

Connecticut Institute For Communities, Inc.

2017 - 2018 Annual Report

"CIFC: Strengthening Families; Building Communities"



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

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

December 2018

Health • Education • Housing • Economic Development

www.ct-institute.org

2017 - 2018 Annual Report

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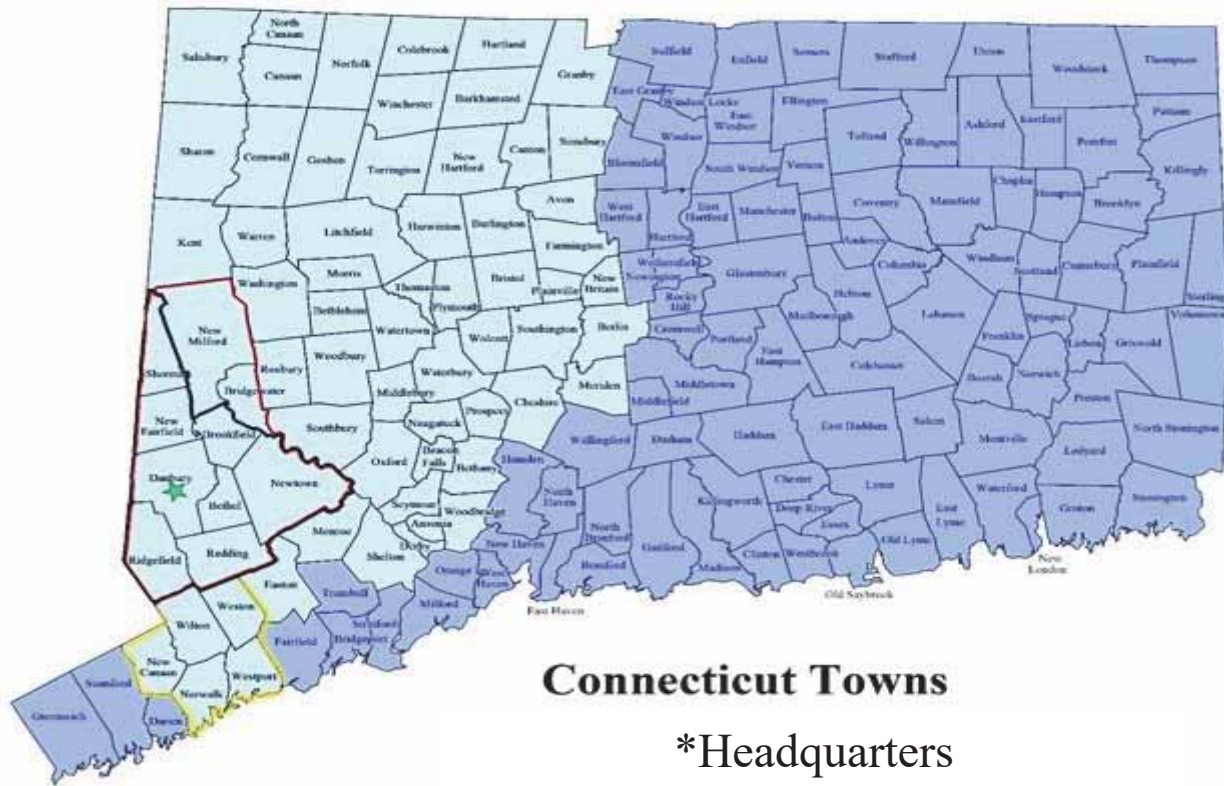
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MISSION STATEMENT

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.



Connecticut Towns

*Headquarters

Danbury, Connecticut

Our General Service Area:
The State of Connecticut

Our Primary Service Area:
Along & North of the Merritt, West of I-91

CIFIC's Greater Norwalk Head Start Service Area

- * Norwalk
- * Wilton
- * Weston
- * Westport
- * New Canaan

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

- * Bethel
- * Brookfield
- * Danbury
- * New Fairfield
- * Newtown
- * Redding
- * Ridgefield
- * 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 2017-2018 is dedicated to **Governor Dannel P. Malloy**.

Governor Malloy, whose second and final term is ending in January 2019, has been a visionary leader of Connecticut regarding both community health centers specifically, and services provided by not-for-profit organizations generally.

In regard to CIFIC, Governor Malloy has been a tremendous advocate for the work done by our Greater Danbury Community Health Center. For example, he shepherded through the State Bond Commission the initial \$4 million grant that, in combination with private resources and federal New Market Tax Credits, financed the development of our main Health Center and Headquarters building (36,000 +/- sq. ft.) at 120 Main St. in downtown Danbury. Most recently he worked to assure a supplemental grant for our Health Center of \$3 million to help finance the construction of a major addition (8,400 sq. ft.) in response to the very significant demand in Greater Danbury for the comprehensive health services we provide.

In the overall context of not-for-profit organizations, his leadership has been protean and profound. His innovative “Non-Profit Grant Fund” has helped to finance state-wide extensive improvements in non-profit agencies. At CIFIC, this has included major enhancements to our Health Center’s electronic health records system, which not only helps document all of our medical activities, but -- most importantly -- helps focus and assure the high quality of our patient services.

One final example of his community-minded approach to government leadership (there could be many others) is the financing he approved for the acquisition and adaptive re-use of the former YMCA building in downtown Danbury into the newly restored and redeveloped Danbury Community Center. It was entirely fitting, in recognition of all he has done, that the center has been named the “Governor Dannel P. Malloy Hall” -- which also speaks to why this dedication is so very appropriate.



Governor Dannel P. Malloy



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 St., 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 McCuin-Channing, former CIFIC Director of Planning & Communications.

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LEADERSHIP'S ANNUAL REPORT

December 2018



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



Hon. James H. Maloney, JD
President & CEO

Dear Friends:

This past year, 2018, has been one of substantial progress and growth at the Connecticut Institute For Communities, Inc. The credit, as always, goes to the hard work, wisdom and leadership of our dedicated Board of Directors and committed, creative staff. Here are some of CIFIC's major accomplishments in 2018:

- The Greater Danbury Community Health Center went through its comprehensive tri-annual Federal "Site-Visit," which is a comprehensive, in-depth review of all of the Center's services, programs, policies and procedures, including medical, operational and financial. The Greater Danbury Community Health Center not only passed that inspection, it scored 100% on all of the approximately 200 standards reviewed by the Federal "Site-Visit" team! This is a level of performance achieved only by a relative hand-full of Federally Qualified Community Health Centers around the Country. Congratulations to the entire GDCHC Team!
- We completed the re-equipping of our Mobile Health Van to accommodate Dental screening services, which in turn, has allowed us to begin to use the van at the Danbury elementary schools, facilitating the early identification of the oral health needs of Danbury children.
- We significantly expanded our Adult Behavioral Health Center at 152 West St. in Danbury, which we opened in late 2017. Throughout 2018, our new facility has been offering ever expanding behavioral health services for GDCHC patients, and is planning on a further expansion of Adult Behavioral Health services for the benefit of the general population of Greater Danbury in the year ahead.
- At the Beaver Street Apartments Cooperative, CIFIC completed a two-year \$1-million physical improvement project (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 individual apartments, with 100% occupancy at the Cooperative for the first time in decades. In Spring/Summer 2018, this effort concluded with a major expansion of the Cooperative's parking facilities and improvement of BSAC site amenities.

- At mid-year, CIFIC was awarded the sponsorship of the Head Start Program in Norwalk, Connecticut, which now becomes a sister-program to our already well-established Head Start of Northern Fairfield County program located in Danbury. CIFIC's Early Learning Division (ELP) is excited to be able to offer Head Start services to the families and children in the Greater Norwalk area. In addition to offering classes for 140 preschoolers, our Norwalk program will also be able to serve (for the first time in the community) up to 16 infants and toddlers. Throughout 2018, program leadership was busy recruiting staff and students, licensing facilities, all while opening one classroom for services this summer, in order to prepare for a fully operational program which started on September 11. Monica Bevilacqua, Early Learning Programs/Head Start Director, said, "The receipt of this award is a testament to the high-quality program that our teachers and staff have long offered in Danbury."
- In December 2018, we dedicated our new Danbury Community Center at 12 Boughton St. in downtown Danbury, which includes a gymnasium with a canteen, a re-furbished theater/stage facility, a multi-purpose group activities room, a mini-health center/workout room for middle-school and high-school age young people, and the ONLY PUBLIC SWIMMING POOL in the City of Danbury. Over the course of the year ahead, the Danbury Community Center, which was named the "Governor Dannel P. Malloy Hall" in honor of Governor Malloy's key role in seeing this project to fruition, will gradually expand the range and scope of activities offered at the new facility. For example, our Main Street neighbor, St. Peter's School, hosted the first basketball game in early December at the center, which was also St. Peter's first true "Home Game" in decades!
- CIFIC is proud of our major achievements of 2018, 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 Center 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 (Danbury)(including a Dental suite)
 - Broadview Middle School (Danbury)
 - Newtown Middle School New School
 - Dental suite at Danbury's Ellsworth Avenue Elementary School, opened in 2018.
 - GDCHC Mobile Health/ Dental Van
 - Danbury Regional Women, Infants & Children's Health & Nutrition Program (WIC)

- Danbury Community Facilities Collaboration:
 - Modernization of the equipment and facilities of the Danbury War Memorial building (completed in 2018).
 - The addition of seven new pre-school classrooms in Danbury, to be located in the former "Danbury Cadillac/Oldsmobile" building at 29 Park Avenue (site plan approved in 2018).
 - Danbury Community Center to include a planned Boys and Girls Club of Danbury (see above).
 - Elderly Housing Building (planning for a 80+/- units for Seniors and Veterans in Danbury)

- Greater Norwalk Early Learning Center Programs:
 - Greater Norwalk Head Start
 - Greater Norwalk Early Head Start
 - Ely Center and Franklin Center Head Start facility revitalization projects

- Harambee Youth Center, including a comprehensive adaptive re-use project for the historic Danbury Armory, the location of many of Harambee's programs.

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 St., 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.

2017

- In early 2017, CIFIC's Pediatric & Adolescent Health and Behavioral Health services; the Internal (Adult) Medicine Department; and the Residency Program relocated to 120 Main St. CIFIC/GDCHC's facility at 70 Main St. – the former Danbury Hospital Seifert & Ford Clinic, now referred to as "GDCHC Health Center -- South" – became primarily dedicated to Women's Health Services, Family Dentistry, and our cooperative Internal Medicine Residency Programs with Danbury Hospital.
- Quest Diagnostics phlebotomy (blood-draw) station and the Danbury Lion's Club Low Vision Screening Program moved into 120 Main St.
- In May, the community health center partnered with Equiscript to launch a new mail and home delivery pharmacy program for our most complex adult patients (for example, those on eight or more prescriptions).
- In October, the community health center was granted continued 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 reached an agreement with local officials to incorporate into 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 includes re-equipping 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 and Ellsworth Avenue schools. It is expected

that the re-equipped mobile health van and the two new school dental suites will begin seeing patients in 2018.

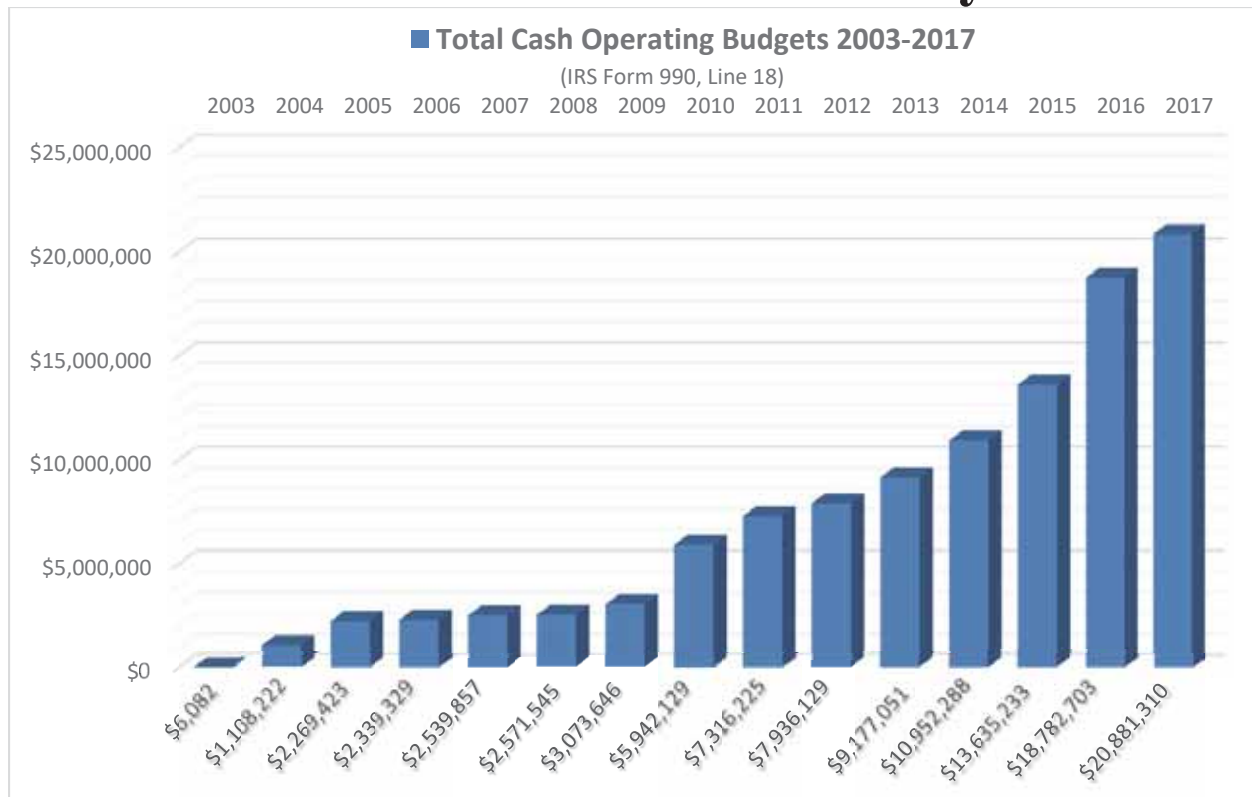
- The CIFIC-administered and state-supported revitalization work was completed at the Danbury War Memorial Center. The work included renovations to the lobby, general painting throughout, new floors, new equipment in the fitness center, safety improvements for the staircases, and renovated lavatories and women's locker room.
- In the 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.

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.

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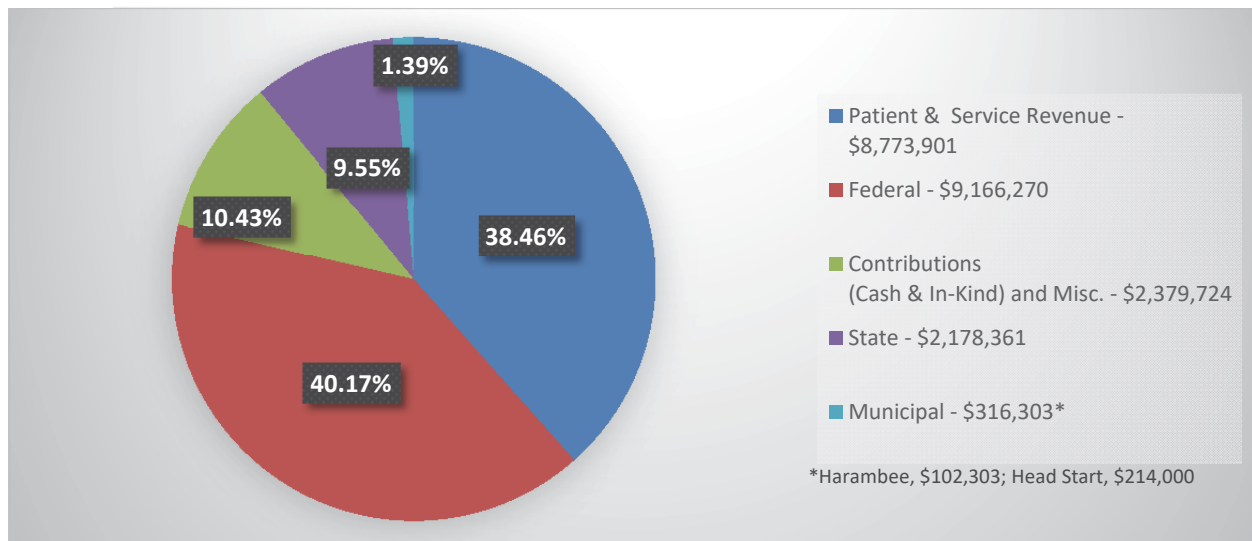


CIFC Financial Summary



Sources of Support 2017 - \$22,814,559 Cash and In-Kind Services

(IRS Form 990, Schedule D, Part XI, Line 1)



Financial Summary State & Federal Funds *(See also Audit Report)	2015 (Audited)	2016 (Audited)	2017 (Audited)	2018 (As Proposed)	2018 (As Proposed) Danbury	2018 (As Proposed) Norwalk
Head Start Federal Grant	1,921,158	1,882,242	1,979,662	3,266,434	2,255,355	1,011,079
Head Start COLA & Misc. Grants	(included above)	(included above)	(included above)	(included above)	(included above)	(included above)
Head Start State Grants	196,150	212,868	223,525	336,175	195,315	140,860
Early Head Start Federal Grant	920,016	936,177	945,317	1,131,503	969,319	162,184
USDA/CT-SDE Child and Adult Food Program	292,678	304,741	279,815	304,922	304,922	N/A
State School Readiness Program Grant	410,904	410,990	363,359	392,656	392,656	N/A

*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

		2017/2018		2016/2017		2015/2016	
		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)		345	47	410	50	360	53
Families Served		331	42	381	47	336	49
Average Monthly Enrollment		307	40	307	40	307	40
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	62%	79%	62%	74%	63%	66%
	100-130% FPL	31%	15%	28%	18%	30%	21%
	130%+FPL	7%	6%	10%	8%	7% #	13% #
Percentage of Children with Medical Homes		345/345 = 100%	47/47 = 100%	407/410 = 99%	50/50 = 99%	357/360 = 99%	53/53 = 100%
Percentage of Children (over 1 year of age) with Dental Homes		344/345 = 99%	47/47 = 100%	407/410 = 99%	41/50 = 82%	358/360 = 99%	53/53 = 100%
Percentage of Children receiving Medical & Dental Exams		M = 345/345 = 100% D = 344/345 = 99%	M = 47/47 = 100% D = 47/47 = 100%	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%
Percentage of Service Area Children Served		3.7%		4.5%		4.1%	
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		√	N/R	√	√	√	√
• Mental Health Services		√	√	√	√	√	√
• English as a Second Language (ESL Training)		√	√	√	√	√	√
• Adult Education (GED/College selection)		√	√	√	√	√	√
• Job training		√	√	√	√	√	√
• Substance Abuse prevention or treatment		N/R	N/R	√	N/R	√	N/R
• Child abuse and neglect services		N/R	√	√	√	√	N/R
• Domestic Violence Services		√	N/R	√	√	√	N/R
• Child Support assistance		√	N/R	N/R	N/R	√	√
• Health Education		√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals		N/R	N/R	√	N/R	√	√
• 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/R
Transition to Kindergarten		192 (100% of children of kindergarten age)	N/A	199 (100% of children of kindergarten age)	N/A	207 (100% of children of kindergarten age)	N/A

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

Head Start and Early Head Start Detailed Finances

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
TOTAL	\$ 1,921,158	\$ 815,920	\$ 2,908,768	\$ 920,016	\$ 167,579	\$ 1,159,266

Total Federal:	\$ 2,841,174	69.8%	Federal
Total State/Local Share:	\$ 1,226,860	30.2%	Non-Federal
Combined Total:	<u>\$ 4,068,034</u>	<u>100%</u>	<u>USDA: \$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
TOTAL	\$ 1,882,242	\$ 1,025,502	\$ 2,907,744	\$ 936,177	\$ 85,722	\$ 1,021,899

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

2017 (Actual)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,304,540	\$ 286,084	\$ 1,590,625	\$ 691,380	\$ 3,687	\$ 695,067
Fringe Benefits	\$ 295,186	\$ 38,855	\$ 334,041	\$ 122,765	\$ 0	\$ 122,765
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 47,559	\$ 11,661	\$ 59,218	\$ 14,158	\$ 0	\$ 14,158
Contractual	\$ 21,502	\$ 0	\$ 21,502	\$ 10,586	\$ 0	\$ 10,586
Other	\$ 281,113	\$ 527,314	\$ 808,427	\$ 84,270	\$ 85,722	\$ 169,992
T&TA	\$ 29,764	\$ 8,647	\$ 38,411	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 1,979,662	\$ 872,561	\$ 2,852,224	\$ 945,317	\$ 89,409	\$ 1,034,726

Base Federal: \$ 2,897,314
 Federal Supp. Grants (COLA & Misc.) \$ 27,665
 Federal Total: \$ 2,924,979
 Total State/Local Share: \$ 961,870
 Combined Total: \$ 3,886,949

75.3% Federal USDA: \$279,815
 24.7% Non-Federal
 100%

2018 Danbury (Proposed)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,356,270	\$ 398,954	\$ 1,755,224	\$ 674,183	\$ 8,770	\$ 682,953
Fringe Benefits	\$ 301,942	\$ 60,044	\$ 361,986	\$ 72,075	\$ 1,230	\$ 73,305
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 121,690	\$ 12,678	\$ 134,368	\$ 89,279	\$ 0	\$ 89,279
Contractual	\$ 40,238	\$ 3,058	\$ 43,296	\$ 16,559	\$ 0	\$ 16,559
Other	\$ 205,564	\$ 404,773	\$ 610,337	\$ 71,063	\$ 48,513	\$ 119,576
T&TA	\$ 29,764	\$ 0	\$ 29,764	\$ 22,158	\$ 0	\$ 22,158
TOTAL	\$ 2,055,468	\$ 879,507	\$ 2,934,975	\$ 945,317	\$ 58,513	\$ 1,003,830

Total Federal \$ 3,000,785
 Total State/Local Share \$ 938,020
 Combined Total: \$ 3,938,805

76.2% Federal
 23.8% Non-Federal
 100% USDA: \$304,751

2018 Norwalk (Proposed)

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 787,132	\$ 256,622	\$ 1,043,754	\$ 209,418	\$ 19,130	\$ 228,548
Fringe Benefits	\$ 175,058	\$ 59,023	\$ 234,081	\$ 46,742	\$ 4,399	\$ 51,141
Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	\$ 73,551	\$ 9,515	\$ 83,066	\$ 15,940	\$ 0	\$ 15,940
Contractual	\$ 81,730	\$ 1,985	\$ 83,715	\$ 10,897	\$ 0	\$ 10,897
Other	\$ 139,364	\$ 248,913	\$ 388,277	\$ 22,649	\$ 58,590	\$ 81,239
T&TA	\$ 19,750	\$ 0	\$ 19,750	\$ 7,641	\$ 0	\$ 7,641
TOTAL	\$ 1,276,585	\$ 576,058	\$ 1,852,643	\$ 313,287	\$ 82,119	\$ 395,406

Total Federal \$ 1,589,872
Total State/Local
Share \$ 658,177
Combined Total: \$ 2,248,049

70.7% Federal
29.3% Non-Federal
100%

USDA:
Included Above



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 two 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**

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

* 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.

**Preliminary data

2018 Clinical Highlights

Childhood immunization status (current by 3 years old)	79%
Coronary artery disease: Prescribed a lipid lowering drug (18+)	92.7%
Controlled diabetics (H1AC <9)	78%
Controlling high blood pressure (age 18-85)	61%
Asthma patients with acceptable pharmacological therapy (age 5-40)	94.4%

OUR DEDICATED BOARD OF DIRECTORS

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

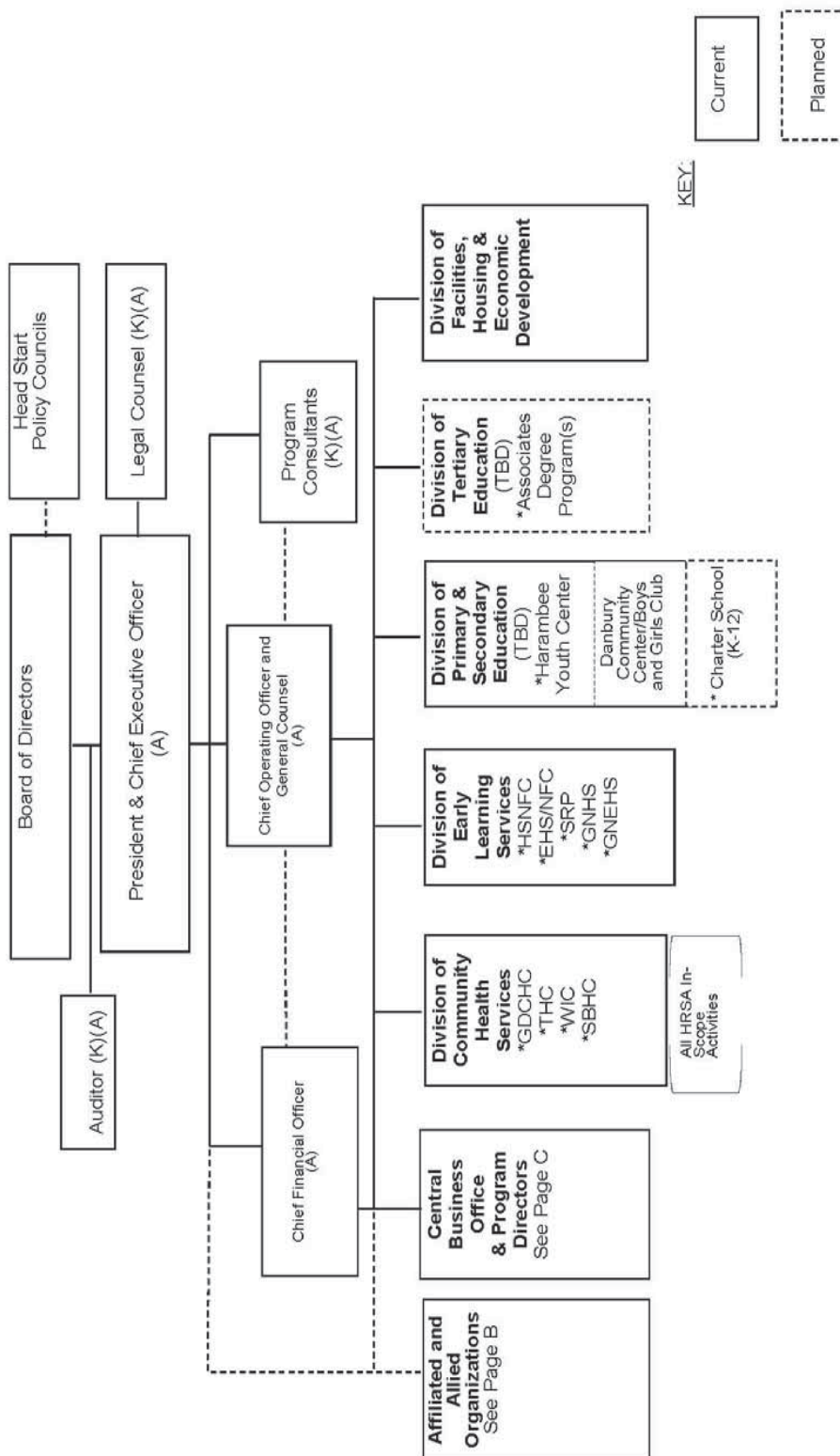
(Affiliations listed for identification only)

(Updated through: 12/31/18)



CIFC: "Strengthening Families; Building Communities"

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

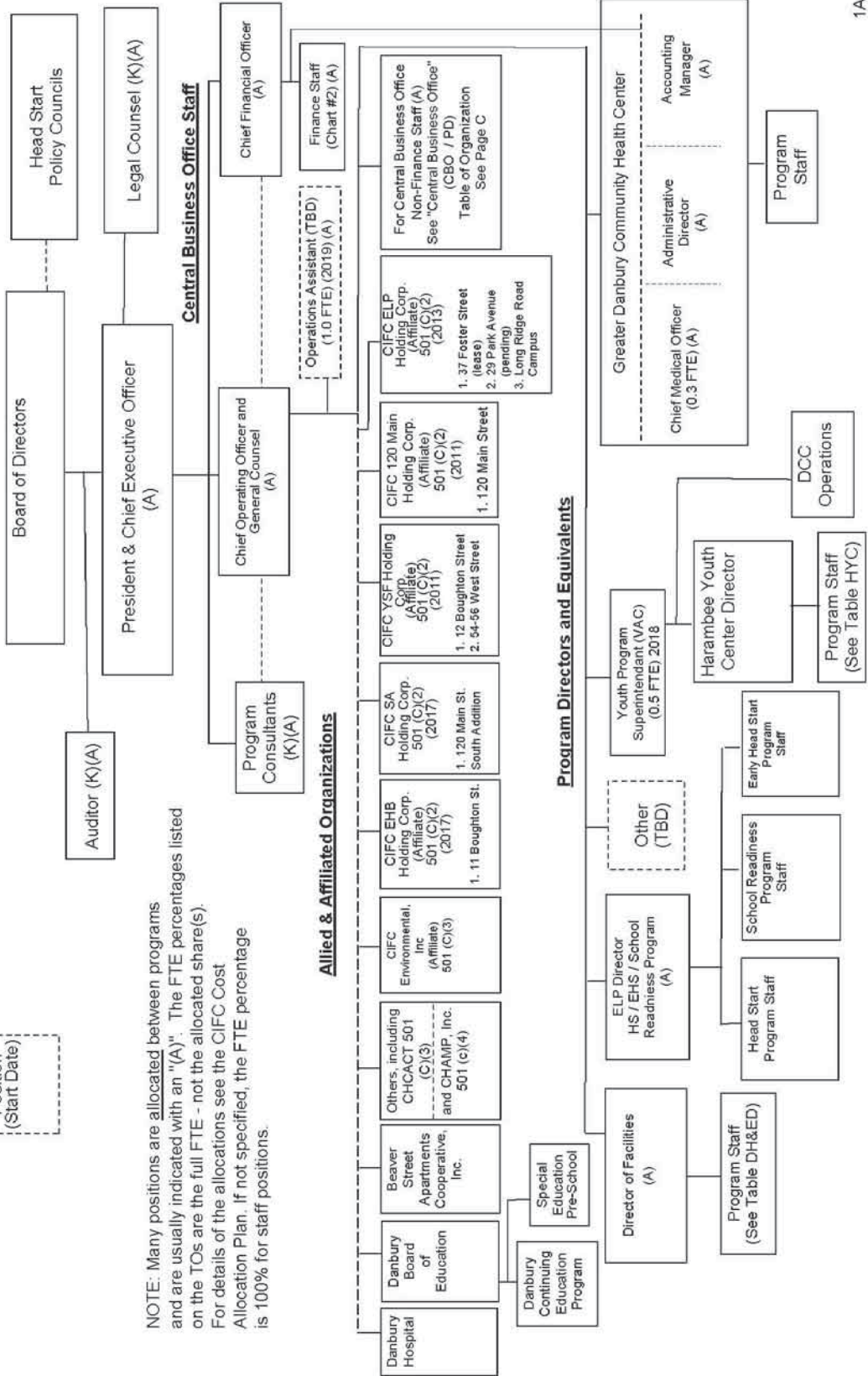


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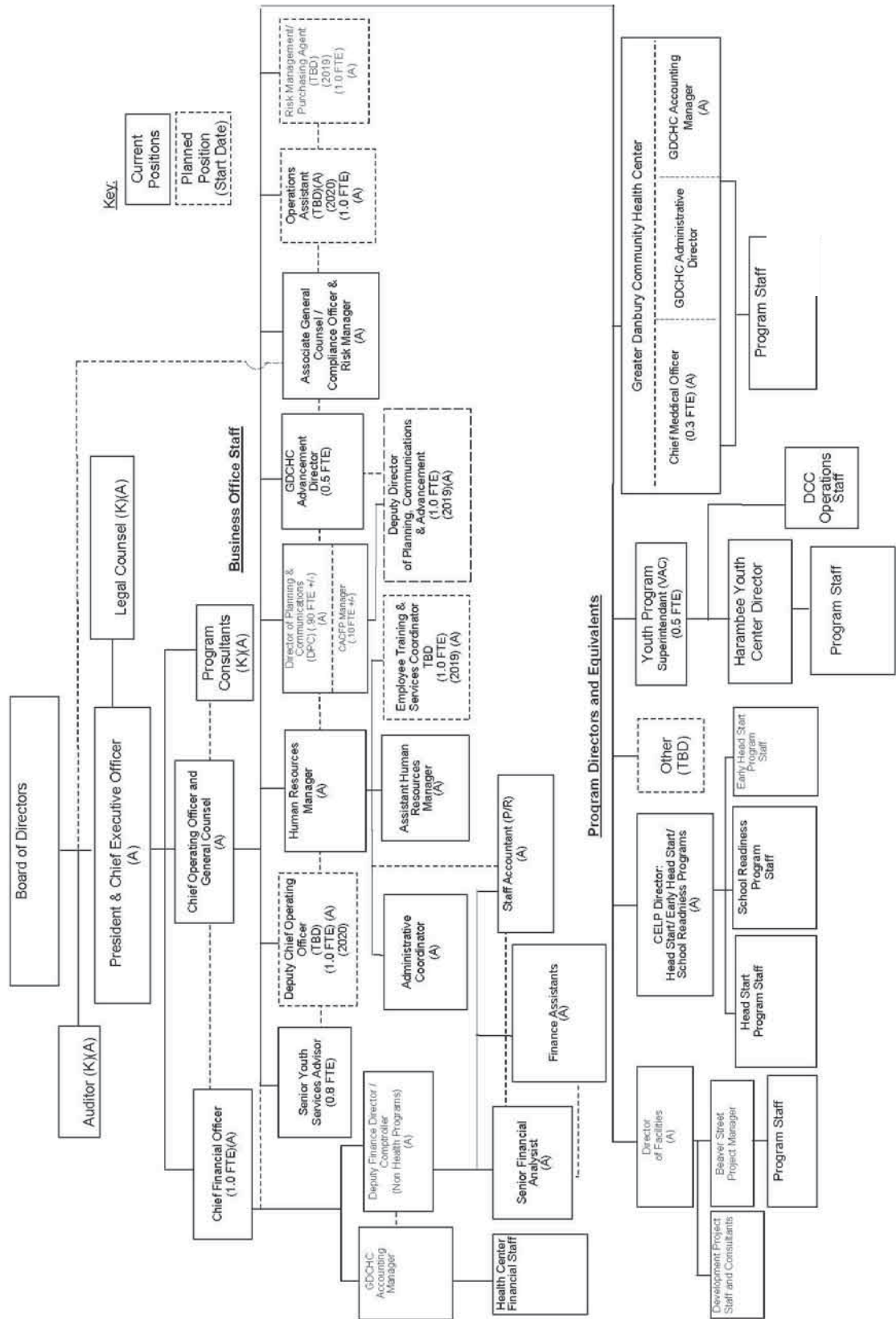
Connecticut Institute For Communities, Inc.
Table of Organization - OVERVIEW TABLE CURRENT / PLANNED
GOVERNANCE, CBO STAFF, ALLIED ORGANIZATIONS, AND PROGRAM DIRECTORS

Chart #1A



NOTE: Many positions are allocated between programs and are usually indicated with an "(A)". The FTE percentages listed on the TOs are the full FTE - not the allocated share(s). For details of the allocations see the CFC Cost Allocation Plan. If not specified, the FTE percentage is 100% for staff positions.

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



Key:
 Current Positions
 Planned Position (Start Date)

CIFC STAFF LEADERSHIP

Central Business Office Staff
120 Main St., 4th Floor
Danbury, CT 06810
Tel: (203) 743-9760 ~ Fax: (203) 743-3411

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

Katherine M. Curran, JD
Chief Operating Officer
& General Counsel

Elizabeth Martucci, CMA
Chief Financial Officer

Richard Palanzo, MSA
Director of Facilities

Holly Sekiguchi
Human Resources &
Operations Manager

Margaret Gillen, CPA
Deputy Finance Dir./Controller

Elizabeth Goehring, MA
Dir. Planning & Communications

Joseph Walkovich
GDCHC Director of Advancement

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

Sabrina Ross
Administrative Coordinator

David Ponce
Finance Analyst

Anna K. Maloney
Asst. Human Resource Manager

William Curtis
Senior Youth Advisor

Stacey Russell
Payroll Accountant

Melanie Mele
Accounts Payable Assistant

Wendy Majano
Accounts Receivable Assistant

Women, Infants & Children's Nutrition Program (WIC)
80 Main St.
Danbury, CT 06810
Tel: (203) 456-0140 Fax: (203) 917-3567

Ann Marie Evans, BS, CLC
WIC Program Manager

Jessica Liguori, BS, CLC
Program Nutritionist

School-Based Health Center Program
Danbury High School, Clapboard Ridge Road, Danbury, CT 06810
Henry Abbott Technical High School, Hayestown Ave., Danbury, CT 06811
Rogers Park Middle School, Memorial Drive, Danbury, CT 06810
Broadview Middle School, Hospital Ave., Danbury, CT 06810
Newtown Middle School, Queen St., Newtown, CT 06470

Melanie Bonjour
SBHC Program Manager

Dr. Dorcas Eshun, MD
SBHC Medical Director

Housing Services Program Staff
Beaver Street Apartments Cooperative, Site Office
1B Meehan Place, Danbury, CT 06810
Tel: (203) 794-1760 ~ Fax: (203) 794-0012

David Martin
Sr. Resident Relations Specialist

Leonard Romaniello
Resident Relations/Facilities Specialist

Joselyn Cotillo
Resident Relations Specialist

Anthony Vines
Maintenance Specialist

CIFC Greater Danbury Community Health Center
120 Main St., 2nd Floor, Danbury, CT 06810
Pediatrics Tel: (203) 456-1411/1412
120 Main St., 3rd Floor, Danbury 06810
Internal Medicine Tel: (203) 456-1406
70 Main St., Danbury, CT 06810
Adult Medicine Tel: 203-456-1405
Women's Health Tel: (203) 456-1409
Dental Services Tel: (203) 456-1408
152 West St., Danbury CT 06810
Adult Behavioral Health Tel: (203) 791-5005
57 North St., Danbury CT 06810
Adult Medicine Tel: 203-456-1407

Dr. Thomas F. Draper, MD, MPH
Chief Medical Officer

Shinu Simon, MS
GDCHC Administrative Director

Dr. Amy Handler, MD
Chief of Pediatrics

Dr. Asha Marhatta, MD, MPH
Residency Program Director

Dr. Kevin Stanton
Acting Chief of Dental Services

Dr. Gerard Foye, MD
Chief of Women's Health
Services

Dr. Maria Motlagh, MD
Chief of Behavioral Health

Dr. Youness Yavari, MD
Residency Program Assoc. Dir.

Grace Scire, JD
Residency Program Manager

Dr. Nimi Magavi, MD
Senior Physician
Adult Medicine

Dr. Joan Draper, MD
Asst. Chief Medical Officer

Dr. Kathleen Mauks, MD
Senior Physician
Adult/Geriatric Medicine

Natasha Smith, MBA
GDCHC Finance Manager

Dr. Shivayogi Magavi, MD
Senior Physician
Adult Medicine

CIFC Early Head Start, Head Start & School Readiness Programs

Monica Bevilacqua
EHS/HS/SRP Program Director

Head Start of Northern Fairfield County
37 Foster St., Danbury, CT 06810
Tel: (203) 743-3993 ~ Fax: (203) 792-9387

Jessica Watson, MS
Senior Program Professional

Kathleen Senior, MAT
Education / Mental Wellness
Professional

Robin Scott, MA
Education/Disabilities Professional

Nancy Damici, RN
Health & Nutrition Professional / RN

Cristina Ginsberg, MEd
Social Services & ERSEA Professional

Greater Norwalk Head Start
Ben Franklin Center 165 Flax Hill Road, Norwalk CT 06854
Tel: (203) 791-5095
Nathaniel Ely Center 11 Ingalls Ave, Norwalk CT 06854
Tel: (203) 791-5090

Richard "Kevin" Holmes, MA
Senior Program Professional

Sabine Romsaint, MSW
Social Services & ERSEA Specialist

Laura McAward, RN
Health & Nutrition Specialist / RN

Anika Walker Ross, MA
Education/Disabilities Specialist

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

Larry Moore-Mouning
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 Ave.
Danbury, CT 06810

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

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

Architects

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

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

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

Auditors

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

Government Relations

Joseph Walkovich
Richard Foley

Health Care Planning

Kenneth Dym
John Steiner

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

Housing

Urban Initiatives, LLC
Elizabeth B. Rosenbaum
PO Box 8223
440 Main St.
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
- 2018 - Liz Martucci,
CIFC CFO

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
Nancy Kettner,
Medical Assistant
- 2018 - Jolene Henion,
APRN
(SBHC Clinician of the Year)

WIC Colleague of the Year

- 2014 - Josephine Phillips,
Program Assistant
- 2015 - Ruby Vasquez,
Program Assistant
- 2016 - Aminata Lashley,
Program Assistant
- 2017 – Sara Arroyo,
SNAP Outreach
- 2018 – Anallely Blanco
Program Assistant

Community Leadership Awards

- 2004 - Hon. Mark D. Boughton,
Mayor of Danbury
- 2005 - State Senator David Capiello
(24th District)
- 2006 - State Representative Robert Godfrey
(110th District)
- 2007 - State Representative Jason Bartlett
(2nd District)
- 2008 - Hon. Christopher Murphy
Member of Congress (CT-5)
- 2009 - Hon. Christopher Donovan
Speaker of the Connecticut
House of Representatives
- 2010 - Hon. Norma Gyle, R.N., PhD
Deputy Commissioner
CT Department of Public Health
- 2011 - State Representative Joseph Taborsak
(109th District)
- 2012 - Hon. Dannel P. Malloy, Esq.
Governor of the State of Connecticut
- 2012 - Danbury Board of Education Member
Mr. Richard Janelli
- 2013 - Dr. Sal Pascarella, EdD
Superintendent,
Danbury Public Schools
- 2014 - Mr. Thomas Saadi, JD
Democratic Council Leader
Danbury City Council
- 2015 - Mr. Paul Rotello
Danbury City Council Member
- 2016 - Thomas R. Einhorn, Principal
Newtown Middle School
- 2016 - Hon. Patricia Llodra
Newtown First Selectwoman

CBO Colleague of the Year

- 2017 - Jennifer Hammer,
Finance and Billing Assistant
- 2017 - Melanie Mele
Finance Assistant
- 2018 - Stacey Russell,
Payroll

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
- 2018 - Robin Scott, MA
Education and Mental Wellness

Community Service Award

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

CIFC Operations Colleagues of the Year

- 2018 - Anthony Vines

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
- 2018 - Jessica Savage
Teacher, HSNFC

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
- 2018 - Michelle DeFaria,
Billing Team Lead
(Health Center Administrative
Colleague of the Year)
Cynthia Felice,
Billing Department Supervisor
(Health Center Administrative
Colleague of the Year)
Aly Irizarry,
RN
(Health Center Clinical Support
Colleague of the Year)

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
- 2018 - Dr. Gerard J. Foye, MD
Women's Health



**Connecticut Institute For Communities, Inc.
would like to again thank our 2018 Community Contributors**

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Pitney Bowes Foundation
Praxair*

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Jim and Mary Maloney
George Mulvaney
NAC Industries
Patricia Randolph
Ryer Family Foundation
Webster Bank*

Friends

*Adam Broderick Salon
Atty. Ted Backer, JD
Mr. Bert Bertram
Dr. Robert & Mrs. Susan Cooper
Jessica Dodge
Mr. Richard Foley
Mr. Michael Gill
Dr Uwe Koepke
Ms. Carol Michell
Murtha Cullina
Nico's
Richard Palanzo
Commissioner Thomas Saadi, JD
Mr. Bruce Svendsen, CPA
Dr. Jay Titman, MD
Fred & Mary Visconti*

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 | 6th Floor Portals Building, 1250 Maryland Ave, SW, Washington DC 20024 | edlvs.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 Linehan
Acting Director, Office of Head Start

Ross Weaver ^{for} *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 Consolidated 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, 2017 and 2016, 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, 2017 and 2016, 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 15, 2018 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 15, 2018

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2017 AND 2016

ASSETS			
		2017	2016
CURRENT ASSETS:			
Cash and Cash Equivalents	\$	765,935	\$ 1,049,125
Restricted Cash - Construction Reserve		91,477	1,422,918
Due From Funding Sources		635,210	364,995
Patient Accounts Receivable - Net		593,539	931,302
Accounts Receivable		1,129,859	32,874
Other Receivables		8,408	18,509
Inventory		24,767	37,772
Prepaid Expenses		235,546	54,260
Total Current Assets		<u>3,484,741</u>	<u>3,911,755</u>
PROPERTY AND EQUIPMENT:			
Property and Equipment		18,344,414	3,092,888
Assets in Progress		2,856,505	16,060,925
Less Accumulated Depreciation		(1,065,997)	(673,045)
Net Property and Equipment		<u>20,134,922</u>	<u>18,480,768</u>
OTHER ASSETS:			
Long-Term Notes Receivable		9,671,930	9,671,930
Restricted Cash - Fee and Expense Reserves		726,871	796,573
Security Deposits		19,085	22,738
Other Assets		-	107,324
Total Other Assets		<u>10,417,886</u>	<u>10,598,565</u>
Total Assets	\$	<u>\$ 34,037,549</u>	<u>\$ 32,991,088</u>
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES:			
Accounts Payable	\$	1,008,724	\$ 669,352
Accrued Expenses		1,854,067	710,209
Accrued Payroll and Taxes		688,116	738,368
Construction Payable		132,368	1,234,988
Deferred Revenue		733,242	372,270
Line of Credit		-	-
Current Maturity of Long-Term Debt		360,561	295,826
Total Current Liabilities		<u>4,777,078</u>	<u>4,021,013</u>
Long-Term Debt		20,194,918	20,984,231
NET ASSETS:			
Unrestricted		8,937,840	7,765,150
Temporarily Restricted		127,713	220,694
Permanently Restricted		-	-
Total Net Assets		<u>9,065,553</u>	<u>7,985,844</u>
Total Liabilities and Net Assets	\$	<u>\$ 34,037,549</u>	<u>\$ 32,991,088</u>

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2017

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
OPERATING REVENUE AND SUPPORT:				
Grants from Government Sources	\$ 11,218,694	\$ -	\$ -	\$ 11,218,694
Patient Service Revenue - Net	6,536,933	-	-	6,536,933
Contributions	2,468,165	37,704	-	2,505,869
Program Service Revenue	2,236,968	-	-	2,236,968
Fundraising Events	15,185	15,860	-	31,045
Interest Income	142,703	-	-	142,703
Developer's Fee	102,500	-	-	102,500
Rental Income	14,178	-	-	14,178
Miscellaneous Income	25,669	-	-	25,669
Total Operating Revenue & Support Before Net Assets Released From Restrictions	22,760,995	53,564	-	22,814,559
Net Assets Released From Restrictions	146,545	(146,545)	-	-
Total Revenue and Support	22,907,540	(92,981)	-	22,814,559
OPERATING EXPENSES:				
Program Services				
Early Childhood Education	4,041,044	-	-	4,041,044
Health Services	13,813,977	-	-	13,813,977
Nutrition Services	280,949	-	-	280,949
Building & Grounds	368,111	-	-	368,111
Other Programs	683,363	-	-	683,363
Total Program Services	19,187,444	-	-	19,187,444
Supporting Services				
Development	85,609	-	-	85,609
General & Administrative	2,461,797	-	-	2,461,797
Total Supporting Services	2,547,406	-	-	2,547,406
Total Operating Expenses	21,734,850	-	-	21,734,850
CHANGE IN NET ASSETS:	1,172,690	(92,981)	-	1,079,709
Net Assets, Beginning	7,765,150	220,694	-	7,985,844
Net Assets, Ending	\$ 8,937,840	\$ 127,713	\$ -	\$ 9,065,553

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2017

	Program Services					Supporting Services		
	Early Childhood Education	Health Services	Nutrition Services	Other Programs	Building & Grounds	Development	General & Administrative	Total
SALARIES AND RELATED EXPENSES:								
Salaries	\$ 2,306,077	\$ 8,421,930	\$ -	\$ 82,465	\$ -	\$ 54,121	\$ 1,748,988	\$ 12,613,579
Employee Benefits	264,609	659,330	-	1,371	-	4,871	167,932	1,098,113
Payroll Taxes	164,855	592,420	-	5,905	-	4,140	133,792	901,112
Total Salaries & Related Expenses	2,735,541	9,673,680	-	89,741	-	63,132	2,050,710	14,612,804
OTHER EXPENSES:								
Subcontract Costs	101,416	416,250	-	948	-	-	12,772	531,386
Professional Fees and Contracted Services	26,524	1,155,461	-	331,311	9,800	-	164,037	1,687,133
Nutrition Services (Meals)	19,464	-	280,949	-	-	-	-	300,413
Occupancy	816,150	548,440	-	258,123	1	-	37,586	1,660,300
Depreciation	51,753	158,427	-	-	142,411	-	40,361	392,952
Other Program Costs	101,671	96,507	-	-	97,693	16,092	2,311	314,274
Staff Development and Training	76,680	34,540	-	-	-	-	59	111,279
Telephone	24,871	164,749	-	2,799	-	-	94	192,513
Travel and Transportation	718	21,200	-	-	-	-	91	22,009
Advertising and Public Relations	41	4,052	-	-	-	-	1,959	6,052
Insurance	37,684	170,512	-	396	-	-	1,170	209,762
Office Supplies and Expenses	15,941	225,408	-	44	93	6,380	3,825	251,691
Medical and Dental Supplies	18,944	891,219	-	-	-	-	-	910,163
Postage and Shipping	4,402	28,679	-	-	-	-	827	33,908
Interest Expense	9,244	224,441	-	1	118,113	5	145,910	497,714
Miscellaneous	-	412	-	-	-	-	85	497
Total Other Expenses	1,305,503	4,140,297	280,949	593,622	368,111	22,477	411,087	7,122,046
Total Expenses	\$ 4,041,044	\$ 13,813,977	\$ 280,949	\$ 683,363	\$ 368,111	\$ 85,609	\$ 2,461,797	\$ 21,734,850

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2017 AND 2016

CASH FLOWS FROM OPERATING ACTIVITIES:

	2017	2016
Change in Net Assets	\$ 1,079,709	\$ (241,609)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Depreciation Expense	392,952	168,053
Contributed Property and Equipment	(1,320,000)	-
Change in Operating Assets and Liabilities		
Decrease (Increase) in Restricted Cash - Construction Reserve	1,331,441	8,740,789
Decrease (Increase) in Due From Funding Sources	(270,215)	81,885
Decrease (Increase) in Patient Accounts Receivable - Net	337,763	(669,387)
Decrease (Increase) in Accounts Receivable	(1,096,985)	(32,874)
Decrease (Increase) in Other Receivables	10,101	91,445
Decrease (Increase) in Inventory	13,005	(5,897)
Decrease (Increase) in Prepaid Expenses	(181,286)	48,499
Decrease (Increase) in Restricted Cash - Fee and Expense Reserves	69,702	(68,814)
Decrease (Increase) in Security Deposits	3,653	(1,071)
Decrease (Increase) in Other Assets	107,324	-
Increase (Decrease) in Accounts Payable	339,373	33,891
Increase (Decrease) in Accrued Expenses	1,143,858	431,472
Increase (Decrease) in Accrued Payroll and Taxes	(50,252)	320,859
Increase (Decrease) in Accrued Construction Payable	(1,102,620)	(29,269)
Increase (Decrease) in Deferred Revenue	360,972	72,996
	<u>1,015,834</u>	<u>9,014,524</u>
Cash Provided By Operating Activities	1,168,495	8,940,968
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds from Borrowings	-	729,000
Repayment of Long Term Debt	(278,871)	(153,931)
Net Provided (Used) by Financing Activities	<u>(278,871)</u>	<u>575,069</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Additions to Assets in Progress	(213,817)	(8,991,232)
Reclassification of Assets in Progress	12,972,530	-
Additions to Property and Equipment	(13,931,526)	(636,139)
Net Provided (Used) by Investing Activities	<u>(1,172,813)</u>	<u>(9,627,371)</u>
NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS:	(283,189)	(111,334)
CASH AT BEGINNING OF YEAR:	1,049,125	1,160,460
CASH AT END OF YEAR:	<u>\$ 765,935</u>	<u>\$ 1,049,125</u>
Supplemental Disclosure of Cash Flow Information		
Cash Paid for Interest	<u>\$ 521,337</u>	<u>\$ 469,933</u>
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, 2017**

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 No

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 _____ Yes X No

Identification of major federal programs:

CFDA #	Program Name
93.527	Grants For New And Expanded Services Under the Health Centers Program (Health Centers Cluster)
10.557	Supplemental Nutrition Program for Women, Infants, and Children (WIC)

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, 2017**

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 ☒ No
 · Significant deficiency (ies) identified? ☐ Yes ☒ None Reported
 Noncompliance material to financial statements noted? ☐ Yes ☒ No

State Financial Assistance

Internal control over major programs:

· Material weakness(es) identified? ☐ Yes ☒ No
 · Significant deficiency (ies) identified? ☐ Yes ☒ None Reported

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

Any audit finding disclosed that are required to be ☐ Yes ☒ 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>
Office of Early Childhood		
School Readiness	11000-OEC64840-16274-83014	\$ 363,359
Department of Mental Health and Addiction Services		
Capital Improvements Bond Fund Grant Program	13019-MHA53000-41242	682,511
Department of Public Health		
Vaccines - Noncash Assistance	12004-DPH48500-12563	45,321
Vaccines - Noncash Assistance	12004-DPH48500-90613	16,233
· 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.