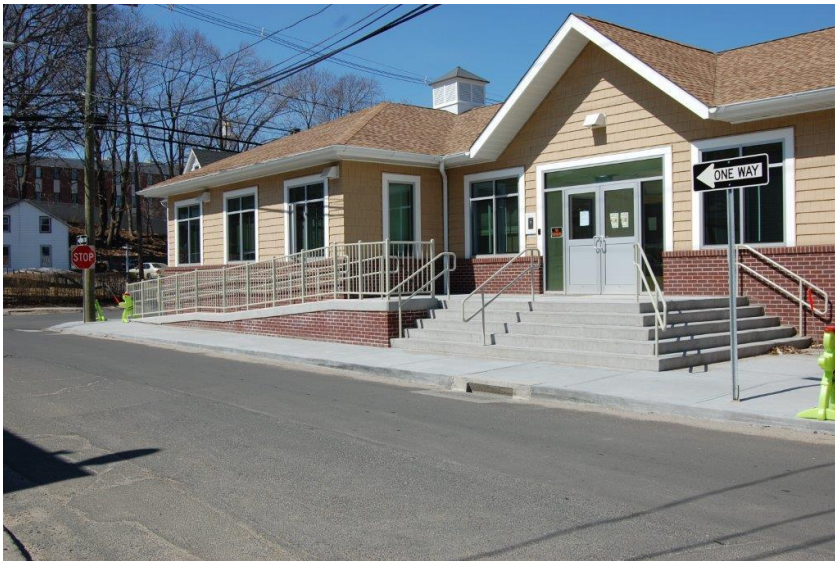
## Sources of Support 2016 - \$19,268,048 Cash and In-Kind Services (IRS Form 990, Schedule D, Part XI, Line 1)



#Head Start, \$389,000; Harambee, \$62,794; Operations, \$1,783

<b>Financial Summary State &amp; Federal Funds *(See also Audit Report)</b>	<b>2014 (Audited)</b>	<b>2015 (Audited)</b>	<b>2016 (Audited)</b>	<b>2017 (As Proposed)</b>
Head Start Federal Grant	1,761,611	1,921,158	1,882,242	1,900,767
Head Start COLA & Misc. Grants	104,682	included above	included above	included above
Head Start State Grants	180,412	196,150	212,868	204,929
Early Head Start Federal Grant	831,638	920,016	936,177	945,316
USDA/CT-SDE Child and Adult Food Program	271,566	292,678	304,741	285,600
State School Readiness Program Grant	407,088	410,904	410,990	392,656

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



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



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

### Head Start / Early Head Start Program Summary

		2016/2017		2015/2016		2014/2015	
		Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment		307	40	307	40	307	40
Total Number Served (actual)		410	50	360	53	389	40
Families Served		381	47	336	49	370	40
Average Monthly Enrollment		307	40	307	40	307	32
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	62%	74%	63%	66%	72%	90%
	100-130% FPL	28%	18%	30%	21%	20%	0%
	130%+FPL	10%	8%	7% #	13% #	8%	10%
Percentage of Children with Medical Homes		407/410 = 99%	50/50 = 99%	357/360 = 99%	384/389 = 99%	384/389 = 99%	40/40 = 100%
Percentage of Children (over 1 year of age) with Dental Homes		407/410 = 99%	41/50 = 82%	358/360 = 99%	384/389 = 99%	384/389 = 99%	39/40 = 98%
Percentage of Children receiving Medical & Dental Exams		M = 407/410 = 99% D = 407/410 = 99%	M = 48/50 = 96% D = 41/50 = 82%	M= 357/360 = 99% D = 358/360 = 99%	M = 53/53 = 100% D =53/53 = 100%	M = 384/387 = 99% D = 384/389 = 99%	M = 39/40 = 98% D = 40/40 = 100%
Percentage of Service Area Children Served		4.5%		4.1%		10%	1%
Most recent Federal HS/EHS review		See Appendix A – 100% Compliance				# Combined = 8%	
Most recent Federal Audit		See Appendix B					
Services to Families/Parent Involvement Activities:							
• Emergency/crisis Intervention		√	√	√	√	√	√
• Housing Assistance		√	√	√	√	√	√
• Mental Health Services		√	√	√	√	√	√
• English as a Second Language (ESL Training)		√	√	√	√	√	√
• Adult Education (GED/College selection)		√	√	√	√	√	√
• Job training		√	√	√	√	√	√
• Substance Abuse prevention or treatment		√	N/R	√	N/R	√	N/R
• Child abuse and neglect services		√	√	√	N/R	√	√
• Domestic Violence Services		√	√	√	N/R	√	√
• Child Support assistance		N/R	N/R	√	√	N/R	√
• Health Education		√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals		√	N/R	√	√	√	N/R
• Parenting Education		√	√	√	√	√	√
• Marriage Education		N/R	N/R	√	N/R	N/R	√
• Center Meetings		√	√	√	√	√	√
• Policy Council Meetings		√	√	√	√	√	√
• HS/EHS Home Visits		√	√	√	√	√	√
• Family Nights		√	√	√	√	√	√
• Transition to Kindergarten School Readiness Workshops		√	N/R	√	N/R	√	N/A
Transition to Kindergarten		199 (100% of children of kindergarten age)	N/A	207 (100% of children of kindergarten age)	N/A	258 (100% of children of kindergarten age)	N/A

(N/R = Available but Not Requested)

(Source: Annual PIR Report, Census data)

**Head Start and Early Head Start Detailed Finances  
2014 (Actual)**

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

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

**2015 (Actual)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$1,314,113	\$502,648	\$1,745,090	\$574,812	\$0	\$646,483
Fringe Benefits	\$179,835	\$257,282	\$437,117	\$80,441	\$81,178	\$161,619
Equipment	\$0	\$0	\$0	\$71,672	\$0	\$71,672
Supplies	\$117,313	\$55,640	\$172,953	\$98,229	\$0	\$98,229
Contractual	\$55,135	\$350	\$55,485	\$10,540	\$0	\$10,540
Other	\$224,998	\$0	\$468,359	\$62,164	\$86,401	\$148,565
T&TA	\$29,764	\$1,059,281	\$29,764	\$22,158	-	\$22,158
<b>TOTAL</b>	<b>\$1,921,158</b>	<b>\$815,920</b>	<b>\$2,908,768</b>	<b>\$920,016</b>	<b>\$167,579</b>	<b>\$1,159,266</b>

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

**2016 (Actual)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$1,155,500	\$382,560	\$1,485,956	\$636,735	\$0	\$636,735
Fringe Benefits	\$267,249	\$115,628	\$382,877	\$152,873	\$0	\$152,873
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Supplies	\$85,506	\$0	\$85,506	\$18,329	\$0	\$18,329
Contractual	\$28,283	\$0	\$28,283	\$14,236	\$0	\$14,236
Other	\$315,940	\$527,314	\$843,254	\$91,846	\$85,722	177,568
T&TA	\$29,764	\$0	\$29,764	\$22,158	\$0	\$22,158
<b>TOTAL</b>	<b>\$1,882,242</b>	<b>\$1,025,502</b>	<b>\$2,907,744</b>	<b>\$936,177</b>	<b>\$85,722</b>	<b>\$1,021,899</b>

Base Federal	\$2,769,503			
Fed Supp. (COLA )	\$48,916			
Total Federal:	\$2,818,419	<u>71.7%</u>	Federal	
Total State/Local Share:	\$1,111,224	<u>28.3%</u>	Non-Federal	<u>USDA:</u>
Combined Total:	\$3,929,643	100%		<u>\$304,741</u>

**2017 (Proposed)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$1,161,692	\$324,542	\$1,486,234	\$671,229	\$0	\$671,229
Fringe Benefits	\$312,531	\$49,216	\$361,747	\$72,087	\$0	\$72,087
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Supplies	\$135,851	\$27,624	\$163,475	\$89,279	\$0	\$89,279
Contractual	\$44,553	\$10,139	\$54,692	\$16,559	\$0	\$16,559
Other	\$198,351	\$404,773	\$603,124	\$64,865	\$48,513	\$113,378
T&TA	\$29,764	\$0	\$29,764	\$22,158	\$0	\$22,158
<b>TOTAL</b>	<b>\$1,882,742</b>	<b>\$816,294</b>	<b>\$2,699,036</b>	<b>\$936,177</b>	<b>\$48,513</b>	<b>\$984,690</b>

Base Federal:				
Plus	\$2,818,919			
Federal Supplemental Grants (COLA & Misc.)	\$176,430	<u>77.6%</u>	Federal	
Federal Total:	<u>\$2,995,349</u>	<u>22.4%</u>	Non-Federal	<u>USDA:</u>
Total State/Local Share:	\$864	100%		<u>\$285,600</u>
Combined Total:	<u>\$3,860,156</u>			

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

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

## **Parent Involvement Activities:**

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

Each child also has an assigned Family Advocate who formally meets with parents at least 2 times a year, and has frequent informal (often daily) contact with parents. In addition, the classroom teachers meet with parents at least four times a year (full year program) and at least four times a year (Part-Year program).

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

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

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



**CIFC Greater Danbury Community Health Center  
Key Data**

	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total Visits	25,004	43,967	54,795
Total Patients	7,150	13,364	14,972
Children (< 18 years old)	43%	38%	33%
Adults (18-64)	46%	53%	57%
Older Adults (age 65+)	12%	10%	10%
% Patients < 200% FPL	69%	94%	75%
% income unknown	28%	28%	24%
Medicaid	49%	52%	50%
Uninsured	8%	20%	21%
White	66%	64%	70%
African American	8%	9%	8%
Hispanic/Latino Ethnicity	42%	53%	56%
Asian	11%	8%	8%
Homeless patients	5	17	20

\* GDCHC's visit growth is largely due to a gradual expansion of sites and services. When GDCHC started in 2010, it provided adult and pediatric medicine on site and other FQHC-required services by contract. Over time, GDCHC has expanded to directly provide school-based health services, dentistry, women's health services (OB/GYN), and adult and pediatric behavioral health.

**2017 Clinical Highlights**

Childhood immunization status (current by 3 years old)	68%
Coronary artery disease: Prescribed a lipid lowering drug (18+)	89%
Controlled diabetics (H1AC <9)	69%
Controlling high blood pressure (age 18-85)	63%
Use of appropriate medications for asthma (ages 5-64)	96%

## OUR DEDICATED BOARD OF DIRECTORS

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

(Affiliations listed for identification only)

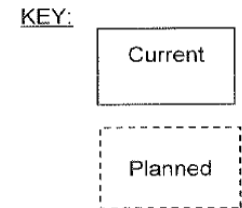
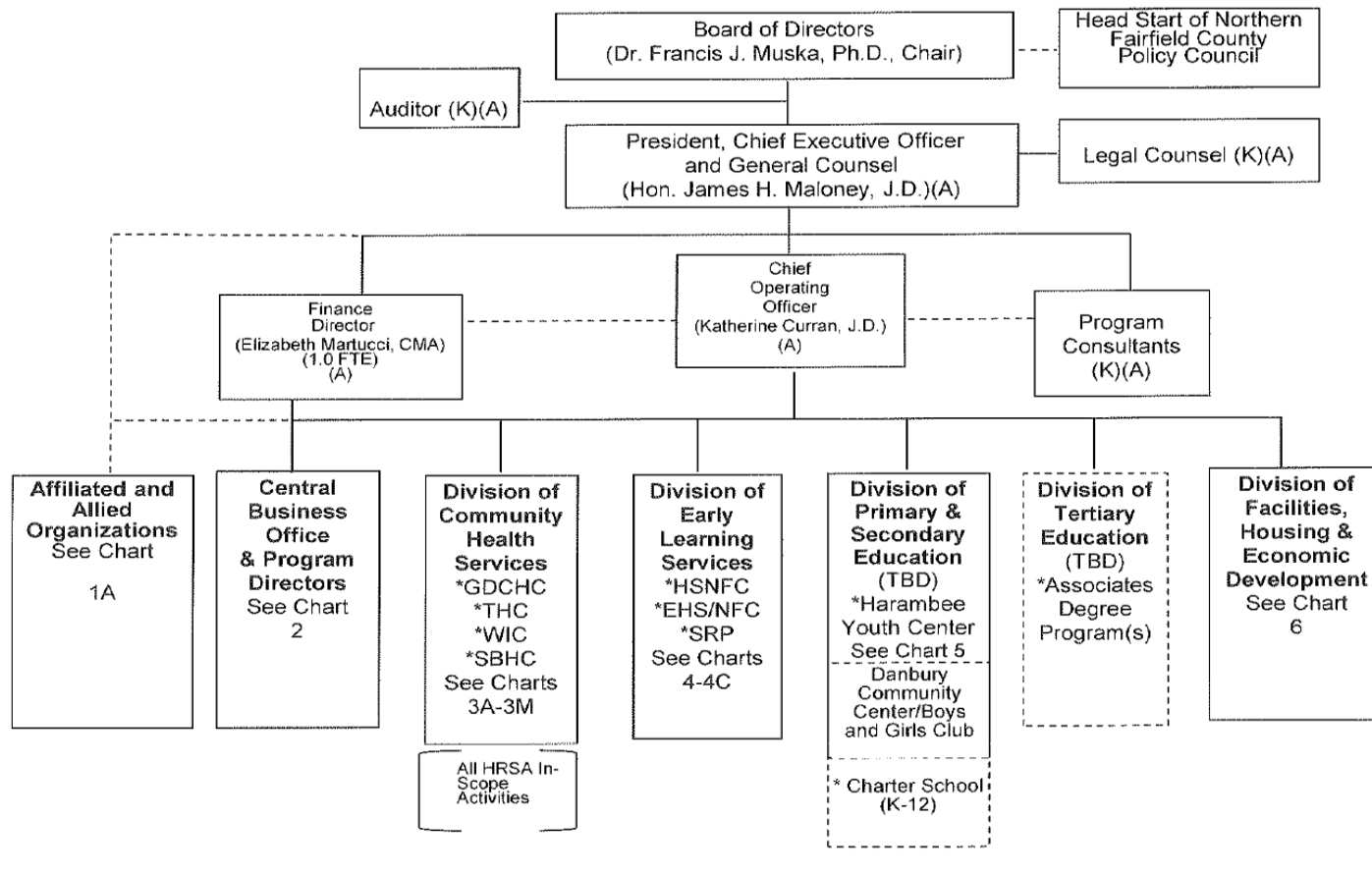
(Updated through: 12/31/17)



*CIFC: "Strengthening Families; Building Communities"*

CIFC Board of Directors: 1/15/2014  
 With intermediate updates through: 6/25/2016 (F)  
 & 12/16/2016

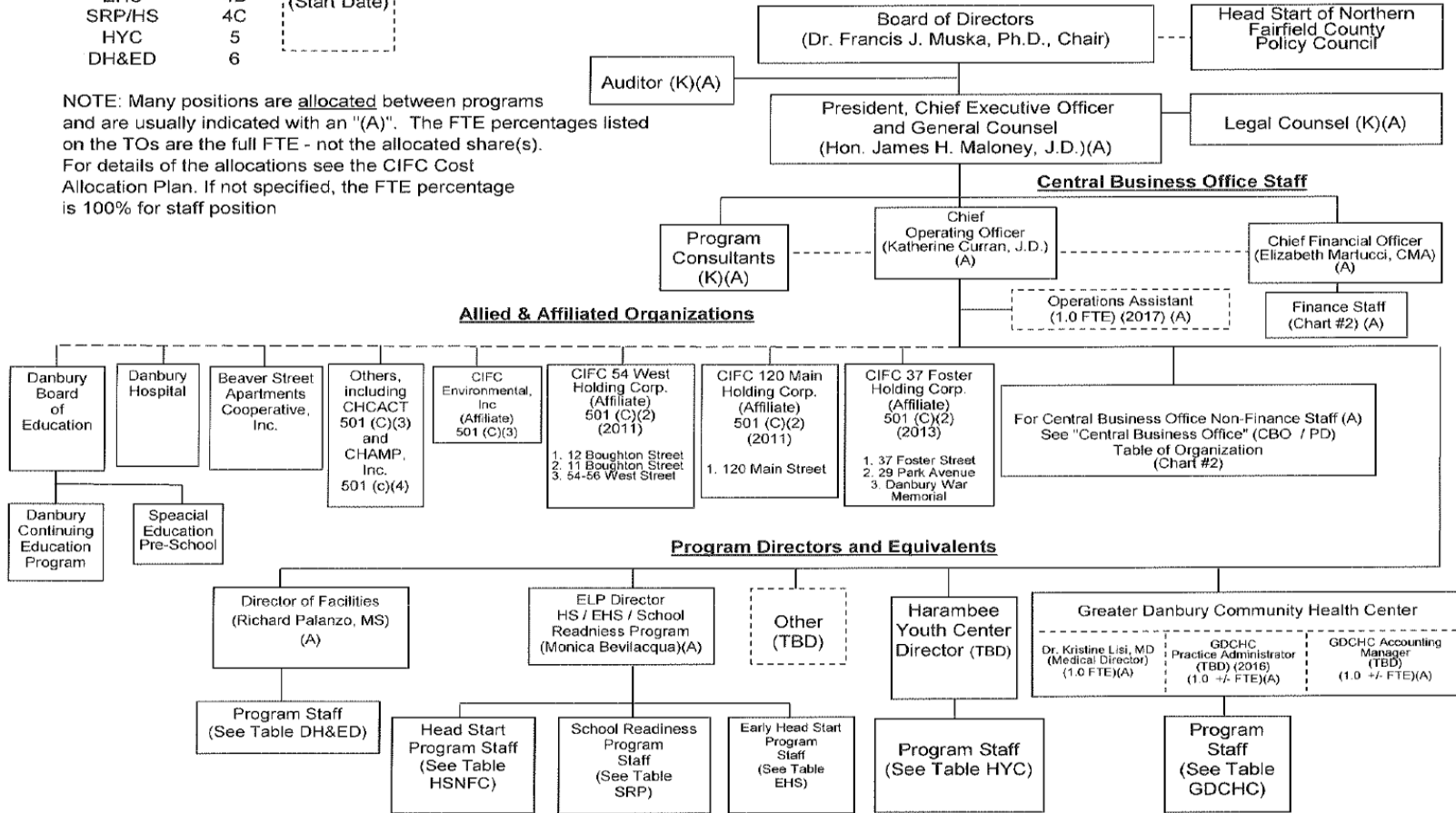
**Connecticut Institute For Communities, Inc.**  
**SUMMARY**  
 Table of Organization - CURRENT / PLANNED - Chart #1



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

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

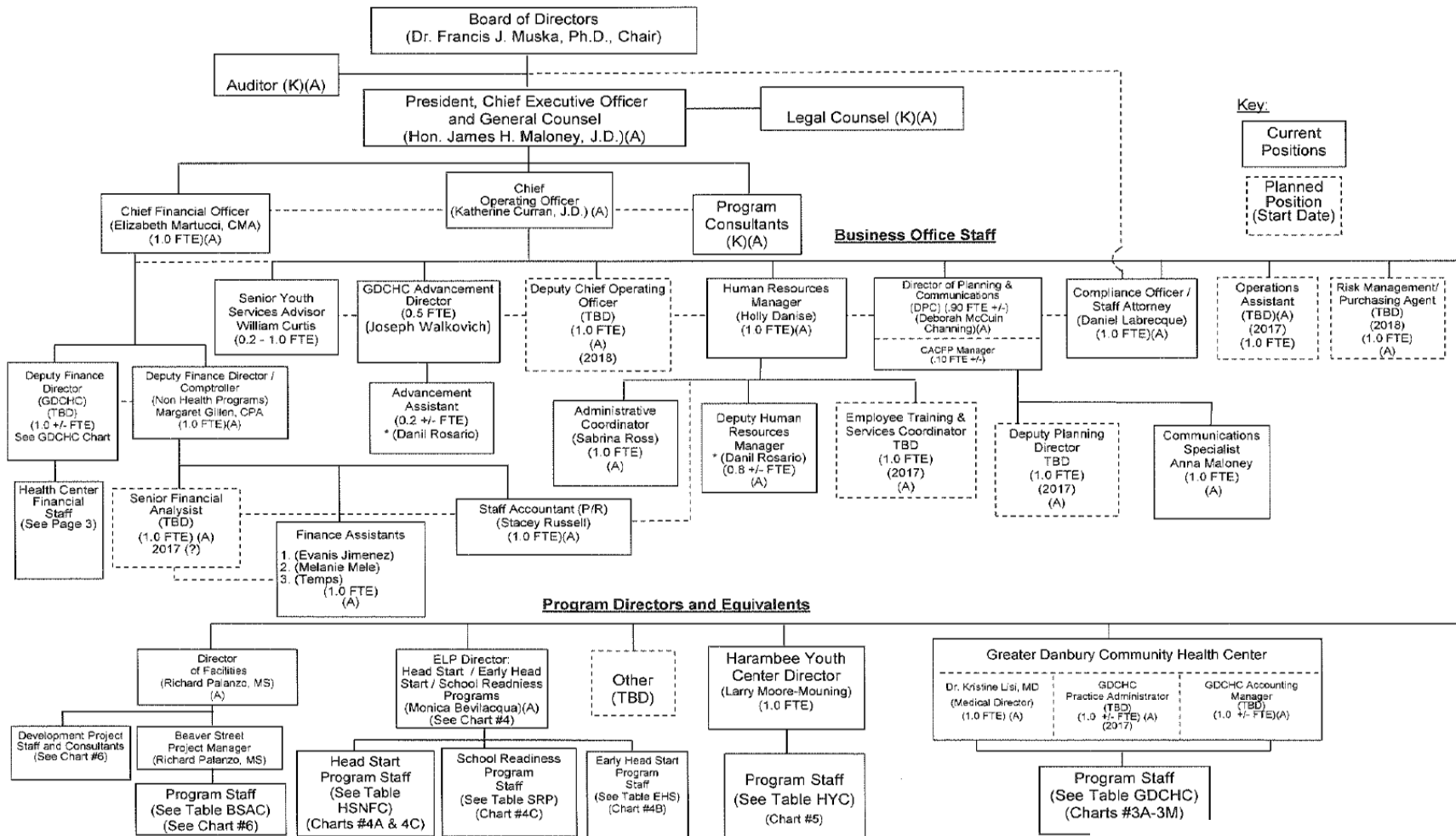
**Connecticut Institute For Communities, Inc.**  
 Table of Organization - OVERVIEW TABLE CURRENT / PLANNED  
**GOVERNANCE, CENTRAL BUSINESS OFFICE STAFF, ALLIED ORGANIZATIONS, AND PROGRAM DIRECTORS**  
**Chart #1A**



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

Connecticut Institute For Communities, Inc.

Table of Organization - **CENTRAL BUSINESS OFFICE STAFF AND PROGRAM DIRECT**



## LEADERSHIP STAFF

<b>Central Business Office Staff</b> 120 Main St, 4 <sup>th</sup> Floor Danbury, CT 06810 Tel: (203) 743-9760 ~ Fax: (203) 743-3411		<b>CIFC Greater Danbury Community Health Center</b> 120 Main St., 2 <sup>nd</sup> Floor, Danbury, CT 06810 (Pediatrics) 120 Main St., 3 <sup>rd</sup> Floor, Danbury 06810 (Internal Medicine) 70 Main St., Danbury, CT 06810 57 North St., Danbury CT 06810	
<b>James H. Maloney, J.D.</b> President & CEO	<b>Katie M. Curran, J.D.</b> Chief Operating Officer	<b>Dr. Kristine Lisi, MD</b> Medical Director/Chief of Internal Medicine	<b>Natasha Smith, MBA</b> Accounting Manager
<b>William Curtis</b> Senior Youth Advisor  <b>Holly Danise</b> Human Resources & Operations Manager  <b>Margaret Gillen, CPA</b> Deputy Finance Dir./Controller  <b>Elizabeth Goehring, MA</b> Dir. Planning & Communications  <b>Daniel Labrecque, JD</b> Staff Attorney/ Compliance Officer  <b>Elizabeth Martucci, CMA</b> Chief Financial Officer  <b>Melanie Mele</b> Accounts Payable Assistant	<b>Richard Palanzo, MSA</b> Director of Facilities  <b>David Ponce</b> Finance Assistant  <b>Jessica Rodriguez</b> Finance Assistant  <b>Danil Rosario</b> Deputy Human Resource Manager  <b>Sabrina Ross</b> Administrative Coordinator  <b>Stacey Russell</b> Payroll Accountant  <b>Joseph Walkovich</b> GDCHC Director of Advancement	<b>Dr. Thomas F. Draper, MD, MPH</b> Chief of Community Medicine  <b>Dr. Amy Handler, MD</b> Chief of Pediatrics  <b>Dr. Allen Hindin, DDS</b> Chief of Dental Services (A-I)  <b>Dr. Joan Draper, MD</b> Ophthalmology Project Manager  <b>Dr. Nimi Magavi, MD</b> Senior Physician Adult Medicine  <b>Grace Scire, JD</b> Residency Program Manager  <b>Sandra Heinemeyer, RN</b> Adult Medicine Department Manager	<b>Dr. Asha Marhatta, MD, MPH</b> Residency Program Director  <b>Dr. Shivayogi Magavi, MD</b> Senior Physician Adult Medicine  <b>Dr. Gerard Foye</b> Chief of Women's Health Services (A-I)  <b>Dr. Kathleen Mauks, MD</b> Senior Physician Adult/Geriatic Medicine  <b>Dr. Youness Yavari, MD</b> Residency Program Assoc. Dir.  <b>Carla Fontes</b> Site Operations Manager  <b>Annabella Rodrigues, RN</b> Women's Health Department Manager
<b>Women, Infants &amp; Children's Nutrition Program (WIC)</b> 80 Main Street Danbury, CT 06810 Tel: (203) 456-0140 Fax: (203) 917-3567		<b>Matilda Vallahu</b> Billing Manager	<b>Deborah Henriques, RN</b> Pediatric Adolescent Medicine Lead Department Manager
<b>Patricia Mascoli, MS, CDN, CLC</b> WIC Program Manager	<b>Ann Marie Evans, BS, CLC</b> Program Nutritionist	<b>Early Head Start of Northern Fairfield County Management Staff</b> <b>Head Start of Northern Fairfield County Management Staff</b> <b>School Readiness Program Management Staff</b> 37 Foster Street, Danbury, CT 06810 Tel: (203) 743-3993 ~ Fax: (203) 792-9387	
<b>School-Based Health Center Program</b> Danbury High School, Clapboard Ridge Road, Danbury, CT 06810 Henry Abbott Technical High School, Hayestown Ave., Danbury, CT 06811 Rogers Park Middle School, Memorial Drive, Danbury, CT 06810 Broadview Middle School, Hospital Avenue, Danbury, CT 06810 Newtown Middle School, Queen Street, Newtown, CT 06470		<b>Monica Bevilacqua</b> EHS/HS/ SRP Program Director	<b>Jessica Watson, MS</b> Senior Education Manager
<b>Melanie Bonjour</b> SBHC Program Manager	<b>Dr. Robert Golenbock, MD</b> SBHC Medical Director	<b>Robin Scott, MA</b> Education Manager  <b>Cristina Ginsberg, MEd</b> Mental Health & Disabilities Mgr.	<b>Nancy Damici, RN</b> Health & Nutrition Manager  <b>Sondra Cherney</b> Education Services Asst. Manager
Housing Services Program Staff <b>Beaver Street Apartments Cooperative, Site Office</b> 1B Meehan Place, Danbury, CT 06810 Tel: (203) 794-1760 ~ Fax: (203) 794-0012		<b>Richard "Kevin" Holmes, MA</b> Mental Wellness Services Manager	
<b>David Martin</b> Sr. Resident Relations Specialist  <b>Joselyn Milan</b> Resident Relations Specialist	<b>Leonard Romaniello</b> Resident Relations/Facilities Specialist  <b>Anthony Vines</b> Maintenance Specialist	<b>Harambee Youth Center</b> 54 West Street, Danbury, CT 06810 Tel: (203) 748-0230 ~ Fax: (203) 748-1595  <b>Larry Moore-Mouning</b> Program Director	

# # #



## OUR PROFESSIONAL ADVISORS

### **Attorneys**

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

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

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

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

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### **Architects**

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

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

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

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### **Auditors**

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

### **Government Relations**

Joseph Walkovich  
Richard Foley

### **Health Care Planning**

Kenneth Dym  
John Steiner

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

### **Housing**

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

## CIFC AWARDS -- ROLL OF HONOR

### CIFC Distinguish Service Award

- 2013 - Dr. Uwe C. Koepke, MD, PhD.  
GDCHC Medical Director  
2009 – 2011
- 2013 - Dr. Thomas F. Draper, MD, MPH  
GDCHC Medical Director  
2011 – 2013
- 2014 - Michael P. Ryer  
Board Member 2005 – 2013  
Board Treasurer 2012 – 2013  
(Memorial Citation)
- 2016 - Atty. Steven F. Mount, JD  
Patton Boggs USA
- 2017 - Dr. Asha Marhatta, MD  
Teaching Health Center Director

### CIFC Colleague of The Year

- 2003 - Monica Marketto Bevilacqua,  
Operations Manager
- 2008 - Stacey Russell  
Staff Accountant
- 2008 - Holly Danise,  
HR & Operations Manager
- 2010 - Sabrina Ross  
Administrative Coordinator
- 2011 - Deb McCuin-Channing, MA  
Director of Planning &  
Communications
- 2012 - Bruce Svendsen, CPA  
Finance Director
- 2013 - Katie Curran, J.D.  
Staff Attorney/Compliance Officer
- 2014 - Joe Walkovich  
Director of Advancement
- 2015 - Melanie Bonjour  
SBHC Program Manager
- 2016 - Daniel Labrecque, JD  
Staff Attorney, Compliance Officer
- 2017 - Dr. Kristine Lisi, MD,  
GDCHC Clinical Director



### BSAC Colleague of the Year

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

### SBHC Colleague of the Year

- 2014 - Jacqueline George  
NMS SBHC Program Assistant
- 2015 - Nancy Munn, APRN  
Rogers Park MS SBHC
- 2016 - Clare Nespoli, APRN  
Newtown SBHC
- 2017 - Carolyn Cunningham,  
Licensed Professional Counselor
- 2017 - Nancy Kettner,  
Medical Assistant

### WIC Colleague of the Year

- 2014 - Josephine Phillips  
Program Assistant
- 2015 - Ruby Vasquez  
Program Assistant
- 2016 - Aminata Lashley  
Program Assistant
- 2017 - Sara Arroyo,  
SNAP Outreach

### Community Leadership Awards

- 2004 - Hon. Mark D. Boughton,  
Mayor of Danbury
- 2005 - State Senator David Cappiello  
(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
- 2014 - Mr. Thomas Saadi, JD  
Democratic Council Leader  
Danbury City Council
- 2015 - Mr. Paul Rotello  
Danbury City Council Member
- 2016 - Thomas R. Einhorn, Principal  
Newtown Middle School
- 2016 - Hon. Patricia Llodra  
Newtown First Selectwoman

### CBO Colleague of the Year

- 2017 - Jennifer Hammer,  
Finance and Billing Assistant
- 2017 - Melanie Mele,  
Finance Assistant

## CIFC AWARDS -- ROLL OF HONOR (con't)

### Early Learning Colleague of the Year

- 2004 - Patricia Keith Johnson,  
Community Services Manager
- 2005 - Nancy Crain,  
Family Advocate
- 2006 - Claudia Schoen, L.P.N.  
Health Services Manager
- 2009 - Kara Watson-Wanzer  
Education Manager
- 2010 - Tara Willis  
Deputy Education Svcs. Mgr.
- 2011 - Jessica Watson  
EHS Program Manager
- 2013 - Sondra Cherney  
Education Services Asst. Mgr.
- 2014 - Nancy Damici, RN  
Health & Nutrition Manager
- 2015 - Richard Maimone  
Family Advocate
- 2016 - Sarah Geary, MSW  
Social Services Manager
- 2017 - Drew Matteo  
Facilities Specialist

### Early Childhood Teacher of the Year

- 2007- Dee Strobel  
Teacher of the Year, HSNFC
- 2008 - Olivia Dovale,  
Teacher of the Year, HSNFC
- 2009 - Melinda Perrerira  
Teacher of the Year, HSNFC
- 2010 - Lynda Kafus  
Teacher of the Year, HSNFC
- 2011 - Ananya Ghorai  
Teacher of the Year, HSNFC
- 2012 - Louise Lamana  
Teacher of the Year, HSNFC
- 2012 - T'Arica Perkins  
Teacher of the Year, EHS
- 2013 - Lisa Dempsey  
Teacher of the Year, HSNFC
- 2014 - Gylshen Capri  
Teacher of the Year, HSNFC
- 2015 - Valerie Kuzia  
Pre-School PD/PY Teacher
- 2016 - Kimberly Burnside  
Teacher, HSNFC
- 2017 - Jayme Bonsignore  
Early Head Start Teacher

### Health Center Colleague of the Year

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

### Health Center Clinician of the Year

- 2011 - Dr. Nimi Magavi, MD  
Internal Medicine
- 2012 - Susan Hartmann, APRN  
Family Medicine
- 2013 - Emilie Mauks-Koepke, PA  
Family Medicine
- 2014 - Dr. Christine Metz, MD  
Chief of Adult Medicine
- 2015 - Dr. Amy Handler, MD  
Chief of Pediatrics
- 2016 - Dr. Christopher Yambay, MD  
Adult Medicine
- 2017 - Lorraine Orloski,  
Internal Medicine APRN

### Community Services Award

- 2017 - Newtown – Sandy Hook  
Community Foundation  
Hon. Mitch Bolinsky,  
State Rep 106<sup>th</sup>  
Hon. Michael Ferguson,  
State Rep. 138<sup>th</sup>  
Hon. Stephen Harding,  
State Rep. 107<sup>th</sup>  
Hon. Richard Smith,  
State Rep 108<sup>th</sup>



*Connecticut Institute For Communities, Inc.  
would like to again thank our 2017 Community Contributors*

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Atty. Ted Backer, JD  
Mr. Bert Bertram  
Dr. Robert & Mrs. Susan Cooper  
Mr. Richard Foley  
Mr. Michael Gill  
Mr. Barry & Mrs. Holly Keller  
Dr. Ana Paula Machado, MD  
Ms. Carol Mitchell  
Murtha Cullina  
Dr. Frank Muska, PhD  
Ms. Ellen Rosenberg  
Councilman Thomas Saadi, JD  
Mr. Bruce Svendsen, CPA  
Dr. Jay Titman, MD*

*Special Funds*

*Hines - Hanahoe Pediatric Fund*

*Susan Guerrero Memorial Fund*

*Maloney - Draper Family Fund*

*Boehringer Ingelheim Care for Kids Fund*

*Michael J. Ryer Memorial Head Start Fund*

## Appendix A:



## CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.

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

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

### PRESS RELEASE

For Immediate Release  
May 12, 2014

### **Head Start and Early Head Start Programs earn second consecutive dual 100% scores on Federal 3 Year Reviews**

Danbury, CT – Connecticut Institute For Communities, Inc. (CIFIC), the local sponsor of the regional Head Start Program, today announced the findings of their tri-ennial Head Start Federal Review. Head Start programs are reviewed on a regular schedule by the United States Department of Health and Human Services (USDHHS).

“From 3/30/14 through 4/3/14, the Administration for Children and Families (ACF) conducted a monitoring review of the Connecticut Institute Communities, Inc.’s Head Start and Early Head Start programs [in Danbury, CT]. We wish to thank the governing body, Policy Council, staff and parents of your program for their cooperation and assistance during the review. **Based on the information gathered, no area of noncompliance was found during the course of the review,**” stated Ms. Anne Linehan, Acting Director, USDHHS Office of Head Start, in the official report dated 4/24/14. (emphasis supplied).

In addition, all Head Start federal reviews also document scoring in the “Classroom Assessment Scoring System” (CLASS). The CLASS assessment looks at numerous dimensions of teacher-student interactions and rates them on a multi-point scale. Head Start of Northern Fairfield County scored substantially above the national average. The 3 major dimensions are Emotional Support, Classroom Support and Instructional Support. See the attached charts for details of the CLASS scoring.

Congresswoman Elizabeth Esty (CT-5) said “I am delighted to help announce this important news with the Connecticut Institute For Communities and Head Start of Northern Fairfield County. I am thrilled that one of the highest-performing Head Start programs in the entire country is located right here in Connecticut’s 5th District. It’s rare for a program to receive a perfect score, especially given that there are over 1,800 performance standards. And it’s even more remarkable that the Head Start of Northern Fairfield County got a perfect score for both its Head Start and Early Head Start programs -- for two reviews in a row. I am honored to be here to celebrate this occasion, and I commend the parents, the Board of Directors, and the staff of Head Start of Northern Fairfield County program for their hard work and dedication to quality education for our children. I look forward to celebrating more successes with them in the future.”

Business Office: 7 Old Sherman Turnpike, Suite 212, Danbury, CT 06810  
Phone 203-743-9760 ~ Fax 203-743-3411

Mayor Mark Boughton said, "I am so proud of our Danbury Head Start Programs' receipt of perfect scores, and equally that we have here in Danbury one of the leading Head Start programs in the Country. The benefits that the parents and children receive through Head Start will last a lifetime. I applaud our program's staff, Board Members and Head Start families for their exceptional results."

The President and Chief Executive Officer of CIFIC, James H. Maloney, said: "This is like winning, four years apart, two Gold Medals at two different Olympiads consecutively! It is a very rare accomplishment, and an achievement that is a great credit to our Head Start parents and staff. It is also a great credit to Mayor Boughton, Danbury Superintendent of Schools Dr. Sal Pascarella, and the members of the Danbury City Council and Danbury Board of Education who have strongly supported the Danbury Head Start programs for many years. I and the members of the Board of the Connecticut Institute For Communities, Inc. are deeply grateful for all their hard work and support. We are also very grateful to Congresswoman Esty, and Senators Blumenthal and Murphy, for their vigorous support of the Head Start program at the national level."

###

Attachments:

- Summary Charts
- Head Start Backgrounder
- Head Start Report Letter dated 4/24/14

For additional information, please contact Mr. Maloney at 203-743-9760 x 202.

Business Office: 7 Old Sherman Turnpike, Suite 212, Danbury, CT 06810  
Phone 203-743-9760 ~ Fax 203-743-3411



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 8th Floor Portals Building, 1250 Maryland Ave, SW, Washington DC 20024 | [edlwa.ohs.acf@hhs.gov](mailto:edlwa.ohs.acf@hhs.gov)

**To: Board Chairperson**

*Dr. Francis Muska*

*Board Chairperson*

*Connecticut Institute for Communities, Inc.*

*7 Old Sherman Turnpike, Suite 212*

*Danbury, CT 06810*

**From: Responsible HHS Official**

*Ms. Ann Linahan*

*Acting Director, Office of Head Start*

*Ross Weaver* <sup>for</sup> *4/24/14*  
Date

### **Overview of Findings**

From 3/30/2014 to 4/3/2014, the Administration for Children and Families (ACF) conducted a monitoring review of the Connecticut Institute for Communities, Inc. Head Start and Early Head Start programs. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Dr. Francis Muska, Board Chairperson, as legal notice to your agency of the results of the on-site program review.

Based on the information gathered, no area of noncompliance was found during the course of the review. Accordingly, no corrective action is required at this time.

If you are a grantee serving preschool age children in the center-based option, a sample of your preschool classrooms will be observed using the Classroom Assessment Scoring System (CLASS). This classroom observation instrument looks at the teacher/child interactions, as well as interactions between children. The Office of Head Start encourages grantees to consider the CLASS results in planning ongoing efforts to improve classroom quality.

During your review, the team used a sampling methodology that included a random selection of child files, staff files, and class, center, and group observations. If your report includes findings related to evidence that involved sampling, the finding narratives in your report include specific percentages from each sample that were determined by dividing the number of issues found by the total sample size. This methodology, which uses statistically driven random samples, allows the OHS to use information collected through the representative samples to make generalizations regarding your program as a whole.

For example, if, during your review, the team examines a sample of 45 child files, the finding narrative will indicate the percentage of files that were identified with an issue. The percentage will be determined by dividing the number of child files with issues by 45. Likewise, when summarizing information from classroom observations, the total number of classrooms with issues will be divided by the total number observed to determine the percentage of the sample

with problems.

Please contact your ACF Regional Office with any questions or concerns you may have about this report.

**Distribution of the Head Start Review Report**

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

Ms. Louise Eldridge, Regional Program Manager  
Mr. Jorge Diaz Bernal, Policy Council Chairperson  
Mr. James Maloney, CEO/Executive Director  
Mrs. Monica Bevilacqua, Head Start Director

**Overview Information**

Review Type:	<i>Triennial</i>
Organization:	<i>Connecticut Institute for Communities, Inc.</i>
Program Type:	<i>Head Start and Early Head Start</i>
Team Leader:	<i>Ms. Maria Kuhn-Brotton</i>
Funded Enrollment HS:	<i>267</i>
Funded Enrollment EHS:	<i>32</i>

## **APPENDIX B:**



CERTIFIED PUBLIC ACCOUNTANTS

43 Enterprise Drive • Bristol, CT 06010-3990 • 860/582-6715 • Fax 860/585-6339

### *Independent Auditor's Report*

Board of Directors  
Connecticut Institute For Communities, Inc.

#### **Report on the Financial Statements**

We have audited the accompanying consolidated financial statements of Connecticut Institute For Communities, Inc. and its affiliates, which comprise the consolidated statements of financial position as of December 31, 2016 and 2015, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Opinion***

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Connecticut Institute For Communities, Inc. and its affiliates as of December 31, 2016 and 2015, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

## ***Other Matters***

### ***Other Information***

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying Schedule of Expenditures of Federal Awards and Schedule of Expenditures of State Financial Assistance are presented for purposes of additional analysis as required by the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and the State of Connecticut Single Audit Act, and are not a required part of the consolidated financial statements. The accompanying supplemental schedules on pages 21-24 are also presented for purposes of additional analysis, and are also not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of Expenditures of Federal Awards, Schedule of Expenditures of State Financial Assistance, and supplemental schedules on pages 21-24 are fairly stated in all material respects in relation to the financial statements as a whole.

### **Report on Other Legal and Regulatory Requirements**

In accordance with *Government Auditing Standards*, we have also issued our report dated June 23, 2017 on our consideration of Connecticut Institute For Communities, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Connecticut Institute For Communities, Inc.'s internal control over financial reporting and compliance.



Maletta & Company  
Certified Public Accountants

Bristol, Connecticut  
June 23, 2017

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS OF DECEMBER 31, 2016 AND 2015**

<b>ASSETS</b>			
	<b>2016</b>	<b>2015</b>	
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 1,049,125	\$ 1,160,460	
Restricted Cash - Construction Reserve	1,422,918	10,163,707	
Due From Funding Sources	364,995	446,880	
Patient Accounts Receivable - Net	931,302	261,915	
Accounts Receivable	32,874	-	
Other Receivables	18,509	109,954	
Inventory	37,772	31,875	
Prepaid Expenses	54,260	102,759	
Total Current Assets	3,911,755	12,277,550	
<b>PROPERTY AND EQUIPMENT:</b>			
Property and Equipment	3,092,888	2,456,749	
Assets in Progress	16,060,925	7,069,693	
Less Accumulated Depreciation	(673,045)	(504,992)	
Net Property and Equipment	18,480,768	9,021,450	
<b>OTHER ASSETS:</b>			
Long-Term Notes Receivable	9,671,930	9,671,930	
Restricted Cash - Fee and Expense Reserves	796,573	727,759	
Security Deposits	22,738	21,667	
Other Assets	107,324	107,324	
Total Other Assets	10,598,565	10,528,680	
Total Assets	\$ 32,991,088	\$ 31,827,680	
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts Payable	\$ 669,352	\$ 635,462	
Accrued Expenses	710,209	278,737	
Accrued Payroll and Taxes	738,368	417,509	
Construction Payable	1,234,988	1,264,257	
Deferred Revenue	372,270	299,274	
Line of Credit	-	-	
Current Maturity of Long-Term Debt	295,826	149,878	
Total Current Liabilities	4,021,013	3,045,117	
Long-Term Debt	20,984,231	20,555,110	
<b>NET ASSETS:</b>			
Unrestricted	7,765,150	7,774,992	
Temporarily Restricted	220,694	452,461	
Permanently Restricted	-	-	
Total Net Assets	7,985,844	8,227,453	
Total Liabilities and Net Assets	\$ 32,991,088	\$ 31,827,680	

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2016**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE AND SUPPORT:</b>				
Grants from Government Sources	\$ 10,078,890	\$ -	\$ -	\$ 10,078,890
Patient Service Revenue - Net	5,555,062	-	-	5,555,062
Contributions	1,549,086	7,596	-	1,556,682
Program Service Revenue	1,179,364	-	-	1,179,364
Fundraising Events	31,410	2,030	-	33,440
Interest Income	142,593	-	-	142,593
Developer's Fee	693,000	-	-	693,000
Miscellaneous Income	29,017	-	-	29,017
Total Operating Revenue & Support Before				
Net Assets Released From Restrictions	19,258,422	9,626	-	19,268,048
Net Assets Released From Restrictions	241,393	(241,393)	-	-
Total Revenue and Support	19,499,815	(231,767)	-	19,268,048
<b>OPERATING EXPENSES:</b>				
Program Services				
Early Childhood Education	4,264,203	-	-	4,264,203
Health Services	12,275,726	-	-	12,275,726
Nutrition Services	304,603	-	-	304,603
Building & Grounds	93,805	-	-	93,805
Other Programs	104,803	-	-	104,803
Total Program Services	17,043,140	-	-	17,043,140
Supporting Services				
Development	84,896	-	-	84,896
General & Administrative	2,381,621	-	-	2,381,621
Total Supporting Services	2,466,517	-	-	2,466,517
Total Operating Expenses	19,509,657	-	-	19,509,657
<b>CHANGE IN NET ASSETS:</b>	(9,842)	(231,767)	-	(241,609)
Net Assets, Beginning	7,774,992	452,461	-	8,227,453
Net Assets, Ending	\$ 7,765,150	\$ 220,694	\$ -	\$ 7,985,844

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2016**

	Program Services					Supporting Services		
	Early Childhood Education	Health Services	Nutrition Services	Other Programs	Building & Grounds	Development	General & Administrative	Total
<b>SALARIES AND RELATED EXPENSES:</b>								
Salaries	\$ 2,283,208	\$ 7,470,218	\$ -	\$ 59,405	\$ -	\$ 54,144	\$ 1,548,202	\$ 11,415,177
Employee Benefits	384,705	782,213	-	1,286	-	6,497	199,655	1,374,356
Payroll Taxes	180,181	559,769	-	4,371	-	4,142	118,765	867,228
Total Salaries & Related Expenses	<u>2,848,094</u>	<u>8,812,200</u>	<u>-</u>	<u>65,062</u>	<u>-</u>	<u>64,783</u>	<u>1,866,622</u>	<u>13,656,761</u>
<b>OTHER EXPENSES:</b>								
Subcontract Costs	112,991	234,626	-	8,418	-	-	27,441	383,476
Professional Fees and Contracted Services	41,704	1,106,289	-	632	8,000	720	121,350	1,278,695
Nutrition Services (Meals)	9,951	-	304,603	-	-	-	-	314,554
Occupancy	845,061	635,549	-	23,277	-	-	973	1,504,860
Depreciation	51,009	87,147	-	-	13,275	-	16,622	168,053
Other Program Costs	163,557	72,800	-	-	72,530	15,856	3,174	327,917
Staff Development and Training	73,621	34,503	-	-	-	-	91	108,215
Telephone	28,004	126,870	-	2,258	-	-	375	157,507
Travel and Transportation	1,561	19,728	-	-	-	-	64	21,353
Advertising and Public Relations	221	3,965	-	-	-	-	6,591	10,777
Insurance	33,047	153,029	-	4,722	-	-	1,040	191,838
Office Supplies and Expenses	24,117	283,262	-	411	-	3,508	8,447	319,745
Medical and Dental Supplies	24,420	661,891	-	-	-	-	-	686,311
Postage and Shipping	4,340	17,803	-	-	-	-	582	22,725
Interest Expense	2,505	26,064	-	23	-	29	328,249	356,870
Dues and Subscriptions	-	-	-	-	-	-	-	-
Total Other Expenses	<u>1,416,109</u>	<u>3,463,526</u>	<u>304,603</u>	<u>39,741</u>	<u>93,805</u>	<u>20,113</u>	<u>514,999</u>	<u>5,852,896</u>
Total Expenses	<u>\$ 4,264,203</u>	<u>\$ 12,275,726</u>	<u>\$ 304,603</u>	<u>\$ 104,803</u>	<u>\$ 93,805</u>	<u>\$ 84,896</u>	<u>\$ 2,381,621</u>	<u>\$ 19,509,657</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015**

**CASH FLOWS FROM OPERATING ACTIVITIES:**

	2016	2015
Change in Net Assets	\$ (241,609)	\$ 6,292,381
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation Expense	168,053	95,604
Change in Operating Assets and Liabilities		
Decrease (Increase) in Restricted Cash - Construction Reserve	8,740,789	(10,163,707)
Decrease (Increase) in Due From Funding Sources	81,885	436,215
Decrease (Increase) in Patient Accounts Receivable - Net	(669,387)	(151,184)
Decrease (Increase) in Accounts Receivable	(32,874)	4,327
Decrease (Increase) in Other Receivables	91,445	44,136
Decrease (Increase) in Inventory	(5,897)	(20,165)
Decrease (Increase) in Prepaid Expenses	48,499	(22,862)
Decrease (Increase) in Restricted Cash - Fee and Expense Reserves	(68,814)	(727,759)
Decrease (Increase) in Security Deposits	(1,071)	(2,726)
Decrease (Increase) in Other Assets	-	(107,324)
Increase (Decrease) in Accounts Payable	33,891	(457,002)
Increase (Decrease) in Accrued Expenses	431,472	142,232
Increase (Decrease) in Accrued Payroll and Taxes	320,859	50,485
Increase (Decrease) in Accrued Construction Payable	(29,269)	1,264,857
Increase (Decrease) in Deferred Revenue	72,996	210,021
	<u>9,014,524</u>	<u>(9,500,456)</u>
Cash Provided By (Used For) Operating Activities	8,940,968	(3,112,471)

**CASH FLOWS FROM FINANCING ACTIVITIES:**

Proceeds from Borrowings	729,000	20,338,402
Repayment of Long Term Debt	(153,931)	(693,691)
Net Provided (Used) by Financing Activities	<u>575,069</u>	<u>19,644,711</u>

**CASH FLOWS FROM INVESTING ACTIVITIES:**

Long-Term Notes Receivable	-	(9,671,930)
Disposition of Property and Equipment	-	2,860
Additions to Assets in Progress	(8,991,232)	(6,155,148)
Additions to Property and Equipment	(636,139)	(213,263)
Net Provided (Used) by Investing Activities	<u>(9,627,371)</u>	<u>(16,037,481)</u>

**NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS:**

	(111,334)	494,759
<b>CASH AT BEGINNING OF YEAR:</b>	<u>1,160,460</u>	<u>665,702</u>
<b>CASH AT END OF YEAR:</b>	<u>\$ 1,049,125</u>	<u>\$ 1,160,460</u>

**Supplemental Disclosure of Cash Flow Information**

Cash Paid for Interest	\$ 469,933	\$ 232,330
Cash Paid for Taxes	<u>\$ -</u>	<u>\$ -</u>

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

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**I. Summary of Auditor's Results**

**Financial Statements**

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

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

Noncompliance material to financial statements noted?            Yes       X       No

**Federal Awards**

Internal control over major federal programs:

- Are any material weaknesses identified?            Yes       X       No
- considered to be material weaknesses?            Yes       X       None Reported

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

Any audit finding disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?            Yes       X       No

Identification of major federal programs:

<u>CFDA #</u>	<u>Program Name</u>
93.600	Head Start

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

Auditee qualified as a low-risk auditee?       X       Yes            No

**II. Financial Statement Findings**

None

**III. Federal Awards Findings**

None

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2016**

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

*Financial Statements*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

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

*State Financial Assistance*

Internal control over major programs:

· Material weakness(es) identified?	_____ Yes	_____ X	_____ No
· Significant deficiency (ies) identified?	_____ Yes	_____ X	_____ None Reported

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

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

\_\_\_\_\_ Yes    \_\_\_\_\_ X    \_\_\_\_\_ No

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

<u>State Grantor And Program</u>	<u>State Core-CT Number</u>	<u>Expenditures</u>
<b>Office of Early Childhood</b>		
Head Start Services	11000-OEC64840-16101	\$ 207,868
<b>Department of Public Health</b>		
Community Health Center Grant	12052-DPH48500-43536	331,506
School-Based Health Clinics	11000-DPH48500-17019	639,387
· Dollar threshold used to distinguish between type A and type B programs:		\$ 200,000

**II. FINANCIAL STATEMENTS FINDINGS**

There were no current year financial statement findings.

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

There were no current year audit findings or questioned costs.