

# Connecticut Institute For Communities, Inc.

## 2014 - 2015 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

October, 2015

Health • Education • Housing • Economic Development

# 2014 - 2015 Annual Report

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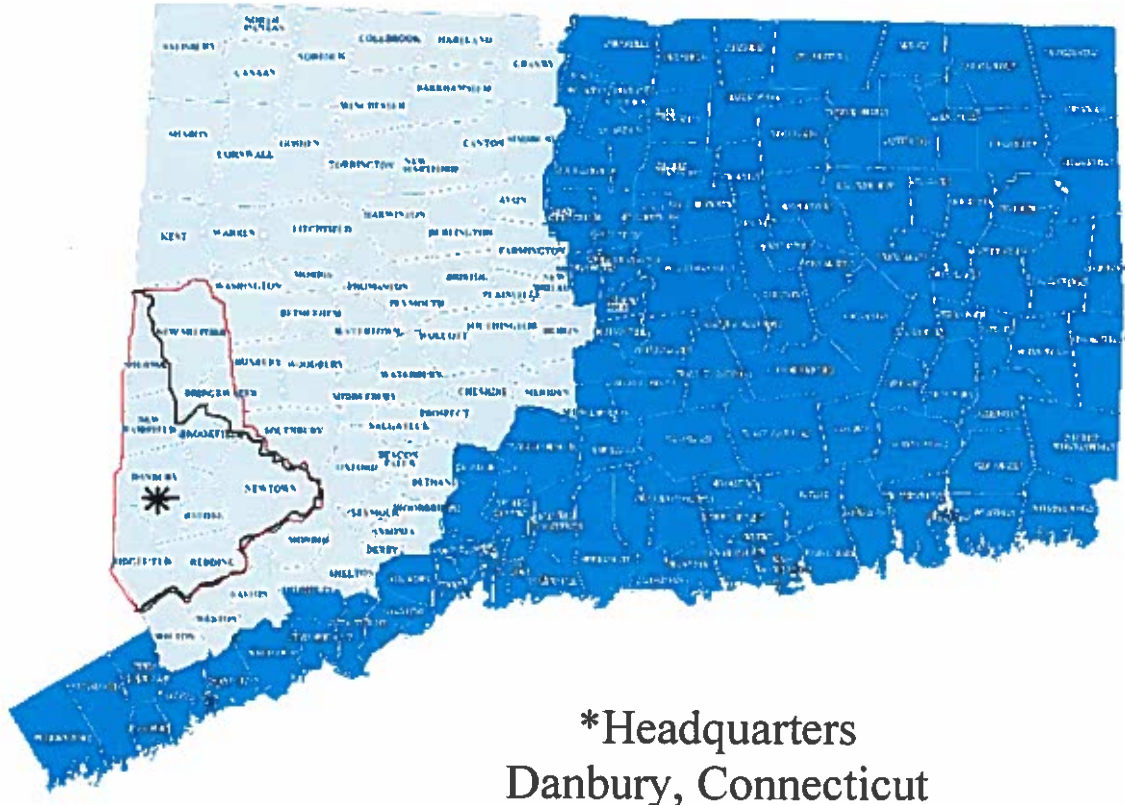
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## MISSION STATEMENT

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***

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

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

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

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

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## DEDICATION

Our Annual Report for 2014 - 2015 is dedicated to all those individuals and organizations that made possible CIFIC's commencement of construction in June 2015 of our new \$15,000,000 Community Health Center Building (see the renderings on the following page) now being built at 120 Main Street in downtown Danbury.

As to individuals, we particularly want to note **Governor Dannel P. Malloy**, who sheperded a \$4,000,000 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; 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 progress without their visionary leadership and assistance.

As to organizations, we particularly want to note that the State grant was provided through the **Connecticut Department of Economic and Community Development**; private commercial mortgage financing was provided by **Eastern Bank** of Boston, MA, in participation with **Union Savings Bank** of Danbury, CT, totaling approximately \$6,000,000; and private investments through the Federal New Market Tax Credit (NMTC) program were provided in the net amount of approximately \$5,000,000, through three (3) 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).

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 Pharmacy and Phlebotomy, on site. These expanded services will be very beneficial additions to community health care in Danbury.

The Institute's new building will also mean the location of more than 60 permanent new jobs to downtown Danbury, many of them high-paying positions such as Physicians and Advanced Practice Registered Nurses. We look forward to having the building completed and placed into service by Fall 2016, approximately one (1) year from now.







**Architectural Rendering of the Building viewed from Main Street**

*Art Credit: Studio Q Architecture & Quisenberry Arcari Architects*



**Architectural Rendering looking northwest from the corner  
of Main Street & Boughton St.**

*Art credit: Studio Q Architecture & Quisenberry Arcari Architects*

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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 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 – 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.



### **Ribbon Cutting for CIFIC's new School-Based Health Center at Newtown Middle School**

From Left to Right: James H. Maloney, JD, CIFIC Pres. & CEO; State Rep. Mitch Bolinsky, R-106; Dep. Commissioner of Dept. Public Health Janet M. Brancifort, MPH; Newtown First Selectwoman Pat Llodra; Principal Mr. Tom Einhorn; Mrs. Laura Roche, Newtown BOE Vice-Chair; Ms. Donna Dulbert, MPH, Newtown Health Dir.; State Sen. Tony Hwang, R-28; Ms. Melanie Bonjour, MPH, CIFIC's SBHC Manager; and Newtown Superintendent of Schools, Dr. Joseph V. Erardi, Jr.

### **WIC Celebrates National Nutrition Month!**

National Nutrition Month is sponsored annually in the month of March by the Academy of Nutrition and Dietetics. This year's theme was "Bite into a Healthy Lifestyle" and taught by Amianta Lashley. WIC held healthy cooking classes on March 17<sup>th</sup> and March 24<sup>th</sup> for WIC participants (to the right).



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## LEADERSHIP'S ANNUAL REPORT

October, 2015



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



Hon. James H. Maloney, JD  
President & CEO

Dear Friends:

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

Highlights of the past year include:

- Re-renewal of recognition by the National Committee for Quality of Assurance of Level 3 (the highest) Patient-Centered Medical Home standing of CIFC's Greater Danbury Community Health Center.
- Expansion of our innovative Primary Care Adult Medicine Residency Program (post-MD), supported by major funding from USD/HHS Health Resources and Services Administration, beyond our original component at our Greater Danbury Community Health Center in cooperation with Danbury Hospital, to include a second component at Griffin Hospital, Derby, CT.
- Receipt of funding from the State of Connecticut for a fifth (5th) CIFC/GDCHC School-Based Health Center (SBHC), to be located at the Middle School in Newtown, CT.
- Further development at 120 Main Street in Downtown Danbury (the "Old Police Station Site" opposite St. Peter's R.C. Church), of the construction of both a new, comprehensive 37,000 +/- 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 \$4,000,000 state grant, and \$6,000,000 in mortgage funding.
- Significant progress, including Danbury Z.B.A. variance approval, towards the development of a seven classroom pre-school facility at 29 Park Avenue, near downtown Danbury.

- 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.
- 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!
- Receipt of a commitment from the State of Connecticut of \$3,800,000 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.

Indeed, 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 the mid-2015, our programs and services encompassed the following:

#### **Beaver Street Apartments Cooperative, Inc.**

#### **Danbury Armory Historic Preservation and Reuse Project**

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

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



**Danbury Community Facilities Collaboration:**

- Modernization of the equipment and facilities of the Danbury War Memorial building,
- The addition of up to 10 new pre-school classrooms in Danbury, including 7 to be located in the former “Danbury Cadillac/Oldsmobile” building at 29 Park Avenue, and 3 at the Danbury War Memorial building,
- The purchase and re-opening of the former Danbury YMCA building as a comprehensive downtown **Danbury Community Center** to include a newly organized Boys and Girls Club of Danbury.

**Harambee Youth Center**

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

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

Yours truly,

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

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



## HISTORY AND OVERVIEW

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

**Connecticut Institute For Communities, Inc. performs two unique roles. CIFIC serves both as a “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 the past ten years, CIFIC has 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 \$2,000,000 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. This past year, the Greater Danbury Community Health Center provided approximately 20,000 patient visits.
- ❑ 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 CityCenter 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.
- ❑ The organization of an additional CIFC affiliate corporation to hold title to our leasehold interest at the new Head Start Center, 37 Foster Street, Danbury.
- ❑ As 2013 came to a close, CIFC/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**

- ❑ Expansion of our Health Center's outreach services in support of enrollments in the Federal Patient Protection and Affordable Care Act health initiative ("Obamacare").
- ❑ Successful integration of the Regional Women, Infants and Children's Health & Nutrition Program (WIC) as a service of our Greater Danbury Community Health Center, with official recognition by the USD/HHS Health Resources and Services Administration.
- ❑ Consolidation of the three Danbury School Based Health Centers, previously administered by the Danbury Health Department at Danbury High School and Danbury's two Middle Schools (Broadview and Rogers Park), within our Community Health Center, also with official recognition by the USD/HHS Health Resources and Services Administration.
- ❑ Further planning for the "Old Police Station Site" at 120 Main Street in Downtown Danbury (opposite St. Peter's R.C. Church), for the construction of both a new, comprehensive 37,000 +/- sq. ft. Health Center facility and a new multi-unit Elderly Housing Complex, including in 2013 the submission to the City of Danbury Planning Commission of revised site plan and permit applications for the expansion of the Elderly Housing building up to 79 units.



- ❑ Preliminary revitalization work, following our purchase from the State of Connecticut, through the City of Danbury, of the Historic Armory Building on West Street in downtown Danbury, providing a permanent home for our Harambee Youth Center Program.
- ❑ Successful turnover of the Batchelder Brownfield Project to the Town of Newtown, allowing the Town to seek environmental remediation grants to complete clean-up of the Batchelder site.
- ❑ Significant physical renovations and improvements at the Beaver Street Apartments Cooperative resulting in a very successful USD/HUD site review of the project, with a score of 97A (out of 100), the highest such score received by the Cooperative in several decades.

## 2015

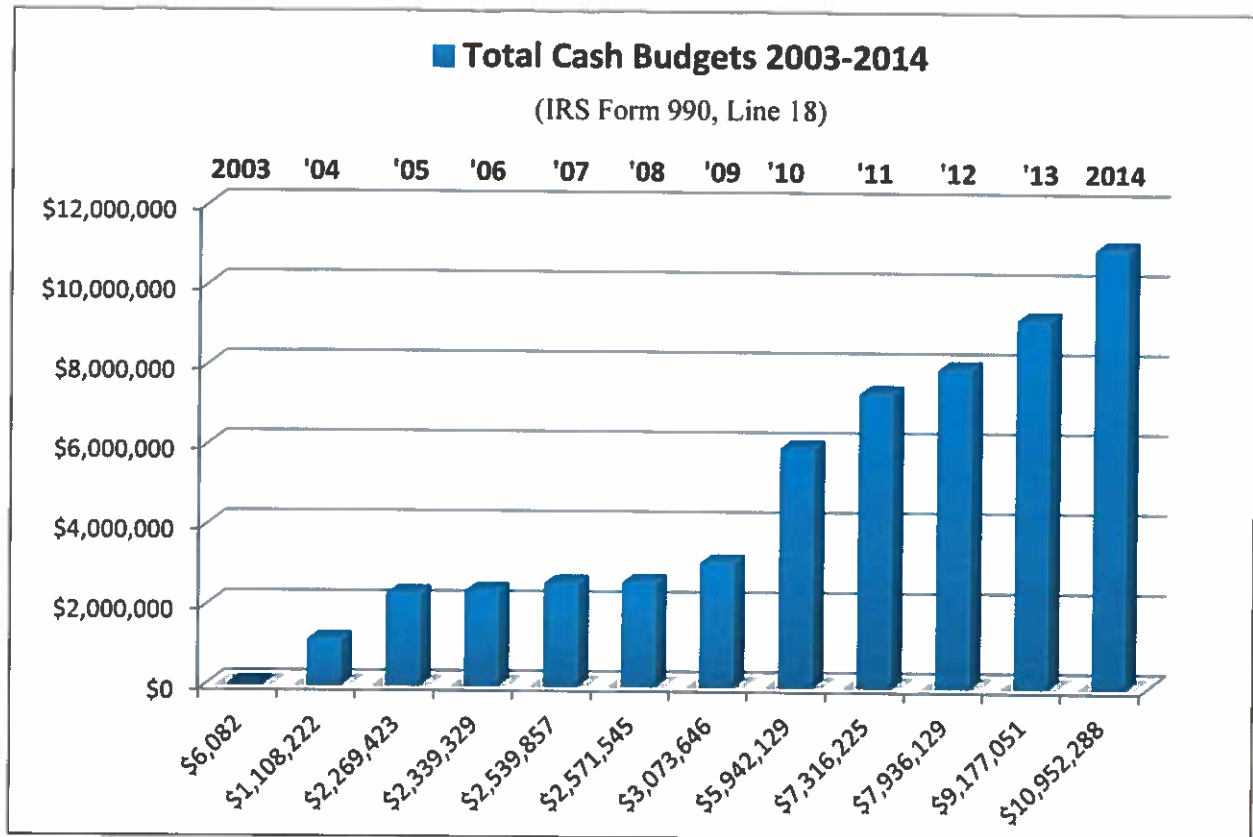
- ❑ See the “Leadership Letter” at Page 6 of this Report.

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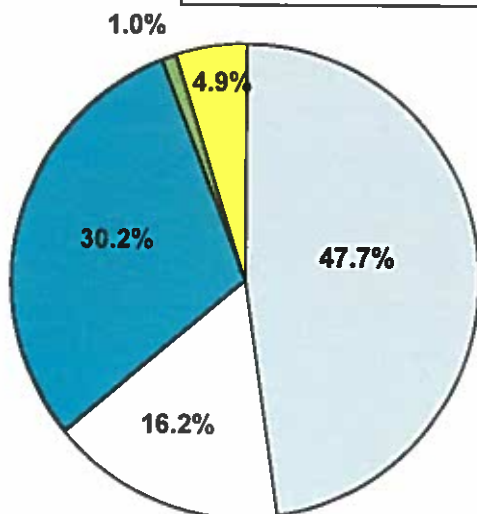


Gov. Dannel P. Malloy (center-left) and Mayor Mark Boughton of Danbury (center-right) lead the groundbreaking celebration for CIFIC's new Greater Danbury Community Health Center building with CIFIC's Board Chair, Dr. Frank Muska, PhD. (left) and CIFIC's President/CEO, Hon. James H. Maloney, JD (right).

# CIFC Financial Summary



## Sources of Support 2014 - \$12,011,051 Cash and In-Kind Services



□	Federal Government	- \$5,727,118	- 47.7%
□	State of Connecticut	- \$1,946,742	- 16.2%
■	Patient & Service Revenue	- \$3,630,471	- 30.2%
■	Municipal Government	- \$113,822	- 1.0%
■	Contributions (Cash & In-Kind) + Misc.	- \$592,898	- 4.9%
<b>Total - \$12,011,051 - 100%</b>			

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

### Head Start / Early Head Start Program Summary

Head Start / Early Head Start Program Summary							
		2011/2012		2012/2013		2013/2014	
		Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment		307	62	307	62	267	32
Total Number Served (actual)		347	64 – children 10 – adults	423	72 – children 3 - adults	371	43
Families Served		331	71	398	72	348	40
Average Monthly Enrollment		307	62	307	62	267	32
Percent of Income Eligible Children Served, re: Federal Poverty Level (FPL)	0-100% FPL	74%	82%	69%	88%	258 (70%)	74%
	100-130% FPL	18%	14%	21.3%	5.3%	78 (21%)	18%
	130% + FPL	8%	4%	9.7%	6.7%	35 (9%)	7%
Percentage of Children with Medical Homes		334/347 = 96%	61/64 = 95%	403/423 = 95%	72/72 = 100%	364 (98%)	43/43
Percentage of Children (over 1 year of age) with Dental Homes		334/347 = 96%	57/57 = 100%	405/423 = 95.7%	46/48 = 95.8%	364 (98%)	30/30
Percentage of Children receiving Medical & Dental Exams		M = 334/347 = 96% D = 322/347 = 93%	M = 61/64 = 95% D = 59/59 = 100%	M = 403/423 = 95% D = 405/423 = 96%	M = 72/72 = 100% D = 46/48 = 96%	364 (98%) 364 (98%)	M 43/43 D 30/30
Percentage of Service Area Children Served		342/4446* = 7.8%	64/6670* = 1.0%	423/4446* = 9.5%	72/6670* = 1.1%		
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		√	√	√	√	√	N/R
• Child abuse and neglect services		√	√	√	√	√	√
• Domestic Violence Services		√	√	√	N/R	√	√
• Child Support assistance		√	N/R	√	N/R	√	N/R
• Health Education		√	√	√	√	√	√
• Assistance to Families of Incarcerated Individuals		√	N/R	√	N/R	√	√
• Parenting Education		√	√	√	√	√	√
• Marriage Education		√	N/R	√	N/R	N/R	√
• Center Meetings		√	√	√	√	√	√
• Policy Council Meetings		√	√	√	√	√	√
• HS/EHS Home Visits		√	√	√	√	√	√
• Family Nights		√	√	√	√	√	√
• Transition to Kindergarten School Readiness Workshops		√	N/A	√	N/A	√	N/A
Transition to Kindergarten		168 (100% of children of kindergarten age)		161 (100% of children of kindergarten age)	N/A	257 (100% of children of kindergarten age)	N/A

(N/R = Available but Not Requested) \*2012 Census

(Source: 2011/2012, 2012/2013 and 2013/2014 PIR Reports)

Financial Summary *(See also Audit Report)	2011 (Audited)	2012 (Audited)	2013 (Audited)	2014 (Audited)	2015 (Proposed)
Head Start Federal Grant	2,049,235	1,826,964	1,781,139	1,761,611	1,849,487
Head Start Federal ARRA COLA & QI Grants	N/A	127,519	N/A	104,682	N/A
Head Start State Grants	225,696	258,050	219,909	180,412	209,098
Early Head Start Federal Grant	781,299	832,043	861,110	831,638	920,016
USDA/CT-SDE Child and Adult Food Program	242,663	219,534	264,846	271,566	297,381
State School Readiness Program Grant	238,352	230,472	400,608	407,088	414,864

\*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 and Early Head Start Detailed Finances  
2012**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 627,479	\$ -	\$ 627,479	\$ 665,270	\$ -	\$ 665,270
Fringe Benefits	\$ 188,244	\$ -	\$ 188,244	\$ 133,112	\$ -	\$ 133,112
Equipment	\$ -	\$ -	\$ -	\$ 9,900	\$ -	\$ 9,900
Supplies	\$ 38,022	\$ -	\$ 38,022	\$ 28,628	\$ -	\$ 28,628
Contractual	\$ 771,250	\$ 364,707	\$ 1,135,957	\$ 16,482	\$ 82,450	\$ 98,932
Other	\$ 171,375	\$ 237,708	\$ 409,083	\$ 45,769	\$ 147,900	\$ 193,669
T&TA	\$ 29,764	\$ -	\$ 29,764	\$ 22,158	\$ -	\$ 22,158
<b>TOTAL</b>	<b>\$ 1,826,134</b>	<b>\$ 602,415</b>	<b>\$ 2,428,549</b>	<b>\$ 921,319</b>	<b>\$ 230,350</b>	<b>\$ 1,151,669</b>

Total Federal:	\$ 2,747,453	76.7%	
Total State Share:	\$ 832,765	23.3%	<u>USDA: \$260,000</u>
Combined Local Total:	\$ 3,580,218	100%	

**2013**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 760,387	\$ -	\$ 760,387	\$ 670,976	\$ -	\$ 670,976
Fringe Benefits	\$ 208,689	\$ -	\$ 208,689	\$ 124,927	\$ -	\$ 124,927
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 48,904	\$ -	\$ 48,904	\$ 32,940	\$ -	\$ 32,940
Contractual	\$ 469,135	\$ 282,706	\$ 751,841	\$ 9,406	\$ 59,800	\$ 69,206
Other	\$ 182,946	\$ 538,679	\$ 721,625	\$ 33,017	\$ 167,324	\$ 200,341
Move-In	\$ 19,528	\$ -	\$ 19,528	\$ 29,472	\$ -	\$ 29,472
T&TA	\$ 29,893	\$ -	\$ 29,893	\$ 22,029	\$ -	\$ 22,029
<b>TOTAL</b>	<b>\$ 1,719,482</b>	<b>\$ 821,385</b>	<b>\$ 2,540,867</b>	<b>\$ 922,767</b>	<b>\$ 227,124</b>	<b>\$ 1,149,891</b>

Total Federal:	\$ 2,642,249	71.6%	
Total State/Local Share:	\$ 1,048,509	28.4%	<u>USDA: \$288,776</u>
Combined Total:	\$ 3,690,758	100%	

**2014 (Actual)**

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

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

**2015 (As Proposed)**

Item	Head Start			Early Head Start		
	Federal	State/Local Share	Total	Federal	State/Local Share	Total
Personnel	\$ 1,242,442	\$ 502,648	\$ 1,745,090	\$ 646,483	\$ - 0 -	\$ 646,483
Fringe Benefits	\$ 179,835	\$ 257,282	\$ 437,117	\$ 80,442	\$ 81,178	\$ 161,620
Equipment	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
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	\$ 243,361	\$ 468,359	\$ 62,164	\$ 86,401	\$ 148,565
T&TA	\$ 29,764	\$ - 0 -	\$ 29,764	\$ 22,158	\$ - 0 -	\$ 22,158
<b>TOTAL</b>	<b>\$ 1,849,487</b>	<b>\$ 1,059,281</b>	<b>\$ 2,908,768</b>	<b>\$ 920,016</b>	<b>\$ 167,579</b>	<b>\$ 1,087,595</b>

Total Federal:	\$ 2,769,503	69.3 %	
Total State/Local Share:	\$ 1,226,860	30.7 %	USDA: \$297,381
Combined Total:	\$ 3,996,363	100 %	

## **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 90% of our families attend kindergarten, come to our Danbury Head Start Center to register children for kindergarten. Then each Spring, the public schools conduct orientation for parents and children. Head Start provides a development skill summary to district kindergarten teachers in August to help identify individual needs of each incoming kindergartner.

## **Parent Involvement Activities:**

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

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

## Summary Statistical Report

ITEM	2011 Results	2012 Results	2013 Results	2014 Results	2014 State Averages
<b>Patient Profile</b>					
Total Patients	5,019	5,382	5,997	7,348	22,571
Medical Patients	5,019	5,382	5,997	7,348	18,199
% Patients < 200% FPL	55%	51%	62%	48%	94%
% income unknown	21%	18%	15%	33%	13%
% Medicaid	24%	36%	39%	47%	58%
% Uninsured	9%	16%	13%	10%	23%
% White <sup>1</sup>	70%	63%	61%	55%	55%
% African American	6%	6%	6%	7%	25%
% Hispanic	25%	27%	31%	36%	46%
Migrant patients	0	0	0	0	71
Homeless patients	7	2	3	2	1,149
<b>Quality of Care</b>					
• Routine and Preventative					
% women with pap tests	40%	34%	58%	69%	58%
% children immunized	79%	60%	71%	93%	57%
Continuity of care (medical visits per patient) <sup>2</sup>	3.44	3.66	3.42	3.13	3.56
• Chronic Care					
Hypertensive adults (18-75) as % of adult medical pts.	80%	52%	23%	28%	77%
% Controlled Hypertension	34%	69%	79%	75%	15%
<b>Efficiency</b>					
Total Visits	17,281	19,732	20,627	25,226	109,928
Medical Visits <sup>3</sup>	17,281	19,732	20,516	23,016	64,848
Direct medical staff support ratio	1.06	.96	.79	1.5	1.54
Admin. support staff ratio	3.32	4.29	.98	1.49	2.58
<b>Financial Viability</b>					
Avg. charge per patient	495.00	505.96	554.99	549.27	\$815.00
Avg. charge per billable visit	144.00	148.14	161.35	160.00	\$137.00
Avg. collection per visit	122.00	109.05	124.40	123.27	\$111.00
Ratio Charge to Cost <sup>4</sup>	0.73	0.74	0.77	0.76	0.93

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

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

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

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



## OUR DEDICATED BOARD OF DIRECTORS

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

(Affiliations listed for identification only)

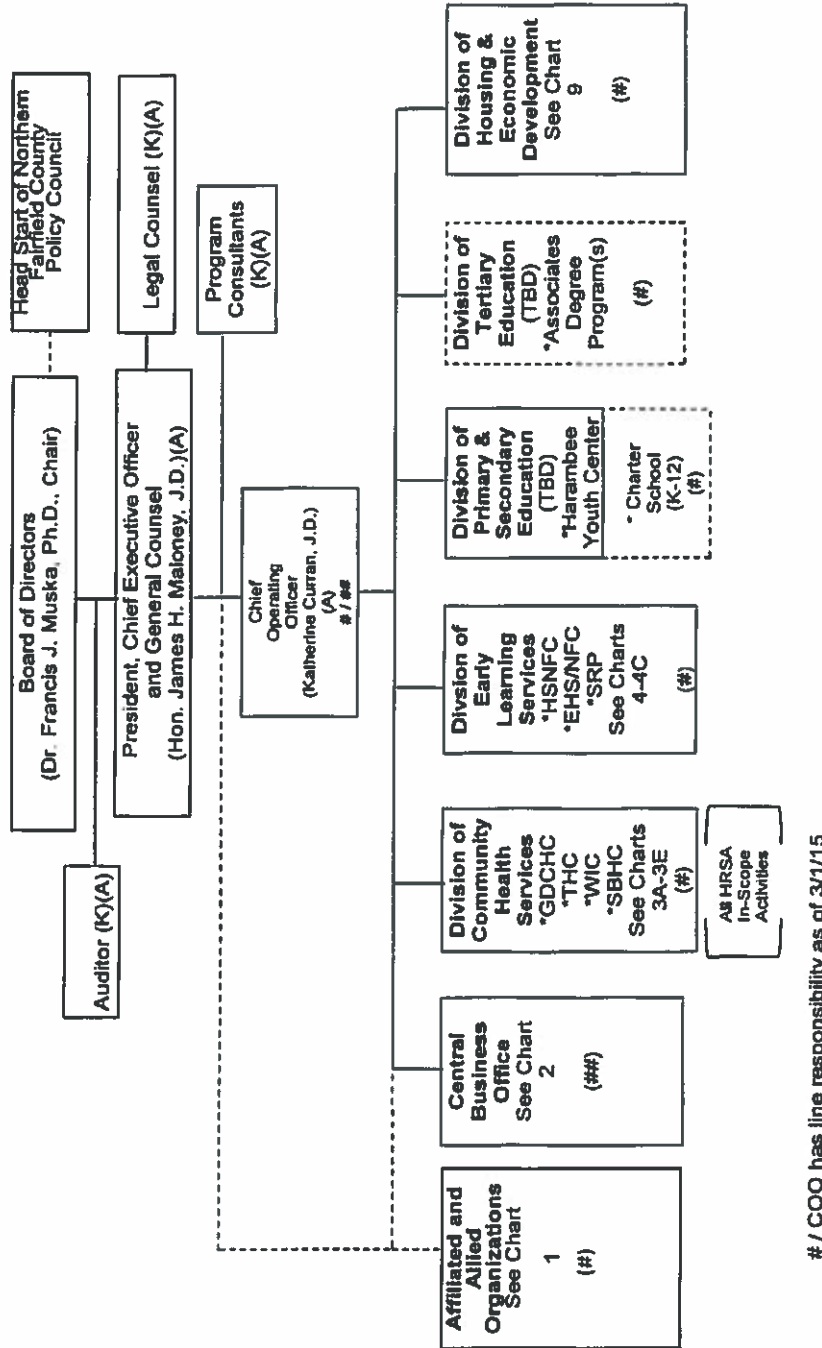
(Updated through: 6/30/15)



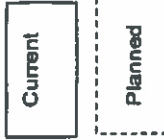
*"CIFC: Strengthening Families; Building Communities"*

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

CIFC Board of Directors: 1/15/14  
 Updated: 9/24/2014  
 2/25/2015



**KEY:**

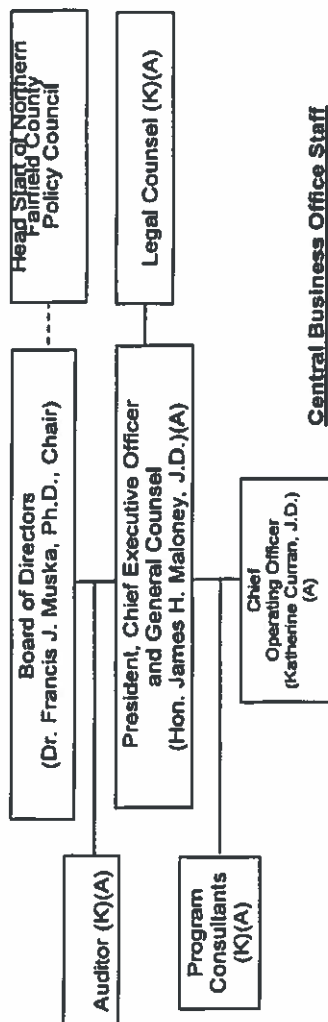


# / COO has line responsibility as of 3/1/15  
 ## / COO has line responsibility as of 3/1/16 (except Finance);  
 COO has line responsibility as of 3/1/17 for Finance

**List of Tables**

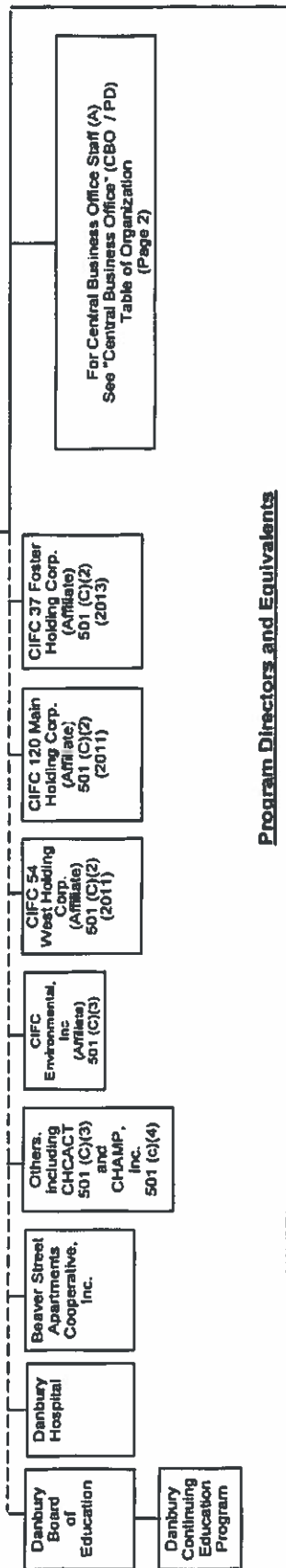
Summary	Page	KEY:
Overview	1	Current Positions
CBO/PD	2	
GDCHC/MIC	3A-3E	
ELP	4A	Planned Position (Start Date)
EHS	4B	
SRP	4C	
HYC	5	
DH&ED	6	

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

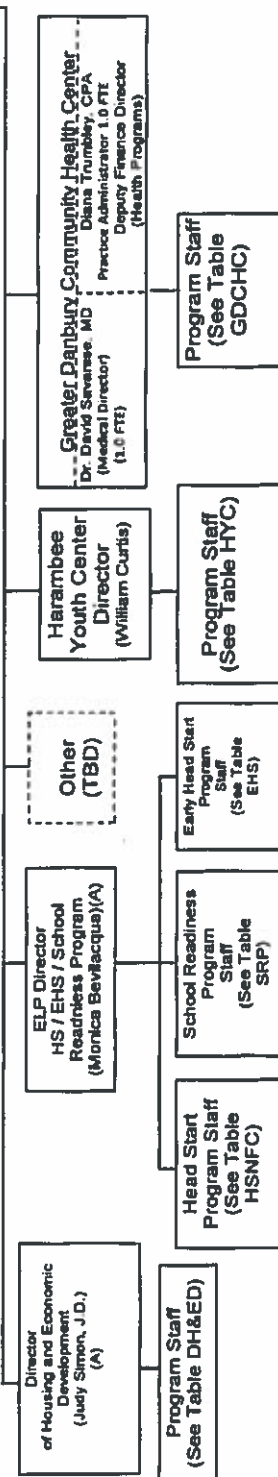


NOTE: Many positions are allocated between programs and are indicated with an "(A)". The FTE percentages listed on the TOs are the full FTE - not the allocated share(s). For details of the allocations see the CIFC Cost Allocation Plan. If not specified, the FTE percentage is 100% for staff position

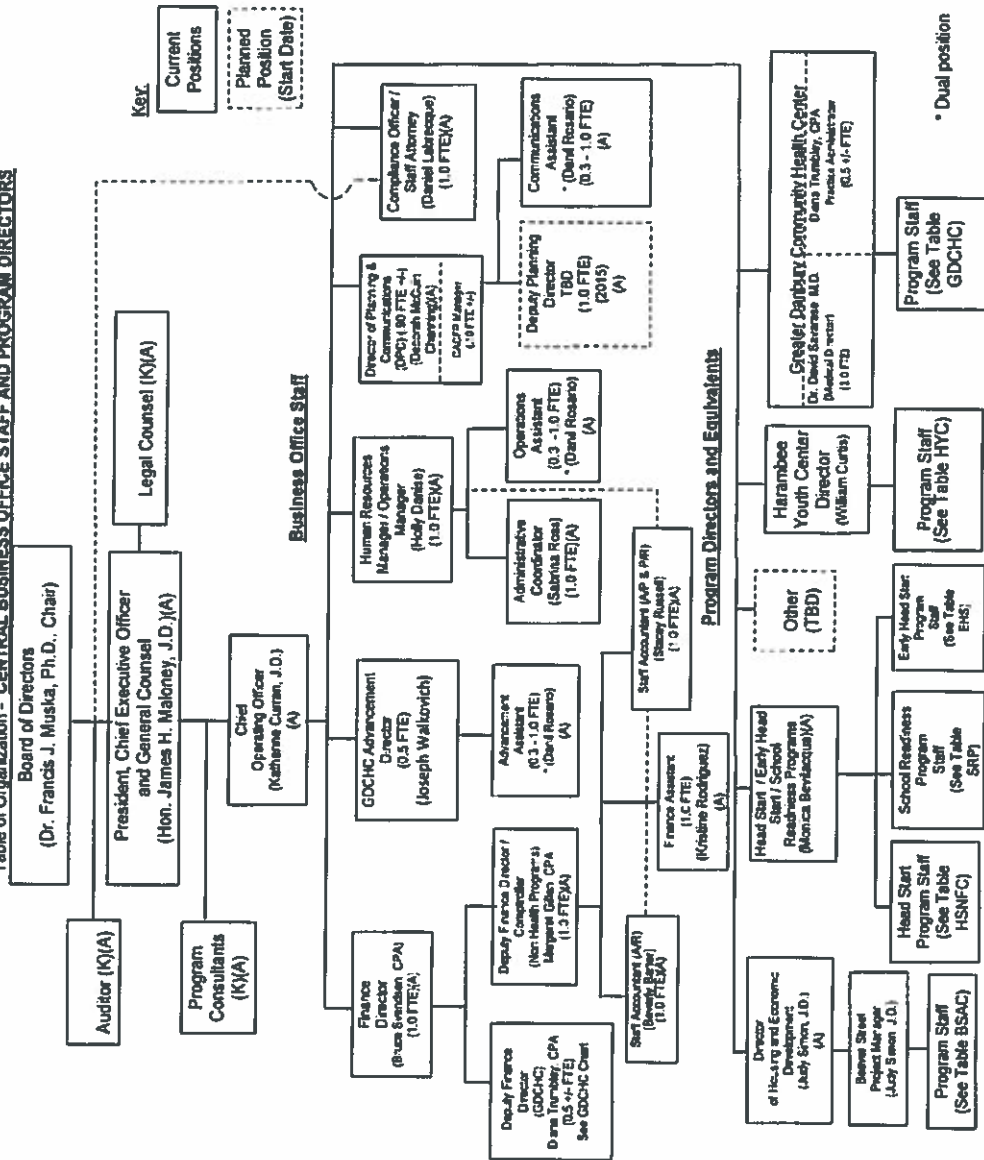
**Allied & Affiliated Organizations**



**Program Directors and Equivalents**



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





## LEADERSHIP STAFF

<b>Central Business Office Staff</b> 7 Old Sherman Turnpike, Suite 212 Danbury, CT 06810 Tel: (203) 743-9760 ~ Fax: (203) 743-3411		<b>CIFC Greater Danbury Community Health Center</b> 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	
<b>James H. Maloney, J.D.</b> President/CEO	<b>Margaret Gillen, CPA</b> Deputy Finance Dir./Controller	<b>Dr. David Savarese, MD</b> Medical Director/Pediatrician	<b>Dr. Nimi Magavi, MD</b> Adult Medicine
<b>Deborah McCuin-Channing, MA</b> Dir. Planning & Communications	<b>Sabrina Ross</b> Administrative Coordinator	<b>Diana Trumbley, CPA</b> Practice Administrator	<b>Dr. Shivayogi Magavi, MD</b> Adult Medicine
<b>Katie M. Curran, J.D.</b> Chief Operating Officer	<b>Bruce Svendsen, CPA</b> Finance Director	<b>Pilar Debuc-Penney</b> Office Coordinator	<b>Dr. Asha Marhatta, MD, MPH</b> Residency Program Director
<b>Holly Danise</b> Human Resources & Operations Manager	<b>Joseph Walkovich</b> GDCHC Director of Advancement	<b>Dr. Joan Draper, MD</b> Ophthalmology Project Manager	<b>Dr. Kathleen Mauks, MD</b> Adult/Geriatric Medicine
<b>Women, Infants &amp; Children's Nutrition Program (WIC)</b> 80 Main Street Danbury, CT 06810 Tel: (203) 456-0140 Fax: (203) 917-3567		<b>Dr. Robert Fornshell, MD</b> Orthopedic Physician	<b>Catia Monaco</b> Eligibility Coordinator
<b>Patricia Mascoli</b> WIC Program Manager	<b>Annamarie Evans</b> Lead Nutritionist	<b>Dr. Amy Handler, MD</b> Chief of Pediatrics	<b>Grace Scire</b> THC Manager
<b>School-Based Health Center Program</b> Danbury High School, Clapboard Ridge Road, Danbury, CT 06810 Rogers Park Middle School, Memorial Drive, Danbury, CT 06810 Broadview Middle School, Hospital Avenue, Danbury, CT 06810 Newtown Middle School, Queen Street, Newtown, CT 06470		<b>Early Head Start of Northern Fairfield County Management Staff</b> <b>Head Start of Northern Fairfield County Management Staff</b> <b>School Readiness Program Management Staff</b> 37 Foster Street, Danbury, CT 06810 Tel: (203) 743-3993 ~ Fax: (203) 792-9387	
<b>Melanie Bonjour</b> SBHC Manager	<b>Dr. Robert Golenbock, MD</b> SBHC Medical Director	<b>Monica Bevilacqua</b> EHS/HS/ SRP Program Director	<b>Sondra Cherney</b> Education Services Asst. Manager
<b>Housing Services Program Staff</b> <b>Beaver Street Apartments Cooperative, Site Office</b> 1B Meehan Place, Danbury, CT 06810 Tel: (203) 794-1760 ~ Fax: (203) 794-0012		<b>Jessica Watson, MS</b> Senior Education Manager	<b>Nancy Damici, RN</b> Health & Nutrition Manager
<b>David Martin</b> Sr. Resident Relations Specialist	<b>Leonard Romaniello</b> Resident Relations/Facilities Specialist	<b>Sarah Geary, MSW</b> Social Services Manager	<b>Robin Scott</b> Education Manager
<b>Joselyn Cotillo</b> Resident Relations Specialist	<b>Anthony Vines</b> Maintenance Specialist	<b>Cristiana Ginsberg</b> Mental Health & Disabilities, Mgr.	
<b>Harambee Youth Center</b> 54 West Street, Danbury, CT 06810 Tel: (203) 748-0230 ~ Fax: (203) 748-1595			
<b>William Curtis</b> Program Director	<b>Larry Moore-Mouning</b> Program Aide		

Updated through 6/30/15

# # #



## OUR PROFESSIONAL ADVISORS

### **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, JD  
Christopher Leonard, JD  
Thomas Beecher, JD  
148 Deer Hill Avenue  
Danbury, CT 06810

#### Squire Patton Boggs, LLP

Steve Mount, JD  
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41 South High Street  
Columbus, OH 43215

### **Auditors**

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Certified Public Accountants  
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1002 Farmington Avenue, Suite 202  
Bristol, CT 06010

### **Government Relations**

Joseph Walkovich  
Richard Foley

### **Health Care Planning**

Kenneth Dym  
John Steiner

### **Housing**

#### The Roche O'Donnell Group, LLC

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



## CIFC AWARDS -- ROLL OF HONOR

### CIFC Distinguish Service Award

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

2013 – Dr. Thomas F. Draper, MD, MPH  
GDCHC Medical Director  
2011 - 2013



### Community Leadership Awards

2004 - Hon. Mark D. Boughton,  
Mayor of Danbury

2005 - State Senator David Capiello  
(24<sup>th</sup> District)

2006 - State Representative Robert Godfrey  
(110<sup>th</sup> District)

2007 - State Representative Jason Bartlett  
(2<sup>nd</sup> District)

2008 - Hon. Christopher Murphy  
Member of Congress (CT-5)

2009 - Hon. Christopher Donovan  
Speaker of the Connecticut  
House of Representatives

2010 - Hon. Norma Gyle, R.N., PhD  
Deputy Commissioner  
CT Department of Public Health

2011 - State Representative Joseph Taborsak  
(109<sup>th</sup> District)

2012 - Hon. Dannel P. Malloy, Esq.  
Governor of the State of Connecticut

2012 - Danbury Board of Education Member  
Mr. Richard Janelli

2013 - Dr. Sal Pascarella, EdD  
Superintendent,  
Danbury Public Schools

2014 - Mr. Thomas Saadi, JD  
Democratic Council Leader  
Danbury City Council

### Health Center Clinician of the Year

2011 - Dr. Nimi Magavi  
Internal Medicine

2012 - Susan Hartmann, APRN  
Family Medicine

2013 - Emilie Mauks-Koepke, PA  
Family Medicine

2014 - Dr. Christine Metz, MD  
Chief of Adult Medicine

### 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

### CIFC Colleague of The Year

2003 - Monica Marketto Bevilacqua,  
Operations Manager

2008 - Stacey Russell  
Staff Accountant

2008 - Holly Danise,  
HR & Operations Manager

2010 - Sabrina Ross  
Administrative Coordinator

2011 - Deb McCuin-Channing  
Director of Planning &  
Communications

2012 - Bruce Svendsen, CPA  
Finance Director

2013 - Katie Curran, J.D.  
Staff Attorney/Compliance Officer

2014 - Joe Walkovich  
Director of Advancement

### SBHC Colleague of the Year

2014 - Jacqueline George  
NMS SBHC Program Assistant

### WIC Colleague of the Year

2014 - Josephine Phillips  
Program Assistant

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

### Early Learning Colleague of the Year

- 2004 - Patricia Keith Johnson,  
Community Services Manager
- 2005 - Nancy Crain,  
Family Advocate
- 2006 - Claudia Schoen, L.P.N.  
Health Services Manager
- 2009 - Kara Watson-Wanzer  
Education Manager
- 2010 - Tara Willis  
Deputy Education Svcs. Mgr.
- 2011 - Jessica Watson  
EHS Program Manager
- 2013 - Sondra Cherney  
Education Services Asst. Mgr.
- 2014 - Nancy Damici, RN  
Health & Nutrition Manager

### BSAC Colleague of the Year

- 2014 - Joselyn Cotillo  
Tenant Relations Specialist
- 2014 - Leonard Romaniello  
Resident Relations  
Facilities Specialist

### Early Childhood Teacher of the Year

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



*Connecticut Institute For Communities, Inc.  
would like to again thank our 2014 Community Contributors*

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*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:**

### **CURRENT PROJECTS and 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 Teaching Health Center:**

As accredited by the national Accreditation Council for Graduate Medical Education (ACGME), GDCHC sponsors an innovative Residency Program (post-MD) in Primary Care Adult Medicine. Starting in July 2013, we began working with Residents (post-MD physicians) looking to specialize in community-based Internal Medicine Primary Care. GDCHC is the only Teaching Health Center in the State of Connecticut. We currently have twenty-three (23) Residents enrolled in our program.

- Since 2012 the **Regional Women and Infant Children Health & Nutrition Program (WIC)** has been sponsored by the Connecticut Institute For Communities, Inc. WIC serves residents in the City of Danbury, Bethel, Bridgewater, Brookfield, New Fairfield, New Milford, Newtown, Redding, Ridgefield, Roxbury, Sherman, and Washington, providing nutrition assessment and health 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 serve approximately 2,500 low-income children and parents throughout the greater Danbury region.
- In 2012, the Greater Danbury Community Health Center (GDCHC) opened a satellite health center at **Henry Abbott Technical High School**. GDCHC medical staff is available every day school is in session 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.
- In 2013 we expanded our **School Based Health Center (SBHC)** work by consolidating under our auspices the Danbury SBHC's at Danbury High School and the two Danbury Middle Schools (Broadview and Rogers Park).
- In early 2015, we opened a new **SBHC** at **Newtown Middle School**, in Newtown, Connecticut, serving the school children of Newtown and Sandy Hook, CT.



**CIFC offers three Early Learning programs:**

Head Start of Northern Fairfield County (for children ages 3-5);  
Early Head Start of Northern Fairfield County (for children ages 6 weeks to age 3); and  
School Readiness (full-day, also for children ages 3 to 5)

- **Head Start of Northern Fairfield County** provides comprehensive pre-school education and childcare for low-income children ages 3 to 5 in full- and part-day classrooms in the City of Danbury. The program includes health, nutrition, disability, social, mental health, parent involvement and education services. Head Start helps families access other community services that offer adult education and career development, ESL courses, family counseling, primary health care, and employment search assistance. Family Nights and Center Meetings are offered every month on alternate months. Head Start serves more than 300 children and their families each year (at least 90% low-income, and at least 10% with developmental disabilities).
- **Early Head Start** serves 40 low-income infants, toddlers and pregnant women by providing continuous, intensive and comprehensive early childhood development and family support assistance through center-based services aimed at strengthening children's educational foundation and parents' self-sufficiency. The Early Head Start program collaborates with the Western Connecticut Regional Adult Education Program to assist low-income teenage mothers enrolled in the program (approximately 12 clients annually) to obtain their high school diploma.
- **School Readiness Program:** Funded through the Connecticut Department of Education, CIFC's School Readiness program provides fulltime, year round early childhood care and education to 44 Danbury children ages three and four.
- **Danbury Head Start Center (HSC):** In collaboration with the City of Danbury, CIFC has completed the development of a national model state-of-the-art 16 classroom Head Start Center in CityCenter Danbury to better serve our Head Start Families, including Early Head Start programming for children age 6 weeks through 2 years.

**Beaver Street Apartments Cooperative (BSAC):** BSAC is a 70-unit low-income housing cooperative located in downtown Danbury serving approximately 300 residents, for which CIFC serves as the Managing Agent.

### **Danbury Community Facilities Collaboration:**

- Modernization of the equipment and facilities of the Danbury War Memorial building,
- The addition of up to 10 new pre-school classrooms in Danbury, including 7 to be located in the former “Danbury Cadillac/Oldsmobile” facility at 29 Park Avenue, and 3 at the Danbury War Memorial,
- The purchase and re-opening of the former Danbury YMCA building as a comprehensive downtown Danbury Community Center to include a newly organized Boys and Girls Club in Danbury.

**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.

**Danbury Armory Project:** In 2011, CIFIC accepted title to the Danbury Armory from the State of Connecticut through the City of Danbury. 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 home for the Harambee Youth Center.

**Health Center Building & Senior Housing Complex:** Working in conjunction with Mayor Mark Boughton and several local partners, including Union Savings Bank and other local businesses, CIFIC has been undertaking 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 (with construction starting in mid-2015) and an affordable, mixed-income 79 unit housing complex for senior citizens and senior Veterans. (See also the “Dedication” announcement at pages 3 and 4 of this Report).



## **Appendix B:**



## **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 | [ooh.acf.hhs.gov](http://ooh.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 Linchan*  
*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 C:



CERTIFIED PUBLIC ACCOUNTANTS

1000 Corporate Plaza • Bridgeport, CT 06610 • (203) 366-7777 • Fax: (203) 366-7541

### INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Connecticut Institute For Communities, Inc.

#### Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Connecticut Institute For Communities, Inc. and its affiliates, which comprise the consolidated statements of financial position as of December 31, 2014 and 2013, and the related consolidated statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the 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, 2014 and 2013, 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 audits were 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 State Financial Assistance are presented for purposes of additional analysis as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, 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 consolidated financial statements. The accompanying supplemental schedules on pages 16-19 are also presented for purposes of additional analysis, and are also not a required part of the consolidated financial statements. The Schedule of Expenditures of Federal Awards and State Financial Assistance and supplemental schedules on pages 16-19 are the responsibility of management and were derived from and relate 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 consolidated financial statements and certain other procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated 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 and State Financial Assistance and supplemental schedules on pages 16-19 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 02, 2015 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 02, 2015

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS OF DECEMBER 31, 2014 AND 2013**

<b>ASSETS</b>			
		<b>2014</b>	<b>2013</b>
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$	663,193	\$ 360,295
Cash - Restricted		2,504	2,502
Due From Funding Sources		883,095	281,245
Patient Accounts Receivable - Net		110,731	164,706
Accounts Receivable		4,327	45,356
Other Receivables		154,090	194,164
Inventory		11,710	10,092
Prepaid Expenses		79,897	29,023
Total Current Assets		1,909,552	1,087,383
<b>FIXED ASSETS:</b>			
Property and Equipment		3,087,232	2,625,425
Less Accumulated Depreciation		(420,829)	(473,960)
Net Property and Equipment		2,666,403	2,151,465
<b>OTHER ASSETS:</b>			
Other Assets		104,040	23,763
Total Assets	\$	4,679,995	\$ 3,262,611
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts Payable	\$	905,326	\$ 211,497
Accrued Expenses		323,043	382,988
Accrued Payroll		367,024	290,043
Deferred Revenue		89,253	-
Line of Credit		-	499,900
Current Maturity of Long-Term Debt		180,444	78,588
Total Current Liabilities		1,865,090	1,463,016
Long-Term Debt		879,833	585,337
<b>NET ASSETS:</b>			
Unrestricted		1,568,887	941,555
Temporarily Restricted		366,185	272,703
Permanently Restricted		-	-
Total Net Assets		1,935,072	1,214,258
Total Liabilities and Net Assets	\$	4,679,995	\$ 3,262,611

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2014**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE AND SUPPORT:</b>				
Grants from Government Sources	\$ 7,796,366	\$ -	\$ -	\$ 7,796,366
Patient Service Revenue - Net	3,074,815	-	-	3,074,815
Contributions	554,418	29,540	-	583,958
Program Service Revenue	394,387	161,269	-	555,656
Miscellaneous Income	255	1	-	256
Total Operating Revenue & Support Before Net Assets Released From Restrictions	11,820,241	190,810	-	12,011,051
Net Assets Released From Restrictions	97,328	(97,328)	-	-
Total Revenue and Support	11,917,569	93,482	-	12,011,051
<b>OPERATING EXPENSES:</b>				
<b>Program Services</b>				
Early Childhood Education	3,482,881	-	-	3,482,881
Health Services	6,080,017	-	-	6,080,017
Nutrition Services	286,465	-	-	286,465
Building & Grounds	12,173	-	-	12,173
Other Programs	111,495	-	-	111,495
Total Program Services	9,973,031	-	-	9,973,031
<b>Supporting Services</b>				
General & Administrative	1,317,206	-	-	1,317,206
Total Supporting Services	1,317,206	-	-	1,317,206
Total Operating Expenses	11,290,237	-	-	11,290,237
<b>CHANGE IN NET ASSETS:</b>	627,332	93,482	-	720,814
Net Assets, Beginning	941,555	272,703	-	1,214,258
Net Assets Ending	\$ 1,568,887	\$ 366,185	\$ -	\$ 1,935,072

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2013**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>OPERATING REVENUE AND SUPPORT:</b>				
Grants from Government Sources	\$ 5,765,574	\$ -	\$ -	\$ 5,765,574
Patient Service Revenue - Net	2,554,270	-	-	2,554,270
Contributions	812,366	47,200	-	859,566
Program Service Revenue	262,349	122,796	-	385,145
Miscellaneous Income	536	16	-	552
Total Operating Revenue & Support Before Net Assets Released From Restrictions	9,395,095	170,012	-	9,565,107
Net Assets Released From Restrictions	91,347	(91,347)	-	-
Total Revenue and Support	9,486,442	78,665	-	9,565,107
<b>OPERATING EXPENSES:</b>				
Program Services				
Early Childhood Education	3,846,372	-	-	3,846,372
Health Services	4,413,281	-	-	4,413,281
Nutrition Services	260,410	-	-	260,410
Building & Grounds	24,623	-	-	24,623
Other Programs	114,958	-	-	114,958
Total Program Services	8,659,644	-	-	8,659,644
Supporting Services				
General & Administrative	1,179,862	-	-	1,179,862
Total Supporting Services	1,179,862	-	-	1,179,862
Total Operating Expenses	9,839,506	-	-	9,839,506
<b>CHANGE IN NET ASSETS:</b>	(353,064)	78,665	-	(274,399)
Net Assets, Beginning	1,294,619	194,038	-	1,488,657
Net Assets, Ending	\$ 941,555	\$ 272,703	\$ -	\$ 1,214,258

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2014**

	Program Services					Supporting Services	
	Early Childhood Education	Health Services	Nutrition Services	Other Programs	Building & Grounds	General & Administrative	Total
<b>SALARIES AND RELATED EXPENSES:</b>							
Salaries	\$ 1,926,779	\$ 3,924,726	\$ -	\$ 51,495	\$ -	\$ 1,101,162	\$ 7,004,152
Employee Benefits	261,045	386,183	-	2,177	-	107,193	756,598
Payroll Taxes	135,987	265,047	-	3,554	-	64,020	468,608
Total Salaries & Related Expenses	2,323,811	4,575,956	-	57,226	-	1,272,365	8,229,358
<b>OTHER EXPENSES:</b>							
Subcontract Costs	37,755	114,770	-	6,017	-	912	159,454
Professional Fees and Contracted Services	46,240	146,623	-	-	3,400	23,922	223,185
Nutrition Services (Meals)	10,829	-	286,455	-	-	-	297,284
Occupancy	490,917	353,755	-	42,611	1,321	866	890,070
Depreciation	33,230	52,846	-	-	6,938	260	93,574
Other Program Costs	223,075	85,606	-	-	-	-	308,681
Staff Development and Training	97,361	38,633	-	-	30	-	136,614
Telephone	37,944	50,642	-	2,636	-	79	91,617
Travel and Transportation	1,449	11,875	-	-	-	495	13,332
Advertising and Public Relations	1,982	29,469	-	2,454	-	9	34,374
Insurance	48,937	52,323	-	441	-	489	102,208
Office Supplies and Expenses	83,368	208,832	-	110	35	507	295,575
Medical and Dental Supplies	28,661	306,115	-	-	-	-	334,777
Postage and Shipping	5,548	15,173	-	-	-	-	20,899
Interest Expense	2	25,255	-	-	-	150	34,547
Dues and Subscriptions	8,273	12,272	-	-	-	9,293	20,604
Total Other Expenses	1,159,070	1,604,061	285,455	54,269	12,173	44,841	3,060,873
Total Expenses	\$ 3,482,881	\$ 6,080,017	\$ 285,455	\$ 111,495	\$ 12,173	\$ 1,317,206	\$ 11,290,237



**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2014 AND 2013**

<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
	<u>2014</u>	<u>2013</u>	
Change in Net Assets	\$ 720,814	\$ (274,399)	
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by Operating Activities:			
Depreciation Expense	93,574	117,753	
Change in Operating Assets and Liabilities			
Decrease (Increase) in Due From Funding Sources	(601,850)	(151,417)	
Decrease (Increase) in Patient Accounts Receivable - Net	53,975	152,157	
Decrease (Increase) in Accounts Receivable	41,029	(16,727)	
Decrease (Increase) in Other Receivables	40,074	27,330	
Decrease (Increase) in Inventory	(1,618)	18,354	
Decrease (Increase) in Prepaid Expenses	(50,874)	(18,909)	
Decrease (Increase) in Other Assets	(80,277)	(23,763)	
Increase (Decrease) in Accounts Payable	693,829	72,006	
Increase (Decrease) in Accrued Payroll & Related Liabilities	76,981	71,244	
Increase (Decrease) in Accrued Expenses	(59,945)	52,457	
Increase (Decrease) in Deferred Revenue	89,253	-	
	<u>200,577</u>	<u>182,732</u>	
Cash Provided By Operating Activities	1,014,965	26,086	
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Proceeds from Borrowings	500,000	141,700	
Repayment of Long Term Debt	(603,548)	(76,754)	
Net Provided (Used) by Financing Activities	(103,548)	64,946	
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Disposition of Property and Equipment	-	(878)	
Purchase of Assets in Progress	(524,652)	(98,745)	
Purchase of Property and Equipment	(83,859)	(81,558)	
Net Provided (Used) by Investing Activities	(608,511)	(181,181)	
<b>NET INCREASE (DECREASE) IN CASH &amp; CASH EQUIVALENTS:</b>	302,906	(90,149)	
<b>CASH AT BEGINNING OF YEAR:</b>	362,797	452,946	
<b>CASH AT END OF YEAR:</b>	<u>\$ 665,702</u>	<u>\$ 362,797</u>	
<b>Supplemental Disclosure of Cash Flow Information</b>			
Cash Paid for Interest	<u>\$ 34,541</u>	<u>\$ 34,927</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, 2014**

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

**Financial Statements**

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? \_\_\_\_\_ Yes   X   No
- Significant deficiency (ies) identified that are not considered to be material weaknesses? \_\_\_\_\_ Yes   X   None Reported

Noncompliance material to financial statements noted? \_\_\_\_\_ Yes   X   No

**Federal Awards**

Internal control over major programs:

- Material weakness(es) identified? \_\_\_\_\_ Yes   X   No
- Significant deficiency (ies) identified? considered to be material weaknesses? \_\_\_\_\_ Yes   X   None Reported

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

Any audit finding disclosed that are required to be reported in accordance with Section 510(a) of Circular A-133? \_\_\_\_\_ Yes   X   No

Identification of major programs tested:

CFDA #	Program Name
93.600	Head Start
10.557	WIC Program
93.224/93 527	Health Centers Cluster

Dollar threshold used to distinguish between type A and type B programs: \$ 300,000

Auditee qualified as low-risk auditee   X   Yes \_\_\_\_\_ No

**II. Findings Related to the Financial Statements Audit as Required to be Reported in Accordance with Generally Accepted Government Auditing Standards**

None reported.

**III. Findings and Questioned Costs for Federal Awards**

There were no current year audit findings or questioned costs.

**CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
FOR THE YEAR ENDED DECEMBER 31, 2014**

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

*Financial Statements*

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

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

*State Financial Assistance*

Internal control over major programs:

- Material weakness(es) identified? \_\_\_\_\_ Yes       X       No
- Significant deficiency (ies) identified? \_\_\_\_\_ Yes       X       None Reported

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

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

\_\_\_\_\_ Yes       X       No

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

<u>State Grantor And Program</u>	<u>State Core-CT Number</u>	<u>Expenditures</u>
<b>Connecticut Department of Education</b>		
Alliance District Funding Program	11000-SDE64000-17041-82164	\$ 485,107
<b>Office of Early Childhood</b>		
School Readiness and Child Care in		
Priority School Districts	11000-OEC64840-17101	407,088
<b>Department of Public Health</b>		
Community Health Services Program	11000-DPH48500-16060	177,442
School Based Health Clinics	11000-DPH48500-17019	566,847

- 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.