

Connecticut Institute For Communities, Inc.

2011 – 2012 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, 2012

Health • Education • Housing • Economic Development

2011 – 2012 Annual Report

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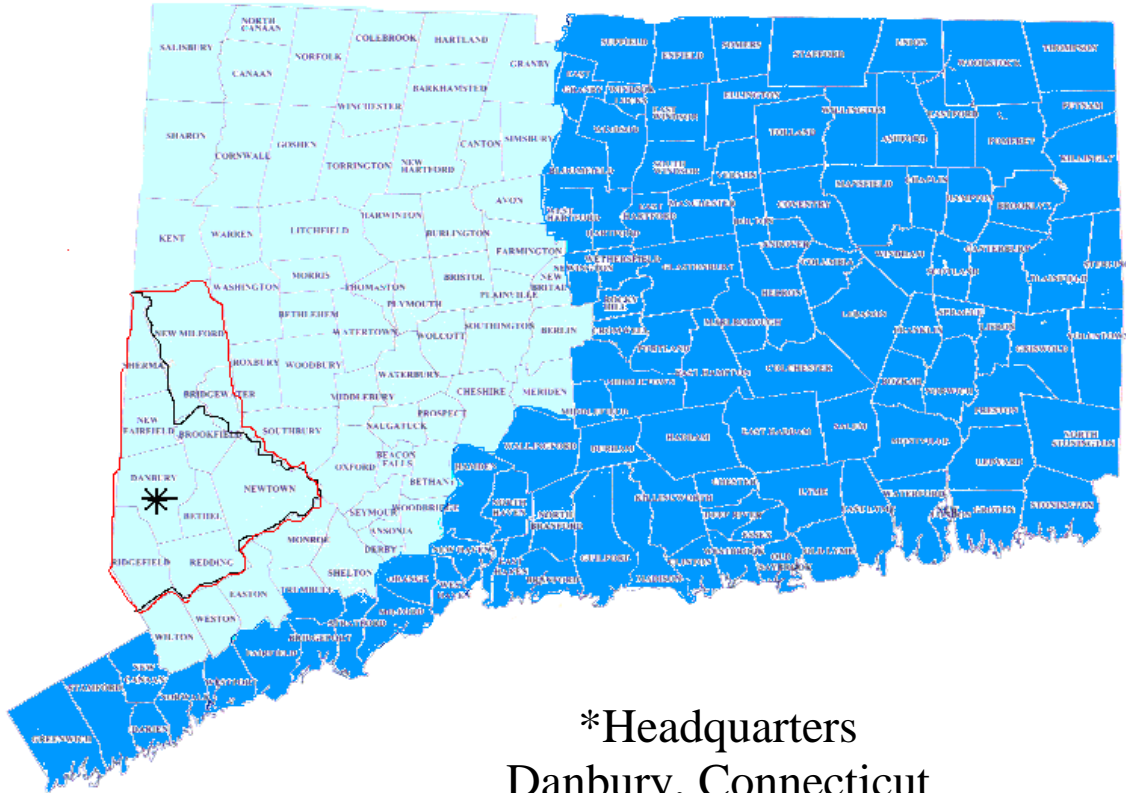
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MISSION STATEMENT

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



Our General Service Area:

The State of Connecticut

Our Primary Service Area:

North of the Merritt, West of I-91

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

Our Annual Report for 2011 - 2012 is dedicated, with deep appreciation, to public officials of the **City of Danbury**, especially **Mayor Mark D. Boughton**, members of the **Danbury City Council**, Superintendent of Schools **Sal Pascarella, EdD**, members of the **Danbury Board of Education**, and Danbury's Connecticut General Assembly Delegation [**Senator Michael McLachlan** (24th SD), Rep. **Dan Carter** (2nd HD), Rep. **Joseph Taborsak** (109th HD), Rep. **Bob Godfrey** (110th HD), and Rep. **Jancie Giegler** (138th HD)]. These public servants are our highly valued partners, who work so hard with us to advance the well-being of our community and its residents.

The following are examples of our partnership at work:



The new 16-classroom Head Start Center under construction at the corner of Bank and Foster Streets in CityCenter Danbury, financed jointly by the City of Danbury and the State of Connecticut.

Through cooperation with the City of Danbury, CIFIC purchased the Historic Danbury Armory on West Street, just around the corner from City Hall. The Armory is home to CIFIC's Harambee Youth Center program, and over the long-term will be protected and restored as an historic preservation project.



Beaver Street Apartments Cooperative (BSAC), located in downtown Danbury, CT is the only low-income family housing cooperative in Western Connecticut. Consisting of 70 units of family housing (one to five bedroom) in twelve (12) buildings, BSAC is home to approximately 300 residents. The funds for Phase I rehabilitation work were provided by a combination of resources in a public/private partnerships including from the City of Danbury (USD HUD – Community Development Block Grant Program). Pictured from left to right: CIFIC CEO Jim Maloney; U.S. Senator Chris Murphy (CT); State Representative David Arconti (109th HD); and Danbury Mayor Mark D. Boughton.

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BACKGROUND

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

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



The Early Head Start program serves infants, children (age birth to 3), pregnant moms and their families. The program provides comprehensive early childhood development and family assistance aimed at strengthening children’s educational foundations and parent’s self-sufficiency. At left, Early Head Start educator Debbie Hicks teaches basic math concepts (using liquid proportions) to one of her young students.

CIFC’s Greater Danbury Community Health Center’s Mobile Health Van travels to locations throughout the Housatonic Valley ten town Region, such as public housing, elderly housing, Community Centers, Senior Centers, homeless shelters, and schools serving low-income families.



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LEADERSHIP'S ANNUAL REPORT

December, 2012



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



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

Dear Friends:

This past year Connecticut Institute For Communities, Inc. (CIFIC) concentrated on continuing to develop and enhance our two new major programs: the CIFIC Greater Danbury Community Health Center and the Early Head Start of Northern Fairfield County Program. At the same time, some of the 2010 – 2011 “green sprouts” we noted in last year’s Annual Report have bloomed extensively, and a few new “green sprouts” have been cultivated.

Highlights of the past year are as follows:

- Receipt from the Federal Head Start Agency of 100% performance ratings for both our existing pre-school Head Start of Northern Fairfield County Program, as well as a 100% rating for our new Early Head Start Program -- a unique recognition for a brand new Early Head Start program.
- The start of construction of our new 16-classroom Head Start Center building, jointly financed by the City of Danbury and the State of Connecticut, at the corner of Bank and Foster Streets in CityCenter Danbury.
- Our purchase in Downtown Danbury of the “Old Police Station Site” at 120 Main Street (opposite St. Peter’s R.C. Church), for the construction of both a new, comprehensive 50,000 +/- sq. ft. Health Center facility, and a new 50 +/- unit Elderly Housing Complex, aided by a grant from the **Union Savings Bank Foundation** in the amount of \$200,000 and a grant from the **State of Connecticut** of \$600,000.
- Approval by the City of Danbury Planning Commission of the site plans and permits required for the new Health Center and Elderly Housing buildings.
- Approval of \$4,000,000 in State of Connecticut funds towards the construction costs of the new Health Center facility.
- 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 of two CIFIC affiliated corporations to hold title, respectively, to the “Old Police Station Site”, and the Danbury Armory Building.
- The inauguration throughout Western Connecticut of our Mobile Health Van service, a component of the Greater Danbury Community Health Center, supported in part by a multi-year grant from the **United Way of Western Connecticut**.
- Approval by the State of Connecticut for CIFIC to serve as the WIC (Women, Infants & Children’s Nutrition and Health Program) Agency for Western Connecticut effective October 1, 2012.
- Implementation, in partnership with **Danbury Hospital**, of an Internal Medicine Primary Care Residency Program at the CIFIC Greater Danbury Community Health Center.

* * * *

Indeed, each of CIFIC's programs make progress and improvements every year. That is part of the organizational culture and internal "DNA" of the Connecticut Institute For Communities, Inc. As of the end of 2011 - 2012 our programs and services encompassed the following:

AARP CT Money Management Program
Beaver Street Apartments Cooperative, Inc.
City of Danbury Head Start Center Development Project
Danbury Armory Historic Preservation and Reuse Project
Danbury CIFIC School Readiness Program
Danbury South Main Street Health Center and Housing Development Project
Early Head Start of Northern Fairfield County
Greater Danbury Community Health Center
Harambee Youth Center Program
Head Start of Northern Fairfield County Program
Mobile Health Van
Town of Newtown Batchelder Remediation Project
Women, Infants and Children's Health and Nutrition Program (WIC)

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

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

Yours truly,

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

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



**120 Main Street elevation of the proposed new
CIFIC Greater Danbury Community Health Center building.**
(diagonally across from St. Peter's Church, Danbury, CT)

OVERVIEW

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

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

A. *SAFETY-NET PROVIDER*

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

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

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

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

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

Under CIFIC's leadership, our local Head Start program (renamed Head Start of Northern Fairfield County, to reflect an enlarged service area of the entire 8 town greater Danbury region) has been entirely re-invigorated, and substantially expanded, opening several all-day Head Start classrooms, while consistently maintaining 100% enrollment. Following a subsequent Federal Monitoring in Spring 2008, CIFIC was highly commended for its outstanding performance, receiving a nationally prestigious "Blue Certificate" from the Federal Office of Head Start for our superior work. **Our most recent (2010-11) Federal review was even stronger: 100% compliance in all performance standards!**

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

During 2007-2008, CIFIC was successful in renewing United Way of Western Connecticut support for Harambee. Over the next two years, CIFIC implemented at Harambee professional personnel policies and procedures, extended comprehensive financial management to the program, formalized the payroll process, and developed specific job descriptions for Harambee staff. More recently, Connecticut Institute For Communities, Inc. has established multiple, long range goals for improvement of the Harambee Youth Center program.

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

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

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

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

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

The funds awarded to CIFC, approximately \$900,000 on an annual basis, were initially a component of the Obama Administration’s American Recovery and Reinvestment Act (ARRA) economic stimulus package. CIFC hired approximately 20 new Early Head Start Staff, opening the new Early Head Start classrooms and home-based services as of Spring, 2010, subsequent to a series of intensive, “Infant and Toddler Child Development Associate” staff development and training classes.

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

The mission of the CIFC Greater Danbury Community Health Center is to ensure affordable, accessible, comprehensive, high quality health care to the residents of the Greater Danbury area, regardless of their ability to pay or their insurance status. CIFC’s Community Health Center offers a comprehensive range of primary care, including medical, dental and mental health services, on a sliding fee basis, to people of all ages: children, adolescents, adults and seniors, especially those who are medically underserved.

The staff consists of physicians, professional Physician Assistants, Advanced Practice Registered Nurses, Licensed Practical Nurses (LPNs), medical support personnel, and administrative support personnel.

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

B. COMMUNITY DEVELOPER

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

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

(2) Danbury Head Start Center Project: In cooperation with Danbury Mayor Mark Boughton, CIFC mobilized approximately \$4,000,000 in State funds for the development of the City’s new Head Start Center to be located at the site of the former Immanuel Lutheran School in downtown Danbury. That \$4,000,000 represents the first time the State of Connecticut ever dedicated school construction resources to a Head Start project, and represented a direct savings of those monies to the City of Danbury. The City, in turn, committed to a matching \$4,000,000 of local funds for the project. The new Head Start Center is intended to include up to 12 Head Start Classrooms, plus 4 classrooms for the Early Head Start program, discussed above.

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

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

Without CIFC’s unique set of programmatic skills and organizational expertise, it is highly unlikely that Danbury would have been in a position to secure the State’s commitment for the conveyance of the building, nor the likely execution of the balance of the Armory re-use plan. CIFC took legal ownership of the Armory Building, on schedule, in 2011.

(4) Danbury South Main Street Community Health Center and Affordable Housing Development Project – During 2010 CIFIC began planning work, in conjunction with several local partners, on the development of a comprehensive physical facility for the CIFIC Community Health Center of Greater Danbury. The planned building, encompassing as much as 50,000 square feet, will provide clinical and office space for the Community Health Center for decades to come. In addition, co-located on the same site as the Community Health building, CIFIC is working to build a senior and veterans housing complex consisting of 50 +/- units of one and two bedroom affordable apartments.

C. *CONCLUSION*

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

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

2011/2012 Head Start / Early Head Start Program Summary

		Head Start	Early Head Start
Funded Enrollment		307	62
Total Number Served (actual)		347	64 – children 10 - adults
Families Served		331	71
Average Monthly Enrollment		307	62
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	74%	82%
	100-130% FPL	18%	14%
	130% + FPL	8%	4%
Percentage of Children with Medical Homes		334/347 = 96%	61/64 = 95%
Percentage of Children (over 1 year of age) with Dental Homes		334/347 = 96%	57/57 = 100%
Most recent Federal HS/EHS review		See Appendix B – 100% Compliance	
Most recent Federal Audit		See Appendix C	
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		√	√
• Child abuse and neglect services		√	√
• Domestic Violence Services		√	N/R
• Child Support assistance		√	N/R
• Health Education		√	√
• Assistance to Families of Incarcerated Individuals		√	N/R
• Parenting Education		√	√
• Marriage Education		√	N/R
• Center Meetings		√	√
• Policy Council Meetings		√	√
• EHS Socializations		N/A	√
• HS/EHS Home Visits		√	√
• Family Nights		√	√
• Transition to Kindergarten School Readiness Workshops		√	N/A
Transition to Kindergarten		168 (100% of children of kindergarten age)	N/A

(N/R = Available but Not Requested)

(Source: 2011/2012 PIR Reports)

Financial Summary *(See also Audit Report)	2010 (Audited)	2011 (Audited)	2012 (Budgeted)
Head Start Federal Grant	1,826,964	2,049,235	1,826,134
Head Start Federal ARRA COLA & QI Grants	127,519	N/A	N/A
Head Start State Grants	258,050	225,696	219,381
Early Head Start Federal Grant	832,043	781,299	921,319
USDA/CT-SDE Child and Adult Food Program	219,534	242,663	263,000
In-Kind Support	870,925	833,415	857,765
• Danbury Board of Education	845,925	808,415	832,765
• Danbury Housing Authority	25,000	25,000	25,000
State School Readiness Program Grant	230,472	238,352	289,328

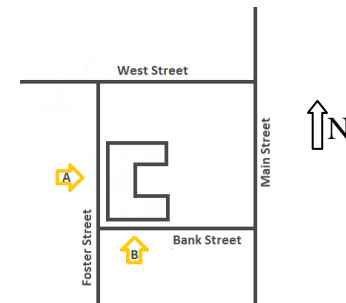
*Does not include “Extended Day” and related programming funded in part by the Connecticut Care 4 Kids program and parent fees.



A. New Head Start Center – Foster Street Elevation – Danbury



B. New Head Start Center – Bank Street Elevation – Danbury



Reference map is not to scale.

CIFC Greater Danbury Community Health Center

Summary Statistical Report

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

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

² Excludes nursing visits.

³ Excludes nursing visits.

⁴ Excludes lab and x-ray costs.

OUR DEDICATED 2012 BOARD OF DIRECTORS

<p>Dr. Frank Muska, Ph.D Board Chair & Director Sherman, CT Professor, Western Connecticut State University</p>	
<p>Mr. Frank Anders Director Danbury, CT Consumer Representative</p>	<p>Ana Paula Machado, MD Director Danbury, CT Physician, Center for Pediatric Medicine</p>
<p>Ms. Ellen Bell, Esq. Director Danbury, CT Attorney in Private Practice; Consumer Representative</p>	<p>Mr. Richard Molinaro Board Vice-Chair, Director Danbury, CT Educator; Consumer Representative</p>
<p>Ms. Rania Beshir Director Danbury, CT BOD Representative to Head Start Policy Council</p>	<p>Mr. Charles Mullaney, Esq. Assistant Treasurer & Director Redding, CT Attorney at Law; WCSU Faculty</p>
<p>Mr. Alan Clavette, CPA Director Newtown, CT Certified Public Accountant; Consumer Representative</p>	<p>Mr. Dan Probert, Esq. Director Danbury, CT Attorney in Private Practice</p>
<p>Mr. John Erlingheuser Director Ansonia, CT Assoc. State Director, AARP-CT; Consumer Representative</p>	<p>Mr. Michael Ryer Treasurer & Director Ridgefield, CT Commercial Real Estate; Ryer Associates</p>
<p>Ms. Eliana Franciosa Secretary & Director Ridgefield, CT Educator; Consumer Representative</p>	<p>Mr. Angel Saquinaula Director Danbury, CT 06810 Consumer Representative</p>
<p>Mr. Hilario Macedo Director Danbury, CT Consumer Representative HSNFC Policy Council Representative to the BOD</p>	<p>Mr. Jeffrey Zakrewski Assistant Treasurer & Director Southbury, CT Retired Director, Southbury Training School Recreation Program</p>

(Affiliations listed for identification only)

(Updated through: 10/31/12)



"CIFC: Strengthening Families; Building Communities"

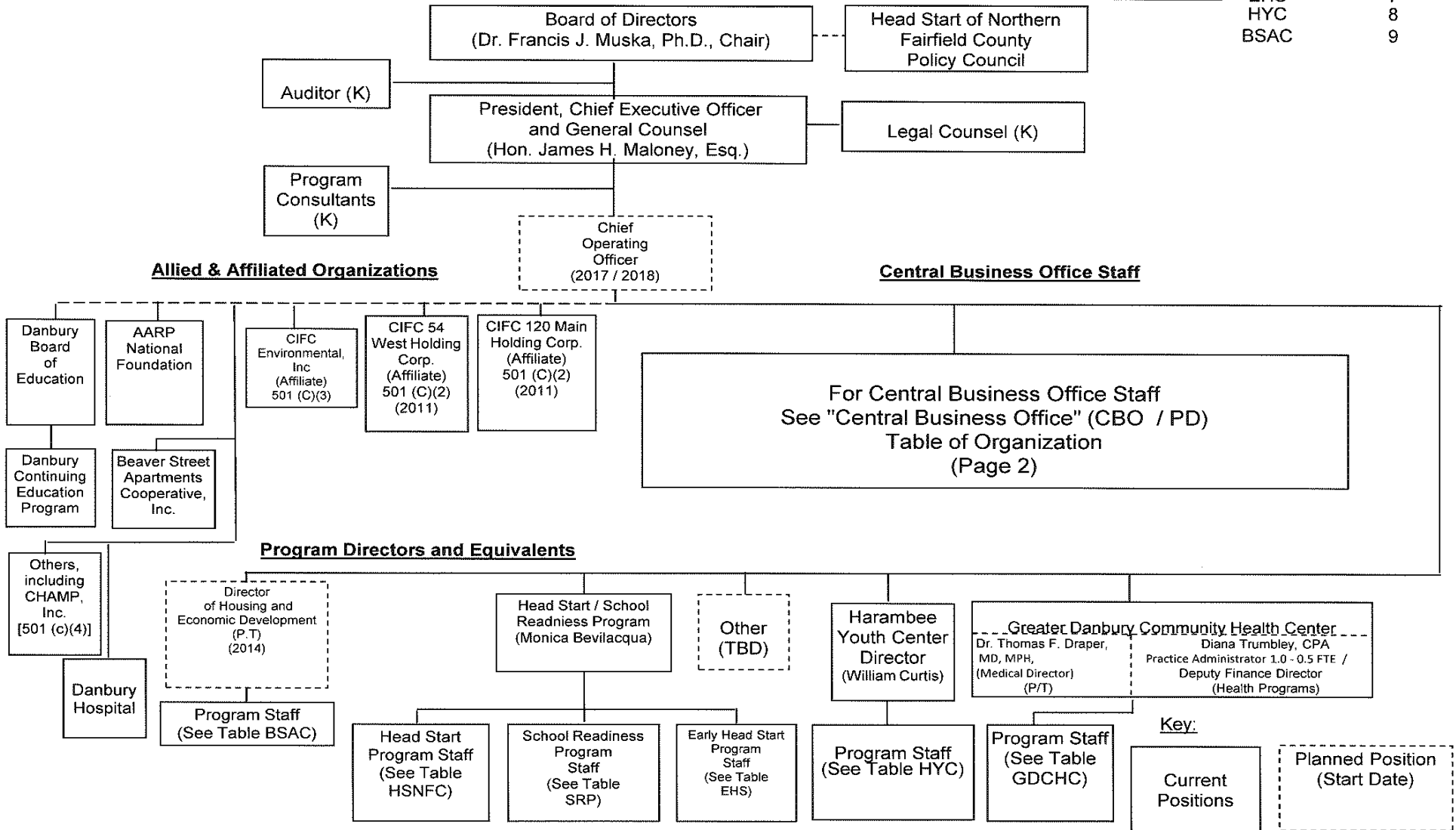
Table of Organization

CIFC Board of Directors: 6/23/12
Updated: 9/26/2012

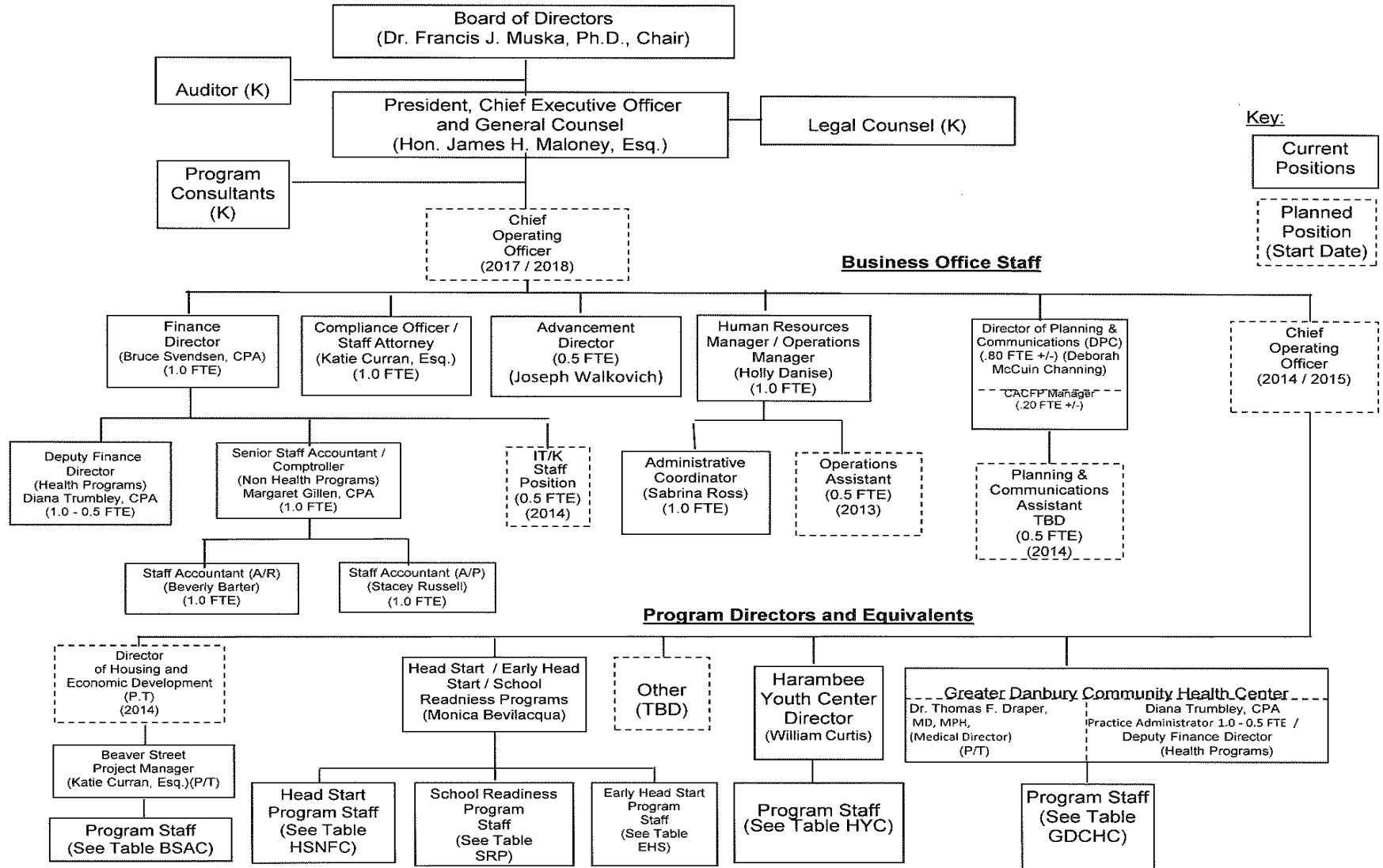
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GOVERNANCE, CENTRAL BUSINESS OFFICE STAFF, ALLIED ORGANIZATIONS, AND PROGRAM DIRECTORS



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



Key:
 Current Positions (Solid Box)
 Planned Position (Start Date) (Dashed Box)

OUR TALENTED & HARD-WORKING STAFF

Central Business Office Staff

7 Old Sherman Turnpike, Suite 212
Danbury, CT 06810

Tel: (203) 743-9760 ~ Fax: (203) 743-3411

James H. Maloney, J.D.
President/CEO

MaloneyJ@CT-Institute.org

Beverly Barter

Staff Accountant (A/R)

NewmanB@CT-Institute.org

Deborah McCuin-Channing, MA
Dir. Planning & Communications

ChanningD@CT-Institute.org

Katie M. Curran, J.D.

Compliance Officer/Staff Attorney

CurranKa@CT-Institute.org

Holly Danise

Human Resources &
Operations Manager

DaniseH@CT-Institute.org

Margaret Gillen, CPA
Deputy Finance Dir./Controller

GillenM@CT-Institute.org

Sabrina Ross

Administrative Coordinator

RossS@CT-Institute.org

Stacey Russell

Staff Accountant (A/P)

Russells@CT-Institute.org

Bruce Svendsen, CPA

Finance Director

SvendsenB@CT-Institute.org

Joseph Walkovich

Director of Advancement

WalkovichJ@CT-Institute.org

Early Head Start of Northern Fairfield County

7 Old Sherman Turnpike, Suite 207, Danbury, CT 06810

Tel: (203) 743-3993 ~ Fax: (203) 792-9387

Monica Bevilacqua

EHS Program Director

BevilacquaM@CT-Institute.org

Jessica Watson, MS

EHS Program Manager

WatsonJ@CT-Institute.org

Tara Willis

Education Manager

WillisT@CT-Institute.org

Anica Deaton

Teacher

DeatonA@CT-Institute.org

Jackie Espinal

Assistant Teacher

EspinalJ@CT-Institute.org

Shameeka Hansberry

Teacher

HansberryS@CT-Institute.org

Debbie Hicks

Teacher

HicksD@CT-Institute.org

Ana Marin

Lead Home Visitor

MarinA@CT-Institute.org

Lisa Penick

Home Visitor

PenickL@CT-Institute.org

T'Arica Perkins

Teacher

PerkinsT@CT-Institute.org

Marianne Pogmore

Teacher

PogmoreM@CT-Institute.org

Carmen Prybylski

Teacher

PrybylskiC@CT-Institute.org

Christina Stratman

Teacher

StratmanC@CT-Institute.org

Bonnie Sutherland

Teacher

SutherlandB@CT-Institute.org

Ruby Vasquez

Teacher

VasquezR@CT-Institute.org

Juana Villavicencio

Home Visitor

VillavicencioJ@CT-Institute.org

Ana Zuniga

EHS Family Advocate

ZunigaA@CT-Institute.org

Head Start of Northern Fairfield County Program Staff

7 Old Sherman Turnpike, Suite 206
Danbury, CT 06810

Tel: (203) 743-3993 ~ Fax: (203) 792-9387

Cristina Campos

Mental Health & Disabilities Mgr.

CamposC@CT-Institute.org

Maria Casanova

Assistant Teacher

CasanoveM@CT-Institute.org

Norma Casas

Assistant Teacher

CasasN@CT-Institute.org

Sondra Cherney

Education Services Asst. Manager

CherneyS@CT-Institute.org

Nancy Crain

Lead Advocate

CrainN@CT-Institute.org

Emilia DaSilva

Family Advocate

DaSilvaE@CT-Institute.org

Alice Dexter

Assistant Teacher

DexterA@CT-Institute.org

Cheryl Duffy

Teacher

DuffyC@CT-Institute.org

Rita Gallagher, MSW

Social Services Manager

GallagherR@CT-Institute.org

Rebecca Gant

Assistant Teacher

GantR@CT-Institute.org

Digna Garcia

Assistant Teacher

GarciaD@CT-Institute.org

Ananya Ghori

Teacher

GhoriA@CT-Institute.org

Irma Heras

Assistant Teacher

HerasI@CT-Institute.org

Jean Hyer

Assistant Teacher

HyerJ@CT-Institute.org

Linda Kayfus

Teacher

KayfusL@CT-Institute.org

Valerie Kuzia

Teacher

KuziaV@CT-Institute.org

Louise Lamanna

Teacher

LamanaL@CT-Institute.org

Jennifer Larsen

Teacher

LarsenJ@CT-Institute.org

Susan Lavaia

Lead Family Advocate

LavaiaS@CT-Institute.org

Paula Luna

Teacher

LunaP@CT-Institute.org

Mariella Lunetta

Assistant Teacher

LunettaM@CT-Institute.org

Anna Maloney

Family Advocate

MaloneyA@CT-Institute.org

Hayward McLain

Family Advocate

Fatherhood Initiative

McLainH@CT-Institute.org

Linda Meyerle

Family Assistant

MeyerleL@CT-Institute.org

Jennifer Moy

Teacher

MoyJ@CT-Institute.org

Ninfa Pacheco

Assistant Teacher

PachecoN@CT-Institute.org

Melinda Pereira

Assistant Teacher

PereiraM@CT-Institute.org

Cindy Reynolds

Teacher

ReynoldsC@CT-Institute.org

Maria Rivera

Teacher

RiveraM@CT-Institute.org

Priscilla Rosado

Assistant Teacher

RoasadoP@CT-Institute.org

Joan Schenker

Teacher

SchenkerJ@CT-Institute.org

Jamie Serva

Family Advocate

ServaJ@CT-Institute.org

Marianne Siciliano

Assistant Teacher

SicilianoM@CT-Institute.org

Lisa Smith

Assistant Teacher

SmithL@CT-Institute.org

Ryan Soto

Family Advocate

SotoR@CT-Institute.org

Carol Stavola

Assistant Teacher

StavolaC@CT-Institute.org

Head Start of Northern Fairfield County Program Staff

7 Old Sherman Turnpike, Suite 206, Danbury, CT 06810

Tel: (203) 743-3993 ~ Fax: (203) 792-9387

Monica Bevilacqua

HS Program Director

BevilacquaM@CT-Institute.org

Sandrine Albuquerque

Family Advocate

AlbuquerqueS@CT-Institute.org

Marcela Betzer, MPH

Health & Nutrition Services Mgr.

BetzerM@CT-Institute.org

Lisa Brooks

Teacher

BrooksL@CT-Institute.org

<p>Head Start of Northern Fairfield County Program Staff 7 Old Sherman Turnpike, Suite 206 Danbury, CT 06810 Tel: (203) 743-3993 ~ Fax: (203) 792-9387</p>	<p>CIFC Greater Danbury Community Health Center 57 North Street, Suite 309, Danbury, CT 06810 Pediatrics Tel: (203) 794-0761 Pediatrics Fax: (203) 731-5399 Internal Medicine Tel: (203) 743-0100 Internal Medicine Fax: (203) 794-1851</p>
<p>Dee Strobel Teacher StrobelD@CT-Institute.org</p> <p>Kara Watson-Wanzer Education Manager WatsonWanzerK@CT-Institute.org</p>	<p>Teresa Whiddon Assistant Teacher WhiddonT@CT-Institute.org</p> <p>Dr. Kenneth Blau, MD OB/GYN</p> <p>Standre Bruno Medical Assistant BrunoS@CT-Institute.org</p>
<p>School Readiness Program 98 Main Street, Danbury, CT 06810 Tel: (203) 730-0496 ~ Fax: (203) 730-0497</p>	
<p>Michaela Brown Teacher BrownM@CT-Institute.org</p> <p>Indira Diogun Assistant Teacher DiogunI@CT-Institute.org</p> <p>Julie Dipisa Assistant Teacher DipisaJ@CT-Institute.org</p> <p>Olivia Dovale Teacher DovaleO@CT-Institute.org</p>	<p>Rocco Grassi Assistant Teacher GrassiR@CT-Institute.org</p> <p>Zonia Rosas Assistant Teacher RosasZ@CT-Institute.org</p> <p>Jurgita Vaitkiene Teacher VaitkieneJ@CT-Institute.org</p> <p>Geneka Vickers Assistant Teacher VickersG@CT-Institute.org</p>
<p>Harambee Youth Center 54 West Street, Danbury, CT 06810 Tel: (203) 748-0230 ~ Fax: (203) 748-1595</p>	
<p>William Curtis Program Director</p> <p>Marry Billstone Administrative Assistant</p>	<p>Heyward McCarley Program Aide</p> <p>Elke Sweeney Program Aide</p>
<p>Housing Services Program Staff Beaver Street Apartments Cooperative, Site Office 1B Meehan Place, Danbury, CT 06810 Tel: (203) 794-1760 ~ Fax: (203) 794-0012</p>	
<p>David Martin Lead Resident Relations Specialist DRM913@aol.com</p> <p>Joselyn Cotillo Resident Relations Specialist CotilloJ@CT-Institute.org</p>	<p>Leonard Romaniello Resident Relations/Facilities Specialist RomanielloL@CT-Institute.org</p> <p>Dr. Robert Fornshell, MD Orthopedic Physician</p> <p>Dr. Alvin Goldman, MD Pediatrician</p>
<p>CIFC Community Health Center of Greater Danbury 57 North Street, Suite 309, Danbury, CT 06810 Pediatrics Tel: (203) 794-0761 Pediatrics Fax: (203) 731-5399 Internal Medicine Tel: (203) 743-0100 Internal Medicine Fax: (203) 794-1851</p>	
<p>Dr. Thomas Draper, MD, MPH Medical Director DraperT@CT-Institute.org</p>	<p>Ines Avila Front Desk AvilaI@CT-Institute.org</p> <p>Dr. Amy Handler, MD Pediatrician HandlerA@CT-Institute.org</p> <p>Sue Hartman-Grammatico, APRN Clinician HartmanS@CT-Institute.org</p>
<p>Allison Keefe Billing & Operations Manager KeefeA@CT-Institute.org</p> <p>Denise Kentala Medical Assistant/Receptionist KentalaD@CT-Institute.org</p> <p>Emilie Koepke-Gibbs, PA Clinician Mauks-KoepkeE@CT-Institute.org</p> <p>Dr. Uwe Koepke, MD, PhD. Pediatrician KoepkeU@CT-Institute.org</p> <p>Dr. Nimi Magavi, MD Adult Medicine MagaviN@CT-Institute.org</p> <p>Dr. Shavoyogi Magavi, MD Adult Medicine MagaviS@CT-Institute.org</p> <p>Kusum Manvi Front Desk ManviK@CT-Institute.org</p> <p>Dr. Asha Maharta, MD, MPH Residency Program Assoc. Dir. MahartaA@CT-Institute.org</p> <p>Dr. Kathleen Mauks, MD Adult/Geriatric Medicine MauksK@CT-Institute.org</p> <p>Alba Medina Medical Assistant MedinaA@CT-Institute.org</p> <p>Dr. Christine Metz, MD Adult Med./Chief of Adult Med. MetzC@CT-Institute.org</p> <p>Dr. Mishal Mirza, MD OB/GYN</p> <p>Catia Monaco Eligibility Specialist MonacoC@CT-Institute.org</p> <p>Clare Nespoli, APRN Clinician NespoliC@CT-Institute.org</p> <p>Anna Newman Medical Assistant NewmanA@CT-Institute.org</p> <p>Tracy Nguyen Front Desk Specialist NguyenT@CT-Institute.org</p>	

Diana Trumbley, CPA Practice Administrator TrumbleyD@CT-Institute.org	Johanna Avila Medical Assistant AvilaJ@CT-Institute.org	Lori Kalinka Front Desk Specialist KalinkaL@CT-Institute.org	Yesmin Reynoso Medical Assistant ReynosoY@CT-Institute.org
CIFC Greater Danbury Community Health Center 57 North Street, Suite 309, Danbury, CT 06810 Pediatrics Tel: (203) 794-0761 Pediatrics Fax: (203) 731-5399 Internal Medicine Tel: (203) 743-0100 Internal Medicine Fax: (203) 794-1851		Women, Infants & Children's Nutrition Program (WIC) 80 Main Street Danbury, CT 06810 Tel: (203) 797-4629 Fax: (203) 796-1567	
Elizabeth Rodriguez Billing Specialist RodriguezE@CT-Institute.org Dr. Eric Santos, MD Special Medical Assistant SantosE@CT-Institute.org	Candy Wall, LPN Nurse WallC@CT-Institute.org Eter Zapata Front Desk Specialist ZapataE@CT-Institute.org	Anmarie Evans Program Nutritionist EvansA@CT-Institute.org Nicole Falcone Program Nutritionist FalconeN@CT-Institute.org Jessica Liguori Program Nutritionist LiguoriJ@CT-Institute.org	Patricia Mascoli WIC Program Manager MascoliP@CT-Institute.org Josephine Phillips Program Assistant PhillipsJ@CT-Institute.org

Updated through 11/30/12

#



OUR PROFESSIONAL ADVISORS

Auditors

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

Health Care Planning

Kenneth Dym
John Steiner

Government Relations

Joseph Walkovich
Richard Foley

The Roche O'Donnell Group, LLC

d/b/a Real Estate Solutions
MaryBeth Mc Nerney
75 Glen Road, Suite 3
Sandy Hook, CT 06482

Attorneys

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

Collins, Hannafin, Garamella,

Jaber & Tuozzolo, P.C.
Francis J. Collins, Esq.
Christopher Leonard, Esq.
148 Deer Hill Avenue
Danbury, CT 06810

CIFC AWARDS -- ROLL OF HONOR

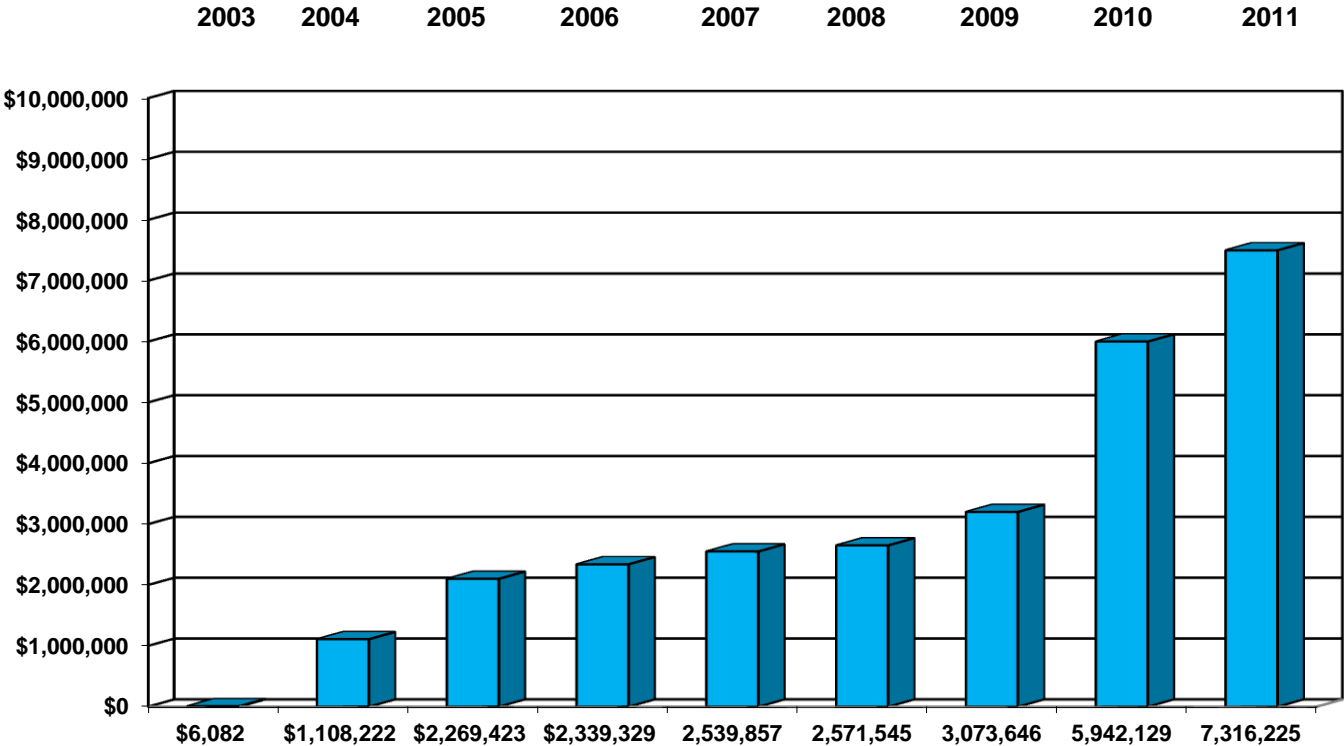


<u>Community Leadership Awards</u>	<u>Early Childhood Teacher of the Year</u>	<u>CIFC Colleagues of The Year</u>
2004 - Hon. Mark D. Boughton, Mayor of Danbury	2007- Dee Strobel Teacher of the Year, HSNFC	2003 - Monica Marketto Bevilacqua, Operations Manager
2005 - State Senator David Capiello (24 th District)	2008 - Olivia Dovale, Teacher of the Year, HSNFC	2004 - Patricia Keith Johnson, Community Services Manager
2006 - State Representative Robert Godfrey (110 th District)	2009 - Melinda Perrerira Teacher of the Year, HSNFC	2005 - Nancy Crain, Family Advocate
2007 - State Representative Jason Bartlett (2 nd District)	2010 - Lynda Kafus Teacher of the Year, HSNFC	2006 - Claudia Schoen, L.P.N. Health Services Manager
2008 - Hon. Christopher Murphy Member of Congress (CT-5)	2011 - Ananya Ghorai Teacher of the Year, HSNFC	2008 - Stacey Russell Staff Accountant
2009 - Hon. Christopher Donovan Speaker of the Connecticut House of Representatives	2012 - Louise Lamana Teacher of the Year, HSNFC	2008 - Holly Danise, HR & Operations Manager
2010 - Hon. Norma Gyle, R.N., PhD Deputy Commissioner CT Department of Public Health	<u>Health Center Colleague of the Year</u>	2009 - Kara Watson-Wanzer Education Manager
2011 - State Representative Joseph Taborsak (109 th District)	2010 - Maria Chann Clinical Coordinator	2010 - Sabrina Ross Administrative Coordinator
2012 - Hon. Dannel P. Malloy, Esq. Governor of the State of Connecticut	2011 - Johanna Avila Medical Assistant	2011 - Deb McCuin-Channing Dir. of Planning & Communications
2012 - Danbury Board of Education Member Mr. Richard Janelli	2012 - Eter Zapata Pediatrics Front Desk	2012 - Bruce Svendsen, CPA Finance Director
	<u>Health Center Clinician of the Year</u>	
	2011 - Dr. Nimi Magavi Internal Medicine	
	2012 - Susan Hartmann, APRN Family Medicine	

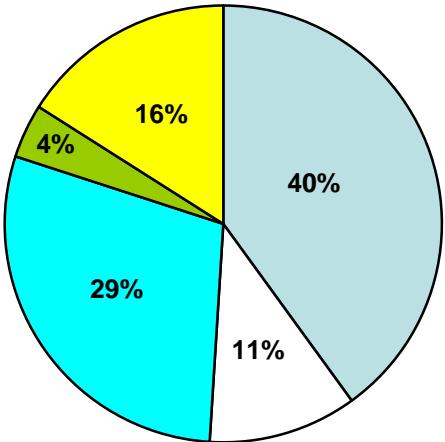
CIFC Financial Summary

■ Total Cash Budgets 2003-2011

(IRS Form 990, line 18)



Sources of Support 2011 - \$9,742,103 Cash and In-Kind Services



- Federal Government - \$3,927,215 - 40%
 - State of Connecticut - \$1,063,949 - 11%
 - Service Revenue/Private Donations - \$2,803,120 - 29%
 - Municipal Government / Misc - \$349,090 - 4%
 - In-Kind & Volunteer Services - \$1,598,729 - 16%
- Total - \$9,742,103 - 100%

*Connecticut Institute For Communities, Inc.
would like to again thank our 2011 Community Contributors*

Platinum Sponsors

*Dr. George Landress, DSS
Dr. Uwe C. Koepke, MD, PhD
Webster Bank*

Patrons

Union Savings Bank

Friends

*Mr. Bert Bertram
Dr. Richard & Mrs. Mary Casden
City of Danbury
Mr. Robert & Mrs. Susan Cooper
Mr. Richard Foley
Mr. Michael Gill
Mr. Barry & Mrs. Holly Keller
Dr. Ana Paula Machado, MD
Mr. Michael Maletta, CPA
Mr. Jim & Mrs. Mary Maloney
Ms. Carol Mitchell
Ms. Ellen Rosenberg
Mr. Michael Ryer
Mr. Joe Walkovich*

Special Funds

Hines - Hanahoe Pediatric Fund

Susan Guerrero Memorial Fund

Maloney - Draper Family Fund

APPENDIX A:

CURRENT SERVICES SUMMARY

Greater Danbury Community Health Center (GDCHC)

The Greater Danbury Community Health Center offers a comprehensive range of primary care, including medical, dental and mental health services, on a sliding fee basis, to people of all ages: children, adolescents, adults and seniors, especially those who are medically underserved. Our mission is to ensure affordable, accessible, comprehensive, high quality health care to the residents of the Greater Danbury area, regardless of their ability to pay or their insurance status. GDCHC also operates the **Mobile Health Van**, in partnership with Danbury Hospital. Each month the Van travels to sites throughout the greater Danbury Region to provide primary health care services, thus ensuring an accessible avenue for individuals to secure a permanent medical home for primary and preventative care.

In late 2012, Greater Danbury Community Health Center (GDCHC) opened a satellite health center at **Henry Abbott Technical High School**. GDCHC medical staff is on site every day school is in session, from 8:30 AM to 1:30 PM to provide primary health care services to students. Students do not have to miss school or classes because they need medical care; and parents do not have to miss work.

The regional **Women, Infants and Children (WIC) Nutrition Program** is now sponsored by the Connecticut Institute For Communities, Inc. (CIFIC). WIC serves residents in the municipalities of Danbury, Bethel, Bridgewater, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Roxbury, Sherman, and Washington, providing nutrition assessment and education, breastfeeding promotion and support, and food vouchers for low-income (below 185% of the federal poverty level) women, infants and children up to the age of five, as well as referrals for physical health, dental and social services for infants, preschoolers and their parents. WIC currently serves nearly 2,500 low-income children and parents throughout the greater Danbury region.

AARP Foundation Money Management Program (MMP): CIFIC is the Connecticut Statewide Coordinating Agency for the AARP Money Management Program, working to sustain independent living for low-income seniors and/or persons with disabilities. MMP uses trained volunteers to assist individuals to organize and keep track of their financial papers, establish budgets, write checks and balance their checkbooks, enabling them to be independent and financially stable.

Harambee Center for Youth and Community Services: Since 1965, the Harambee Center's mission has been to assist, support, and mentor children in the greater Danbury area in order to encourage them in the pursuit of their personal and educational goals. Harambee's special focus is on low-income, minority (especially African-American and Latino) adolescents, with more than 150 participants last year. CIFIC assumed responsibility as the Harambee Center's fiduciary in 2009.

Historic Danbury Armory: In the Fall of 2011, CIFIC completed the conveyance of the Danbury Armory from the State of Connecticut through the City of Danbury to Connecticut Institute For Communities, Inc. CIFIC has begun the initial steps to qualify the Armory for Historic Preservation Rehabilitation Tax Credits, which will ensure the preservation of a unique, historic building in downtown Danbury, and a permanent home for the Harambee Youth Center for the foreseeable future.

Beaver Street Apartments Cooperative (BSAC) is a 70-unit housing cooperative located in downtown Danbury serving approximately 300 low income residents. CIFIC is the managing agent for BSAC and is undertaking on behalf of the Cooperative a comprehensive program of administrative and physical reorganization and rehabilitation.

Head Start Center: CIFIC, in cooperation with the City of Danbury, is engaged in redeveloping the CityCenter site of the former Immanuel Lutheran School into a national model Head Start Center to better serve our Head Start and Early Head Start families, with expected occupancy in Summer, 2013.

Health Center Building Project: Working in conjunction with Mayor Mark Boughton and several local partners, including Union Savings Bank and other local businesses, CIFIC launched a comprehensive community re-development project at the site of the former Danbury police station which will be the location of the new facilities of CIFIC's Greater Danbury Community Health Center and an affordable, mixed income housing complex for senior citizens and senior Veterans. \$4,000,000 has already been secured for this Project through the State of Connecticut Bond Commission.

Head Start of Northern Fairfield County provides comprehensive child (age 3 and 4) and family development services to more than 350 children and their families each year (at least 90% low-income, and at least 10% with developmental disabilities).

Early Head Start serves 62 low-income infants, toddlers and pregnant women by providing continuous, intensive and comprehensive early childhood development and family support assistance through both center-based and home-based services aimed at strengthening children's educational foundation and parents' self-sufficiency. The Early Head Start program collaborates with local public high schools to assist low-income teenage mothers enrolled in the program (approximately 20 clients annually) to obtain their high school diploma.

School Readiness Program: Funded through the Connecticut Department of Education, CIFIC's School Readiness program provides fulltime, year round early childhood care and education to 48 Danbury children ages three and four.





Connecticut Institute For Communities, Inc.

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

PRESS RELEASE

Hon. James H. Maloney, Esq.
President & General Counsel

For Immediate Release
May 21, 2011

Head Start Program Earns an A+, In fact, Two A+'s – and more!

Danbury, CT – Connecticut Institute For Communities, Inc. (CIFC), the local sponsor of the Federal Head Start Program, today announced the findings of their (1) tri-ennial Federal Review and (2) their first year Early Head Start Federal Review. Head Start program are reviewed on a regular schedule by the United States Department of Health and Human Services (USDHHS).

“Based on the information gathered during our review, it was determined that your Head Start Program and ARRA funded Early Head Start Program are in compliance with all [100%] Head Start Performance Standards, laws, regulations and policy requirements”, stated Ms. Yvette Sanchez Fuentes, Director, USDHHS Office of Head Start, in the official report dated 3/7/11.

In addition, new to all Head Start federal reports this year is the “Classroom Assessment Scoring System” (CLASS) observation. The CLASS tool looks at 10 dimensions of teacher-student interactions and rates them on a seven point scale. In every domain, Head Start of Northern Fairfield County scored substantially above the national average. The ten domains are Positive Climate (PC), Negative Climate (NC), Teacher Sensitivity (TS), Regard for Student Perspectives (RSP), Behavior Management (BM), Productivity (PD), Instructional Learning Formats (ILF), Concept Development (CD), Quality of Feedback (QF) and Language Modeling (LM).

For the first time, the official report also highlighted program strengths. The positive relationship between the CIFC Governing Board and Head Start Parents Policy Council was cited several times as a significant program strength. The review team was also impressed by the effective partnership with the Danbury Board of Education, including the Danbury Public Schools Community Oral Health Initiative. In addition, the report made note of the high level of qualification of the management team, and the technology rich environment for children and adults.

Senator Blumenthal said “I am pleased to celebrate this important news with the Connecticut Institute For Communities and Head Start of Northern Fairfield County. It is rare for a program to receive a perfect score, especially given that there are over 1,800 performance standards by which Head Start programs must comply. It is even more remarkable when a Head Start Program simultaneously has both their triennial Head Start and first year Early Head reviews, and receives a perfect score for each. I commend the Head Start of Northern Fairfield County program for their hard work and dedication, and look forward to celebrating more successes with them in the future.”

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

☐ Main Office
7 Old Sherman Turnpike, Suite 212
Danbury, CT 06810



☐ 88 Main Street
Suite 9
Ansonia, CT 06401



Tel: (203) 743.9760 • Fax: (203) 743.3411 • Email: info@CIFInstitute.org



Mayor Mark Boughton said, "Danbury Head Start Programs' receipt of perfect scores, and very high classroom observation results, attests to the strength of our local program. Head Start programs establish learning skills that students carry with them throughout their academic careers. I applaud our program's employees, Board Members and Head Start families for their exceptional results."

The President and Chief Executive Officer of CIFC, James H. Maloney, said: "The Connecticut Institute For Communities, Inc. is delighted by these very strong results. They are a testament to the hard work of our Head Start staff, Head Start parents and children, and the staff and Board of the Connecticut Institute For Communities, Inc., as well as our program partners in the Danbury School System, led by Dr. Sal Pascarella, Superintendent of Schools, and School Board Chair Irving Fox. We could not have achieved these wonderful scores without everyone's support."

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

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Attachments:

- Summary Chart
- Head Start Backgrounder
- Head Start Report Letter dated 3/7/11

APPENDIX C 2011 AUDIT REPORT



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.

We have audited the accompanying consolidated statements of financial position of Connecticut Institute For Communities, Inc. (a nonprofit organization) as of December 31, 2011 and 2010, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended. These consolidated financial statements are the responsibility of Connecticut Institute For Communities, Inc.'s management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit 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 includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our 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. as of December 31, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated May 16, 2012, 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 internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the result of our audit.

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedules of expenditures of federal awards and state financial assistance are presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of State, Local Governments and Non-Profit Organizations* and the State of Connecticut Office of Policy and Management, Single Audit Act, and are not a required part of the financial statements. The accompanying supplemental schedules are also not a required part of the 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 consolidated 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 information is fairly stated in all material respects in relation to the financial statements taken as a whole.

A handwritten signature in dark ink, appearing to read 'Maletta & Company', is written over a horizontal line.

Maletta & Company
Certified Public Accountants

Bristol, Connecticut
May 16, 2012

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2011 AND 2010

ASSETS		
	2011	2010
CURRENT ASSETS:		
Cash and Cash Equivalents	\$ 274,804	\$ 193,864
Cash - Restricted	71,924	71,231
Due From Funding Sources	162,966	151,034
Patient Accounts Receivable - Net	220,937	100,360
Accounts Receivable	201,816	67,087
Inventory	25,887	25,312
Prepaid Expenses	-	8,500
Total Current Assets	\$ 958,334	\$ 617,388
PROPERTY AND EQUIPMENT:		
Furniture & Equipment	551,944	404,734
Building	331,880	-
Land	1,482,808	-
Less Accumulated Depreciation	(219,505)	(106,458)
Net Property and Equipment	2,147,127	298,276
OTHER ASSETS:		
Other Receivable	41,761	35,000
Total Assets	\$ 3,147,222	\$ 950,664

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:		
Accounts Payable	\$ 35,927	\$ 19,017
Accrued Expenses	324,032	173,069
Accrued Payroll	207,522	175,925
Deferred Revenue	47,867	57,800
Current Maturity of Long Term Debt	24,648	21,429
Total Current Liabilities	639,996	447,240
Long Term Debt	584,280	108,929
NET ASSETS:		
Unrestricted	1,529,579	231,868
Temporarily Restricted	393,367	162,627
Permanently Restricted	-	-
Total Net Assets	1,922,946	394,495
Total Liabilities and Net Assets	\$ 3,147,222	\$ 950,664

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31, 2011 AND 2010

	2011		2010	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
OPERATING REVENUE AND SUPPORT:				
Grants from Government Sources	\$ 5,340,254	\$ -	\$ -	\$ 5,340,254
Patient Service Revenue - Net	2,355,542	183,284	-	2,538,826
Contributions	1,585,797	400	-	1,586,197
Service Revenue	118,403	145,891	-	264,294
Rental Income	12,000	-	-	12,000
Miscellaneous Income	238	294	-	532
Total Operating Revenue & Support Before	9,412,234	329,869	-	9,742,103
Net Assets Released From Restrictions	99,129	(99,129)	-	-
Total Revenue and Support	9,511,363	230,740	-	9,742,103
OPERATING EXPENSES:				
Program Services				
Early Childhood Education	3,739,838	-	-	3,739,838
Health Services	3,227,369	-	-	3,227,369
Nutrition Services	242,663	-	-	242,663
Building & Grounds	18,596	-	-	18,596
Other Programs	127,646	-	-	127,646
Total Program Services	7,356,112	-	-	7,356,112
Supporting Services				
General & Administrative	857,540	-	-	857,540
Total Supporting Services	857,540	-	-	857,540
Total Operating Expenses	8,213,652	-	-	8,213,652
CHANGE IN NET ASSETS:				
Net Assets, Beginning	1,297,711	230,740	-	1,528,451
Net Assets, Ending	231,868	162,627	-	394,495
Net Assets, Ending	\$ 1,529,579	\$ 393,367	\$ -	\$ 1,922,946
				\$ 4,760,057
				1,391,528
				881,706
				221,327
				2,352
				7,256,970
				7,256,970
				3,721,254
				1,992,839
				219,534
				-
				153,787
				6,087,414
				725,640
				725,640
				6,813,054
				443,916
				(49,421)
				\$ 394,495

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEARS ENDED DECEMBER 31, 2011 AND 2010

	Program Services						2010 Total Services
	Early Childhood Education	Health Services	Nutrition Services	Other Programs	Building & Grounds	General & Administrative	
Salaries and Related Expenses							
Salaries	\$ 1,281,262	\$ 2,031,886	\$ 551	\$ 57,768	\$ -	\$ 696,918	\$ 3,039,919
Employee Benefits	158,660	222,169	28	7,468	-	71,531	268,739
Payroll Taxes	112,387	172,766	57	4,907	-	50,784	280,037
Total Salaries & Related Expenses	<u>1,552,309</u>	<u>2,426,821</u>	<u>636</u>	<u>70,143</u>	<u>-</u>	<u>819,233</u>	<u>3,588,695</u>
Other Expenses							
Subcontract Costs	1,176,788	65,719	-	(96)	-	989	1,178,110
Professional Fees and Contracted Services	52,444	73,062	53	126	4,163	21,353	154,993
Nutrition Services	23,455	-	241,950	-	-	-	235,500
Occupancy	561,448	155,234	-	35,851	7,912	1,975	722,935
Depreciation	30,727	75,695	-	1,616	4,149	860	61,511
Other Program Costs	76,041	25,613	-	8,614	-	-	309,574
Staff Development and Training	120,132	28,736	-	(320)	-	58	117,791
Telephone	36,058	41,892	-	2,323	-	129	68,256
Travel and Transportation	24,533	2,063	-	379	-	155	6,998
Advertising and Public Relations	1,697	11,932	-	26	-	76	2,451
Insurance	29,596	45,048	-	469	2,145	285	76,506
Office Supplies and Expenses	38,266	133,874	-	8,469	227	4,869	139,526
Medical and Dental Supplies	11,780	127,356	-	-	-	-	123,925
Postage and Shipping	3,840	10,429	24	42	-	182	13,743
Interest Expense	-	2,408	-	-	-	7,354	7,897
Dues and Subscriptions	723	1,487	-	4	-	22	4,643
Total Other Expenses	<u>2,187,529</u>	<u>800,548</u>	<u>242,027</u>	<u>57,503</u>	<u>18,596</u>	<u>38,307</u>	<u>3,224,359</u>
Total Expenses	<u>\$ 3,739,838</u>	<u>\$ 3,227,369</u>	<u>\$ 242,663</u>	<u>\$ 127,646</u>	<u>\$ 18,596</u>	<u>\$ 857,540</u>	<u>\$ 6,813,054</u>

CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2011 AND 2010

CASH FLOWS FROM OPERATING ACTIVITIES:

	2011	2010
Change in Net Assets	\$ 1,528,451	\$ 443,916
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:		
Contributions of Property	(499,999)	-
Depreciation Expense	113,047	61,511
 Change in Operating Assets and Liabilities		
Decrease (Increase) in Accounts Receivable	(134,729)	20,076
Decrease (Increase) in Patient Accounts Receivable - Net	(120,577)	(100,360)
Decrease (Increase) in Due From Funding Sources and Other Receivables	(11,932)	(50,167)
Decrease (Increase) in Inventory	(575)	(25,312)
Decrease (Increase) in Prepaid Expenses	8,500	(1,358)
Increase (Decrease) in Accounts Payable	16,910	(23,909)
Increase (Decrease) in Accrued Payroll & Related Liabilities	31,597	91,670
Increase (Decrease) in Accrued Expenses	150,963	16,471
Increase (Decrease) in Deferred Revenue	(9,933)	29,273
	(69,776)	(43,616)
Cash Provided By Operating Activities	1,071,723	461,811
 CASH FLOWS FROM FINANCING ACTIVITIES:		
Other Receivable	(6,761)	(35,000)
Proceeds from Borrowings	500,000	-
Repayment of Long Term Debt	(21,429)	(19,643)
Net Provided (Used) by Financing Activities	471,810	(54,643)
 CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of Property and Equipment	(1,461,899)	(295,085)
Net Provided (Used) by Investing Activities	(1,461,899)	(295,085)
 NET INCREASE (DECREASE) IN CASH & CASH EQUIVALENTS:	81,634	112,083
 CASH AT BEGINNING OF YEAR:	265,095	153,012
 CASH AT END OF YEAR:	\$ 346,728	\$ 265,095
 Supplemental Disclosure of Cash Flow Information		
Cash Paid for Interest	\$ 9,762	\$ 7,897
Cash Paid for Taxes	\$ -	\$ -

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2011**

A. SUMMARY OF AUDIT RESULTS

1. The auditor's report expresses an unqualified opinion on the financial statements of Connecticut Institute For Communities, Inc.
2. No material weaknesses were identified during the audit of the financial statements.
3. No instances of noncompliance material to the financial statements of Connecticut Institute For Communities, Inc. were disclosed during the audit.
4. No material weaknesses were identified during the audit of the major federal programs.
5. The auditor's report on compliance for the major federal award programs for Connecticut Institute For Communities, Inc. expresses an unqualified opinion on all major federal programs.
6. Audit findings that are required to be reported in accordance with Section 510(a) of OMB Circular A-133 are reported in this Schedule.
7. The programs tested as major programs include:

<u>Name</u>	<u>CFDA#</u>	<u>Expenditures</u>
<u>U.S. Department of Health & Human Services:</u>		
Administration for Children & Families		
Head Start	93.600	\$ 2,049,235
Consolidated Health Centers	93.224	411,792
 <u>ARRA (American Recovery & Reinvestment Act):</u>		
New Access Points	93.703	287,266
Capital Improvements Program	93.703	95,917
Increased Demand for Services	93.703	35,316
Early Head Start Expansion	93.708	781,299

8. The threshold for distinguishing Types A and B programs was \$300,000.
9. Connecticut Institute For Communities, Inc. qualified as a low risk auditee.

B. FINDINGS – FINANCIAL STATEMENTS AUDIT

None reported.

C. FINDINGS AND QUESTIONED COSTS - MAJOR FEDERAL AWARD PROGRAMS

There were no current audit findings or questioned costs.

