

~Strengthening Families, Building Communities~



CONNECTICUT INSTITUTE FOR COMMUNITIES, INC.

Annual Report 2021



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ABOUT CIFIC

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

MISSION

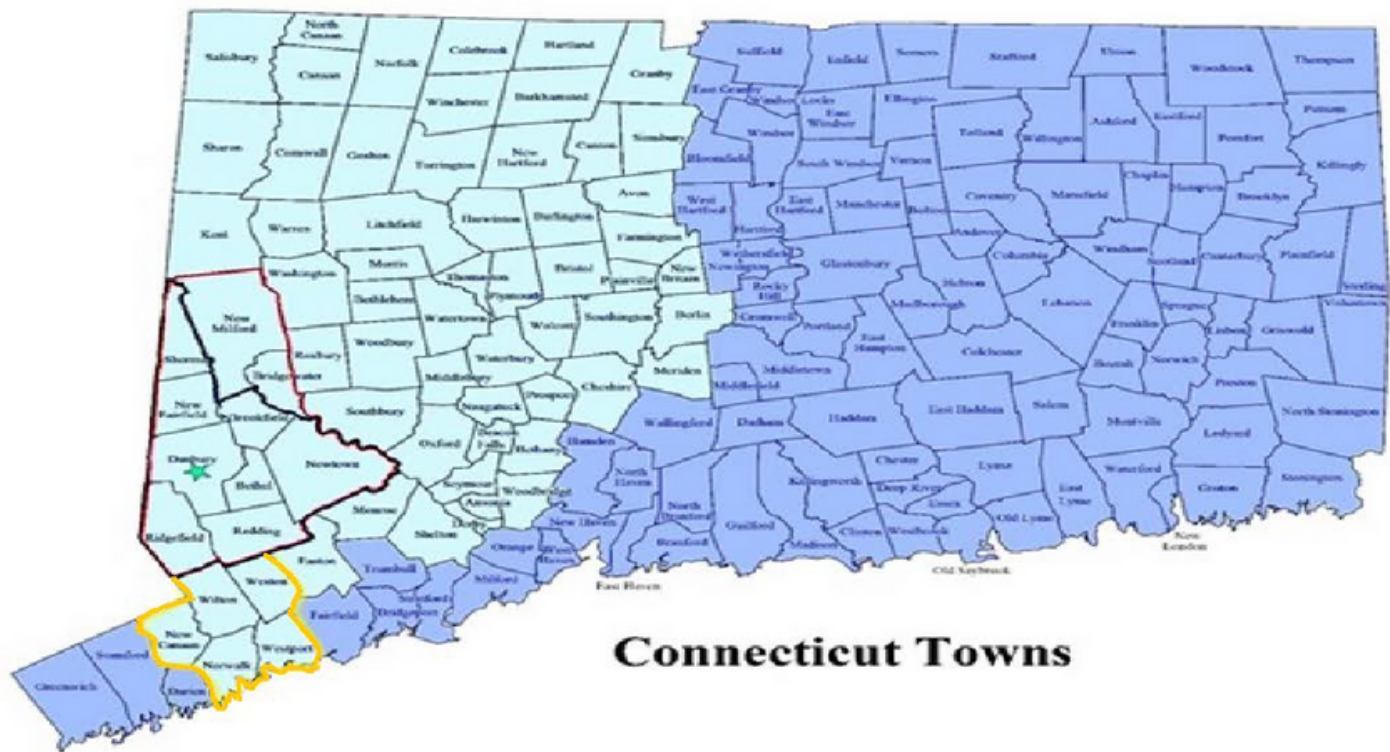
CIFIC is dedicated to advancing our communities and fostering greater opportunities for residents of our service areas through a combination of health and education programs and housing and economic development projects.

VISION

We work to strengthen our communities by developing the capacity of individuals, who in turn strengthen their communities at large. We strengthen individuals and communities by looking at challenges holistically and offering a variety of programs and services in health, education, housing, and community development that, offered collectively, result in greater impact than single-focused services.



CIFC SERVICE AREAS



*Headquarters
Danbury, Connecticut

CIFC Health

(Formerly Greater Danbury Community Health Center) *

Service Area:

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

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

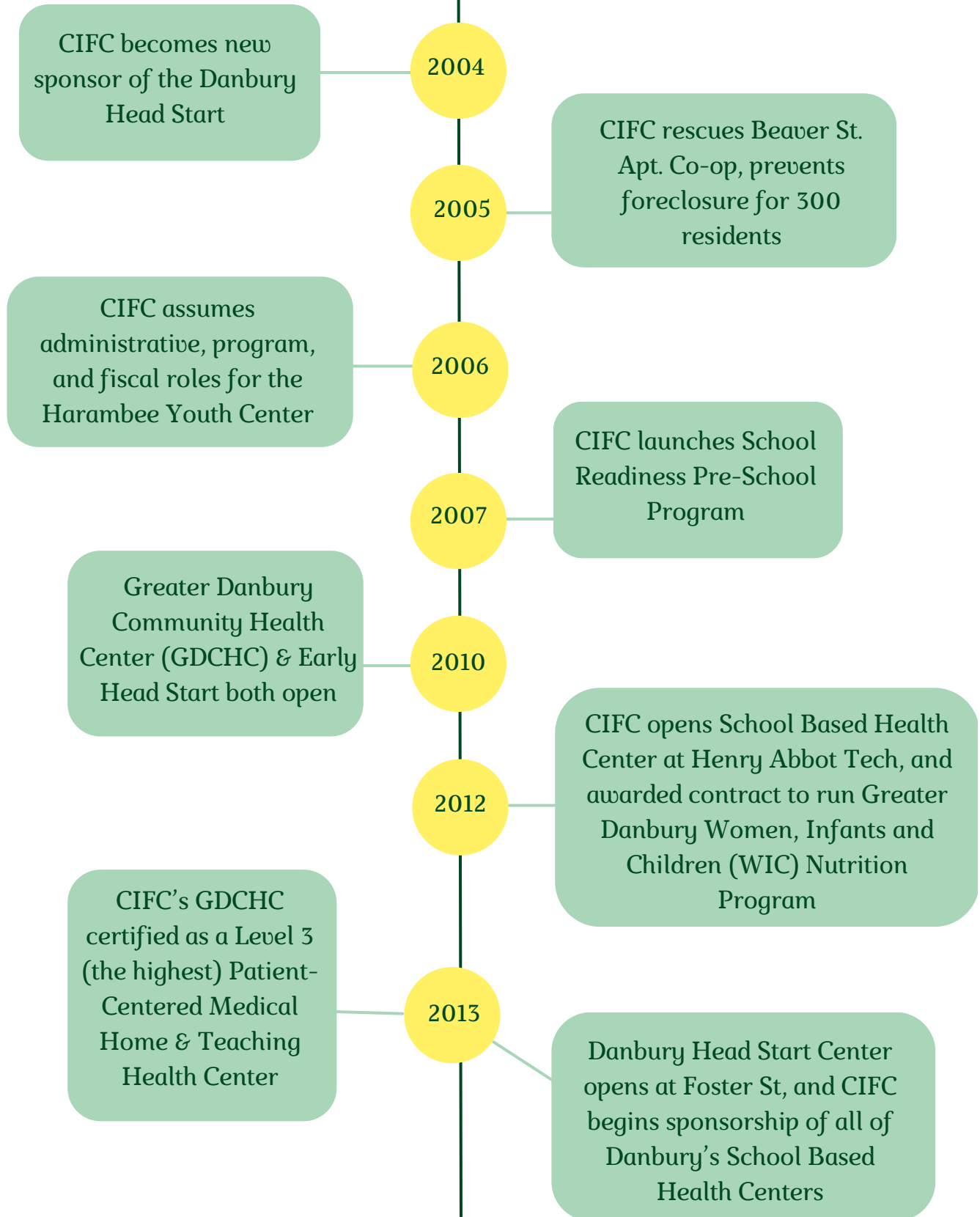
Bethel
Newtown
Brookfield
Redding
Danbury
Ridgefield
New Fairfield
Sherman

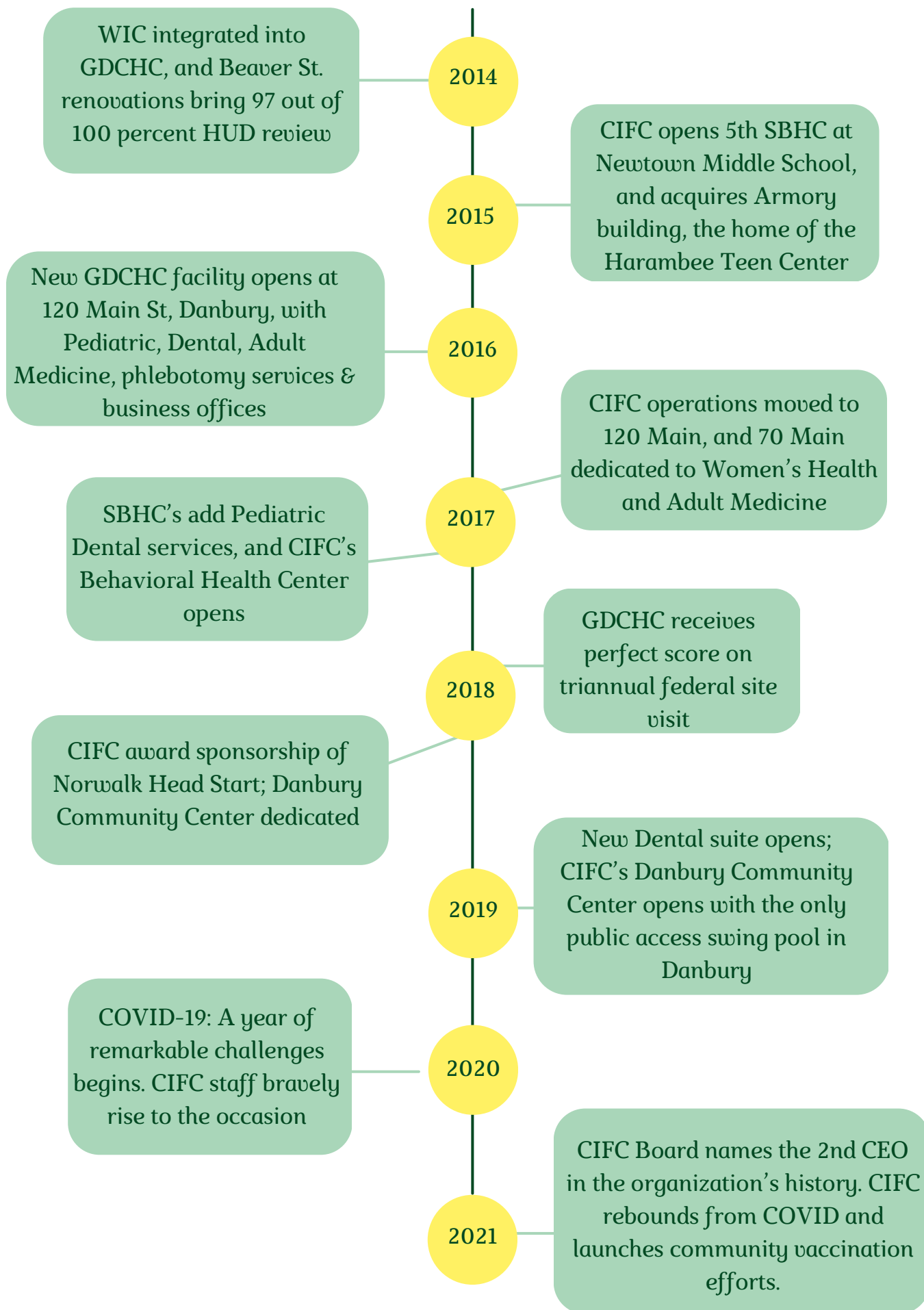
Head Start & Early Head Start Greater Norwalk Service Area:

Norwalk
Wilton
Weston
Westport
New Canaan

*See page 20 for CIFC Health Rebranding

TIMELINE: 17 YEARS OF PRO CIVITAS





YEAR-END LEADERSHIP LETTER: 2021

Devenember 2021 with mid-2022 updates



DR. FRANCIS J. MUSKA, PH.D.

Board Chair



KATIE MCKEON CURRAN, ESQ

President & CEO

Dear Friends:

2021 was a year of transition, growth, progress, and continued adaptability at the Connecticut Institute For Communities, Inc (CIFIC).

Transition

In mid-2021, CIFIC's visionary, founder, and first Chief Executive Officer (CEO), Jim Maloney, stepped down from this role and into a consulting role with CIFIC. On August 1, 2021, Katie stepped into the CEO role, and, over the balance of 2021, she continued to work towards our leadership goals, listened, and learned, all with the goal of maintaining CIFIC as the place from which to receive the highest quality services as well as a top place to work. Likewise, CIFIC welcomed new staff at all levels of the organization, from the executive level to managers and teachers.

Growth

Despite the wide-ranging and continued impact of the COVID-19 pandemic on our communities, CIFIC continued to grow in 2021, both physically and in the depth of its services. With the continued consulting assistance of our founder and our dedicated facilities staff, contractors, and funders, CIFIC broke ground on a new physical addition to our 120 Main Street, Danbury site in 2021, which will add much needed physical and dental exam rooms, a new acute care space, offices, and other amenities at our health center and headquarters in late 2022.

We're also pleased to report that our programs have re-bounded to "new normal" operating capacities and have seen growth in the number of individuals served:

- CIFIC's Early Learning Programs re-opened at almost full licensing capacity in both Danbury and Norwalk in 2021, with the capacity to serve a combined 523 children and their families. Although these programs were also open in 2020, all classrooms were previously open under reduced licensing capacity restrictions.



The Early Head Start infant room at 80 Main Street in Danbury

- The Harambee Youth Center re-opened in September 2021 with the launch of new arts classes funded with a grant from the State of Connecticut Office of the Arts Regional Initiative Program.
- CIFIC's Health Center, while breaking ground on new physical space, continued to serve over 14,000 patients with over 71,000 patient visits in 2021 through a combination of in person visits and telehealth in primary care adult medicine, pediatrics, behavioral health, women's health (OB/GYN), and family dentistry at multiple sites, including multiple School Based Health Centers. COVID testing was folded into our primary care operations in mid-2021 and available for established patients of the health center. CIFIC's Internal Medicine Residency Program graduated its 6th class of residents in 2021 – almost all of whom directly entered primary care upon graduation.
- The Women Infants and Children Nutrition (WIC) program exceeded their FY 2021 caseload by almost 13%, serving nearly 2500 individuals.
- The Beaver Street Apartments Cooperative (BSAC), which CIFIC manages, continues to serve as affordable housing for nearly 180 individuals in Danbury, including over 38 families with children and another 32 elderly or disabled individuals, and continued to undergo renovation and modernizing work in 2021.

Progress

It would be impossible to mention 2021 without discussing the impact of COVID-19 vaccinations on both our community and our staff. Since January 2021, CIFIC's Health Center joined health care providers around the nation in offering COVID-19 vaccines to all eligible. Demand was so great that we even opened a new site at 132 Main Street, Danbury, to make sure that COVID-19 vaccines were accessible to all in our community, not just to existing patients or to those who had the technical savvy to make appointments online.

CIFIC's Health Center closed out 2021 by providing nearly 20,000 vaccines (including vaccines to children and boosters). Our unique role as a community development organization that sees challenges holistically led to terrific, collaborative vaccine efforts with educators, our Early Learning Program families, the residents at the Beaver Street Apartments Cooperative, and many other community groups. Because of this, over 72% of vaccines given at the Health Center in 2021 were provided to those living in underserved communities.

We also ended 2021 with all CIFIC staff either vaccinated or working with an approved exemption, which makes our sites safer for all.



Anabella Rodrigues, a registered nurse receives a COVID vaccination from Alys Irizarry, RN,

Adaptability

If we could use one phrase besides “hard working” to describe our dedicated staff in 2021, it would be “adaptable.” Our staff, across all programs, adapted to every change in regulatory and program rules, from mask wearing, social distancing, vaccination, in person versus virtual, telehealth and the like. Our staff jumped in to help wherever they were needed – whether that meant working a Saturday vaccination clinic or covering time in a new classroom. We wish there were more words and ways to say thank you to this amazing group of people, and we hope that you will join us in expressing gratitude for our staff's work.

What About 2022?

Halfway through 2022, we've expanded our services where we see real and continued need, particularly in pediatrics, behavioral health, women's health, and dentistry. The opioid crisis continues to be real and acute in our community and in Connecticut, and CIFIC answered this need by launching a Medication for Opioid Use Disorder (MOUD) program in the first half of 2022. We also re-branded CIFIC's Greater Danbury Community Health Center as CIFIC Health (more on that in the following pages of this report).

Likewise, CIFIC continues to work to address the growing demand for behavioral health services through the addition of new providers at its core sites and at new sites at schools in New Milford. Similarly, on the adult services side, CIFIC has been actively planning the start of a new psychiatry residency program, which we see as a program to both simultaneously meet the psychiatry needs in the community and train the next generation of psychiatrists dedicated to serving in medically underserved communities.

In our Early Learning Programs, we look to add additional supports for our staff who continue to work with an increasing number of children with challenging behaviors, while also supporting our families working through these and the other profound challenges of this time.

And finally, we re-launched the Danbury Community Center at 12 Boughton St., Danbury and are making it a place for youth and families to enjoy swimming and recreational activities.



Danbury Community Center at 12 Boughton St.

These are just a few of the things we've accomplished in the first half of 2022. A full report on 2022's outcomes and projects will be available in our next annual report. In all of CIFIC's endeavors, the ultimate goal is top-quality services as a top employer of people.

We invite you to check on the progress of our work on our website and through social media, all of which have, and will continue, to undergo some positive changes in 2022: www.ct-institute.org.

We continue to be especially grateful to our friends who supported CIFIC's work in 2021 and in the first half of 2022.

With warmest wishes,

DR. FRANCIS J. MUSKA, PH.D.

Board Chair

KATIE MCKEON CURRAN, ESQ.

President & CEO

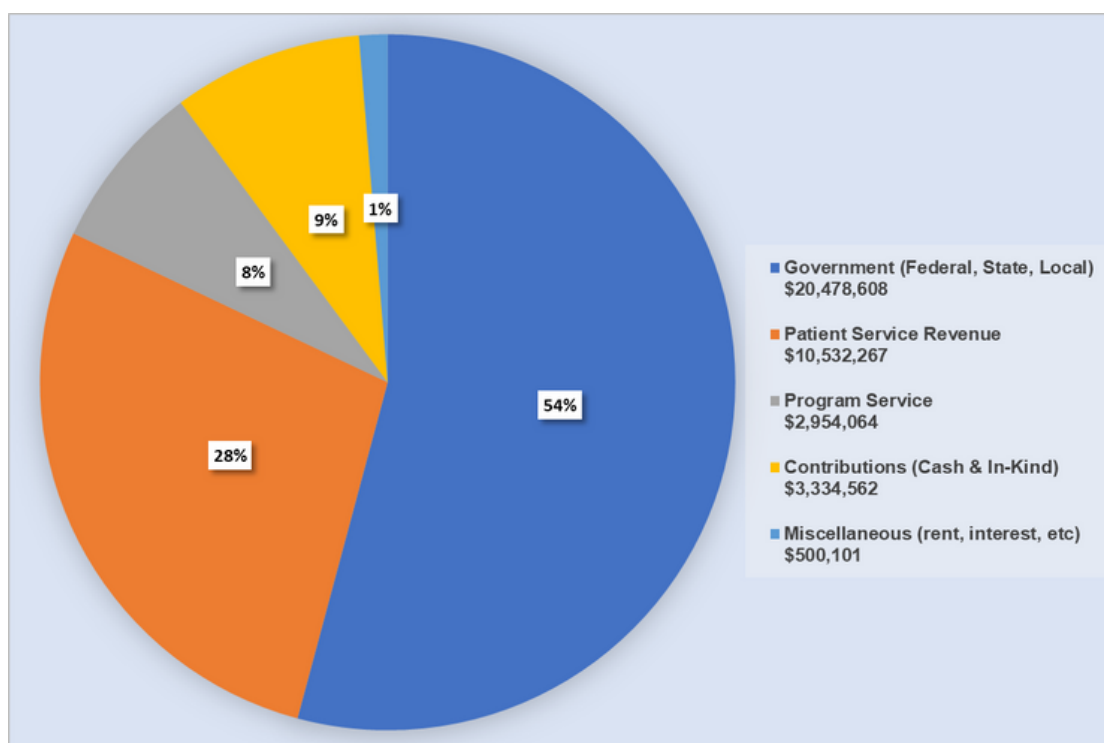


CIFC FINANCIAL SUMMARY



Sources of Support 2021 \$37,799,602

Cash & In-Kind Services
(IRS Form 990, Schedule D, Part XI, Line 1)



Connecticut InstituteFor Communities, Inc.
Consolidated Statement of Activities
For the Years Ended December 31, 2021 and 2020

	Without Donor Restrictions	With Donor Restrictions	2021 Total	Without Donor Restrictions	With Donor Restrictions	2020 Total
REVENUE, SUPPORT, AND GAINS:						
Grants from Government Sources	\$ 20,478,608	\$ -	\$ 20,478,608	\$ 17,993,188	\$ -	\$ 17,993,188
Patient Service Revenue - Net	10,532,267	-	10,532,267	8,733,940	-	8,733,940
Contributions	3,183,706	150,856	3,334,562	2,963,040	81,194	3,044,234
Program Service Revenue	2,954,064	-	2,954,064	2,797,059	-	2,797,059
Fundraising Events	47,140	40,606	87,746	35,564	38,079	73,643
Interest Income	178,484	-	178,484	160,438	-	160,438
Rental Income	20,496	-	20,496	20,496	-	20,496
Miscellaneous Income	213,375	-	213,375	123,909	-	123,909
Total Revenue & Support Before Net Assets	37,608,140	191,462	37,799,602	32,827,634	119,273	32,946,907
Released From Restrictions						
Net Assets Released From Restrictions	186,409	(186,409)	-	63,932	(63,932)	-
Total Revenue , Support, and Gains	37,794,549	5,053	37,799,602	32,891,566	55,341	32,946,907
EXPENSES AND LOSSES:						
Program Services						
Early Childhood Education	8,979,197	-	8,979,197	7,945,545	-	7,945,545
Health Services	21,020,954	-	21,020,954	18,928,533	-	18,928,533
Other Programs	208,496	-	208,496	181,549	-	181,549
Total Program Expenses	30,208,647	-	30,208,647	27,055,627	-	27,055,627
Supporting Services						
Development	86,178	-	86,178	65,866	-	65,866
General & Administrative	3,694,332	-	3,694,332	3,360,003	-	3,360,003
Total Supporting Services Expenses	3,780,510	-	3,780,510	3,425,869	-	3,425,869
Net Loss on Peripheral Activities	564,712	-	564,712	559,037	-	559,037
Total Expenses and Losses	34,553,869	-	34,553,869	31,040,533	-	31,040,533
CHANGE IN NET ASSETS:						
Net Assets, Beginning	3,240,680	5,053	3,245,733	1,851,033	55,341	1,906,374
Net Assets, Ending	12,238,010	170,739	12,408,749	10,386,977	115,398	10,502,375
	\$ 15,478,690	\$ 175,792	\$ 15,654,482	\$ 12,238,010	\$ 170,739	\$ 12,408,749

Connecticut Institute For Communities, Inc.
Consolidated Statement of Financial Position
As of December 31, 2021 and 2020

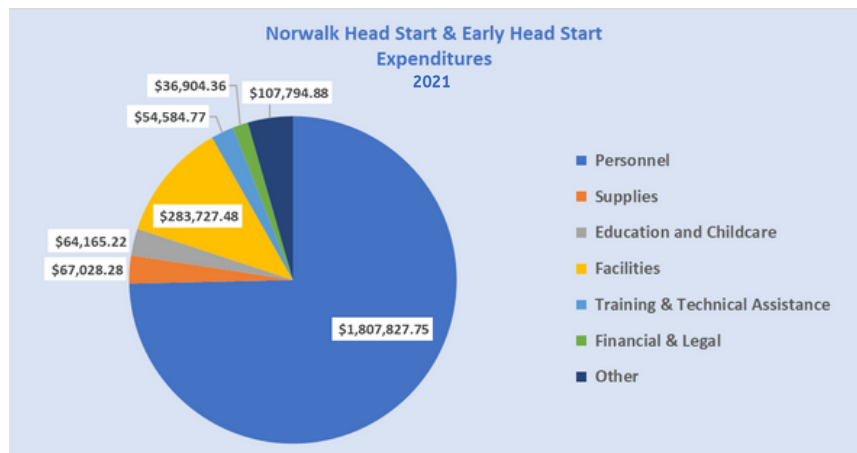
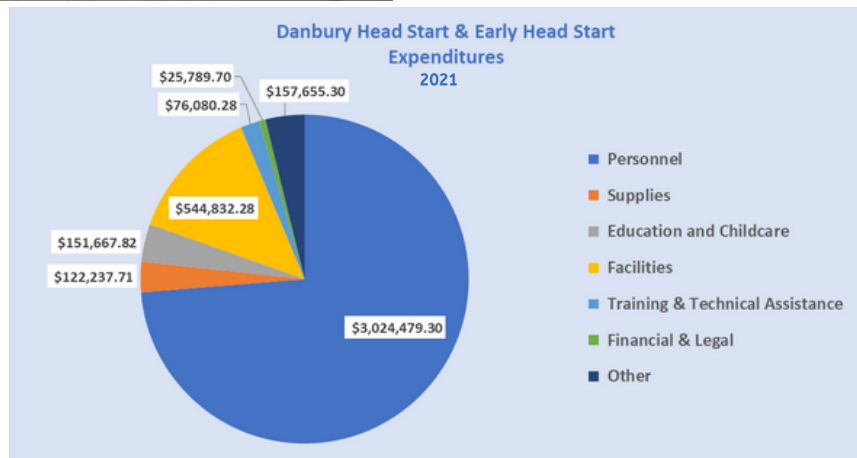
ASSETS		
	2021	2020
CURRENT ASSETS:		
Cash and Cash Equivalents	\$ 2,898,973	\$ 2,743,693
Due From Funding Sources	2,194,366	1,352,612
Patient Accounts Receivable - Net	549,133	98,783
Accounts Receivable	192,847	191,089
Other Receivables	11,288	12,805
Inventory	36,099	17,240
Prepaid Expenses	91,028	54,471
Total Current Assets	<u>5,973,734</u>	<u>4,470,693</u>
PROPERTY AND EQUIPMENT:		
Property and Equipment, Net	19,228,871	19,334,563
Assets in Progress	2,804,725	1,276,570
Net Property and Equipment	<u>22,033,596</u>	<u>20,611,133</u>
OTHER ASSETS:		
Long-term Notes and Other Receivables	10,255,481	10,263,554
NMTC Fee and Expense Reserves	417,374	487,849
Security Deposits	62,756	46,955
Total Other Assets	<u>10,735,611</u>	<u>10,798,358</u>
Total Assets	<u><u>\$ 38,742,941</u></u>	<u><u>\$ 35,880,184</u></u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES:		
Accounts Payable	\$ 984,107	\$ 514,257
Accrued Expenses	106,813	454,963
Accrued Payroll and Taxes	1,125,607	1,219,740
Deferred Revenue	201,164	795,407
Line of Credit	-	-
Current Maturity of Long-term Debt	363,600	346,645
Total Current Liabilities	<u>2,781,291</u>	<u>3,331,012</u>
Long-term Debt	20,307,168	20,140,423
NET ASSETS:		
Without Donor Restrictions	15,478,690	12,238,010
With Donor Restrictions	175,792	170,739
Total Net Assets	<u>15,654,482</u>	<u>12,408,749</u>
Total Liabilities and Net Assets	<u><u>\$ 38,742,941</u></u>	<u><u>\$ 35,880,184</u></u>

HEAD START PROGRAMS - SOURCES OF FUNDS

Financial Summary State & Federal Funds (See also Audit Report)	2019 (Audited) Includes Danbury and Norwalk	2020 (Audited) Includes Danbury and Norwalk	2021 (Audited) Includes Danbury and Norwalk	2022 (As Proposed) Danbury (HSNFC)**	2022 (As Proposed) Norwalk (GNHS)**
Head Start Federal Grant	3,707,707	4,153,298	4,561,749	2,455,710	1,490,152
Head Start COLA & Misc. Grants	Included Above	Included Above	Included Above	Included Above	Included Above
Head Start Grants	496,492	474,429	559,029	263,598	269,437
Early Head Start Federal Grant	1,907,992	1,893,775*	2,098,064	2,335,959	358,540
USDA/CT-SDE Child and Adult Food Program	467,262	258,716	518,762	497,672	143,107
State School Readiness Program Grant	392,656	417,207	508,036	392,656	N/A
State Child Day Care Grant	129,353	129,577	153,205	N/A	139,408

*Includes Danbury Early Head Start Expansion Grant

** Includes COVID Funding

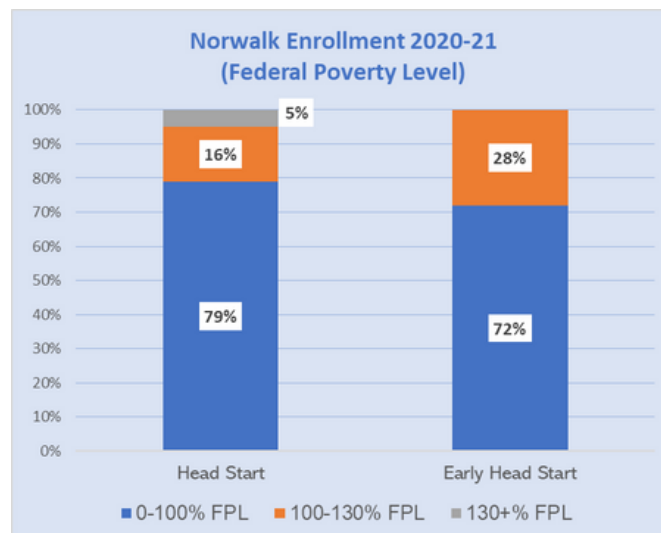
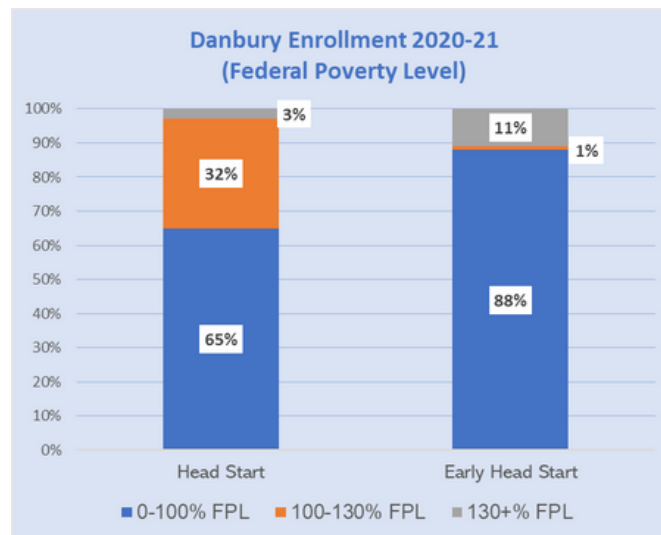


CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

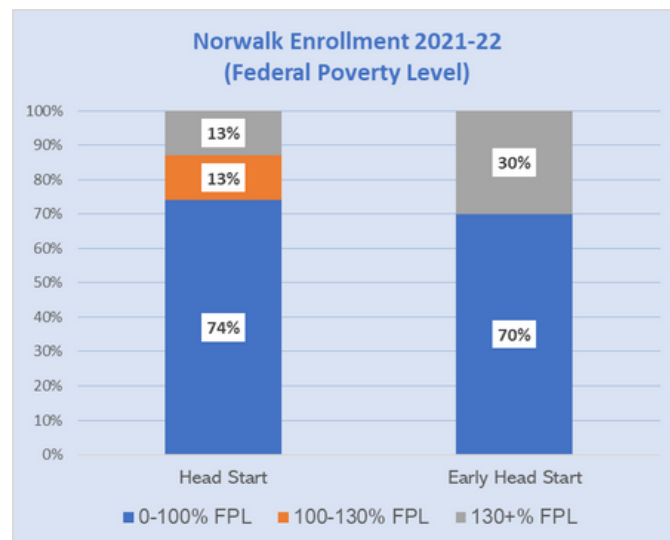
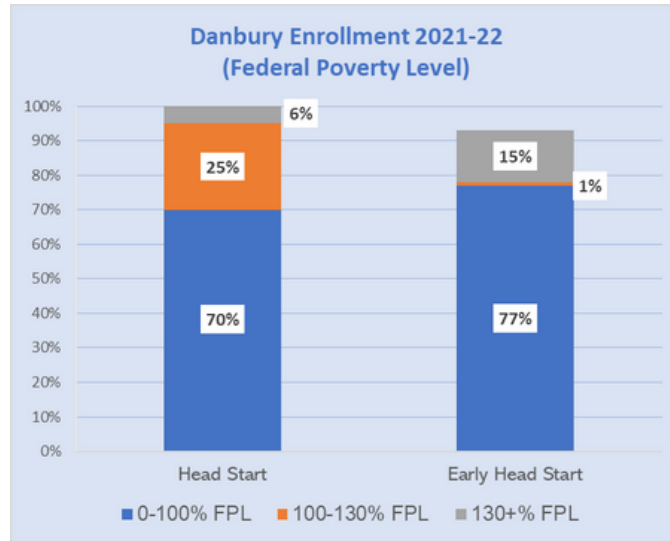
Danbury & Norwalk

CIFC Early Learning Programs – Key Data Danbury & Norwalk								
	Danbury 2021-2022		Danbury 2020-2021		Norwalk 2021-2022		Norwalk 2020-2021	
	Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start	Head Start	Early Head Start
Funded Enrollment	307	72	307	72	140	16	140	16
Total Number Served (Actual)	326	96	295	92	112	20	155	18
Families Served	315	90	280	87	108	20	150	16

FEDERAL POVERTY LEVEL DATA HEAD START STUDENTS & FAMILIES 2020-2021



FEDERAL POVERTY LEVEL DATA HEAD START STUDENTS & FAMILIES 2021-2022



AVERAGE MONTHLY ENROLLMENT FOR 2021-2022*

Danbury

Head Start

90%

Early Head Start

98%

Norwalk

Head Start

72%

Early Head Start

92%

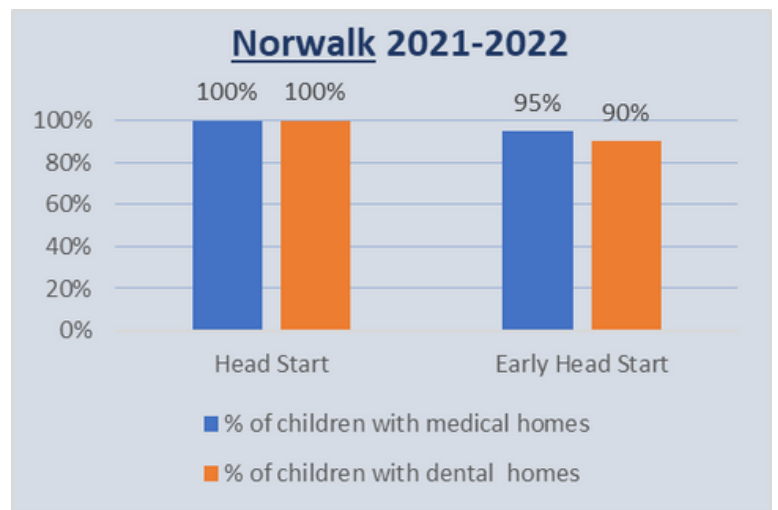
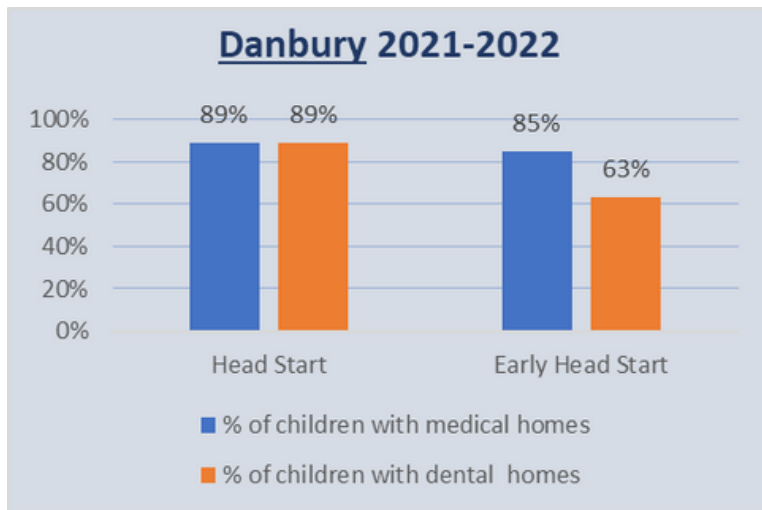
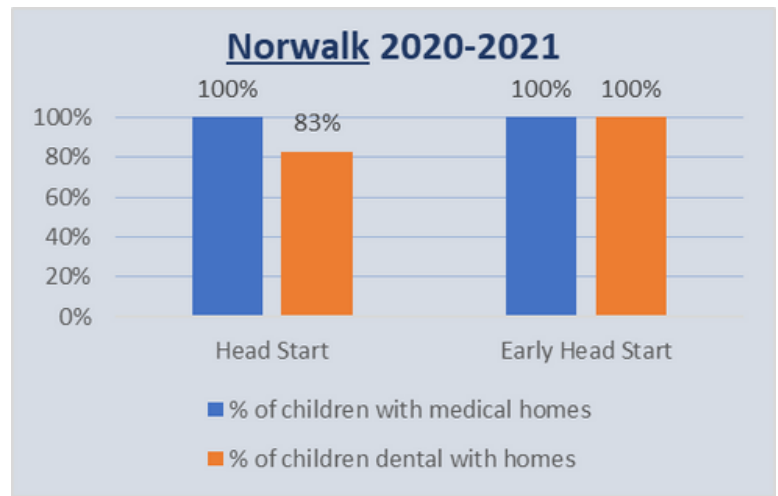
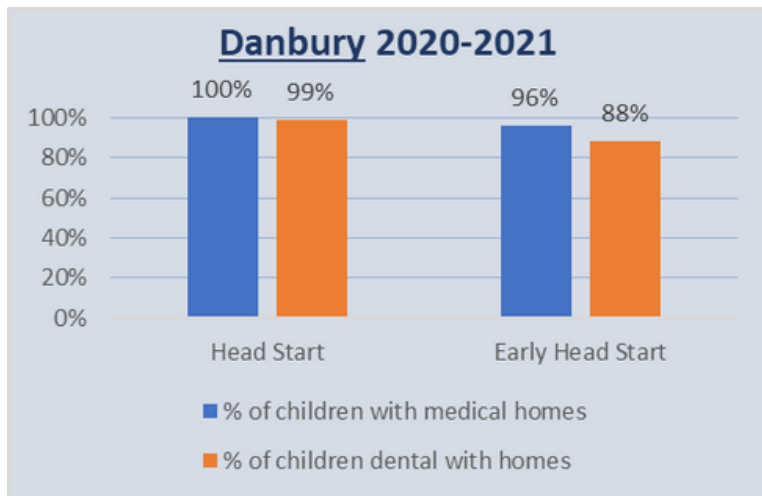
*Certain enrollment flexibilities were allowed in 2021-2022 due to the ongoing COVID-19 pandemic



CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

Danbury & Norwalk

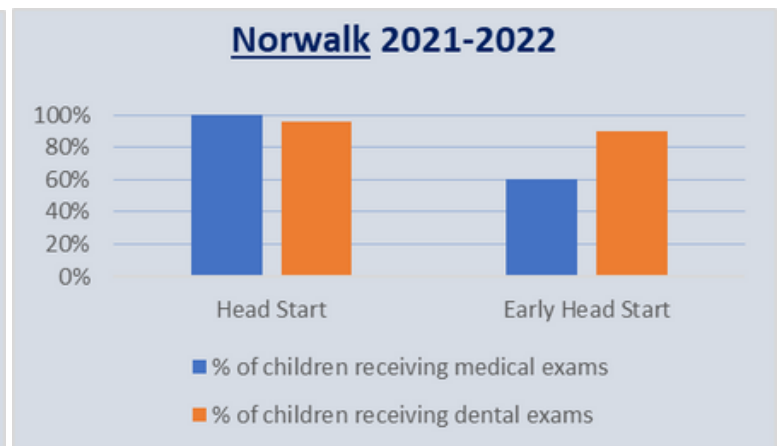
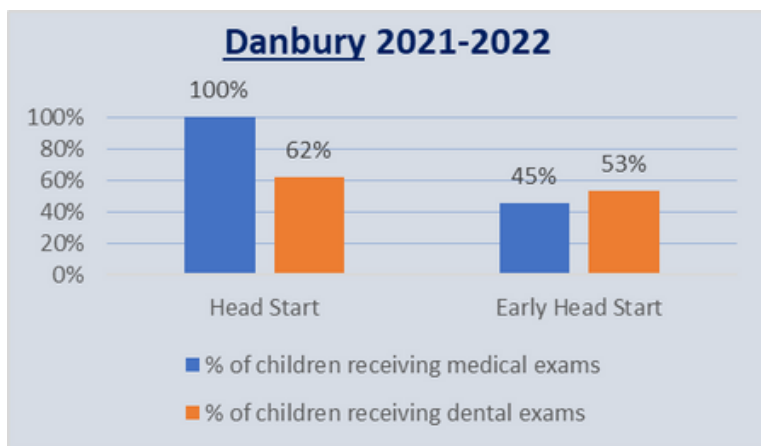
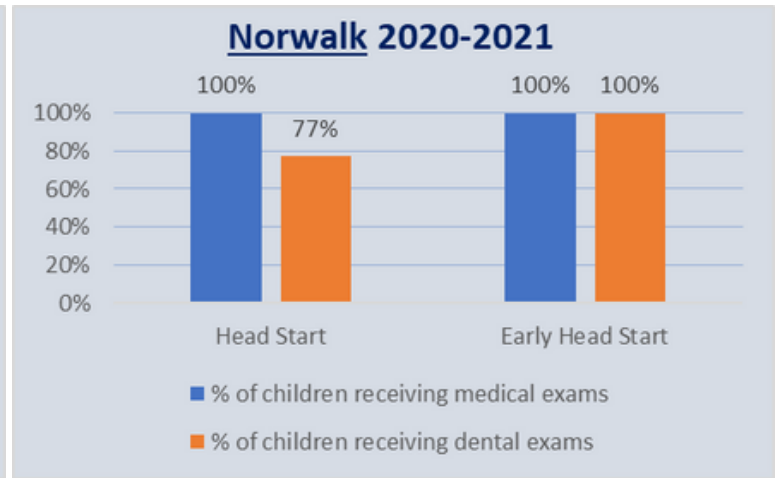
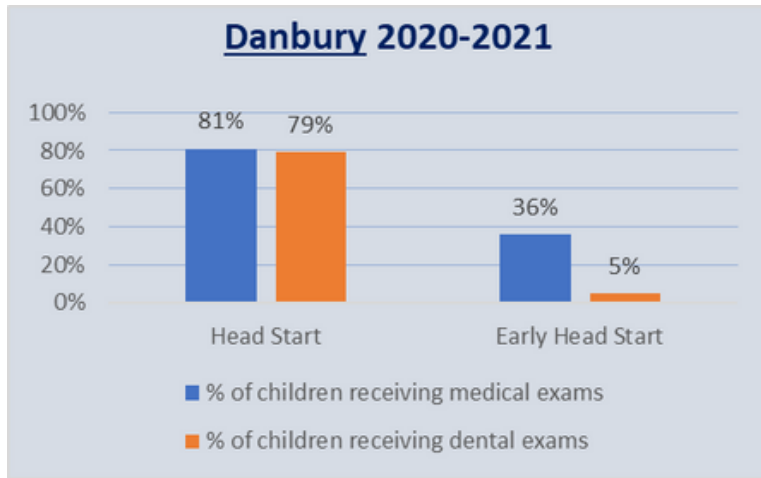
% OF CHILDREN WITH MEDICAL HOMES AND DENTAL HOMES



CIFC'S EARLY LEARNING PROGRAMS - KEY DATA

Danbury & Norwalk

% OF CHILDREN RECEIVING MEDICAL & DENTAL EXAMS



% OF SERVICE AREA CHILDREN SERVED

Danbury

2020-2021

3.4%

2021-2022

3.7%

Norwalk

2020-2021

1.9%

2021-2022

1.5%

CIFC EARLY LEARNING PROGRAMS

School Readiness: Preparing Children for Kindergarten:

Head Start provides a gold standard of school readiness programming that prepares the family, in addition to the enrolled child, for a life-long love of learning. Our programs focus on children meeting and exceeding the widely held expectations which include social, emotional, and physical development, cognitive development, and language and literacy. To foster a strong home and school connection, teachers and parents conduct home visits, conferences, and summer activities. Kindergarten transition is provided as a partnership with the Danbury Board of Education, which conducts an orientation for parents and children every spring. In Norwalk, Kindergarten transition is coordinated by Norwalk Acts in collaboration with Norwalk Public Schools. Our programs partner with both the Danbury and Norwalk Public School Districts to register incoming Kindergarteners with the district's support. More than 95% of our Head Start transitioning children register as incoming Kindergarteners with the respective district's support. Despite the impacts that the COVID-19 pandemic continued to have on the had on the 2020-2021 and 2021-2022 school years, the programs have continued to provide high-quality education and services to the children and families served.

Parent Involvement Activities:

Our Head Start and Early Head Start parents are deeply involved with our program, and all parents are members of their respective local Center Committee, which meets every other month. The Center Committee focuses 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 virtual Family Engagement Network (FEN) events, which concentrate on a range of important life-skill practices. The program uses a research-based curriculum called Shine on Families which focuses on fostering stronger relationships between parents and children through a series of activities that align to their established family roadmaps.

Each child also has an assigned Family Advocate that formally meets with parents at least twice a year and has frequent informal (often daily) contact with parents. In addition, the classroom teachers meet with parents at least four times a year in full-year and part-year programs.

Our Fatherhood Coordinator makes a special, dedicated effort to involve male family members such as fathers, grandfathers, uncles, etc. in the program, and in the lives of their children – with virtual “Fatherhood” gatherings at least monthly.

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

Results of Most Recent Review:

The last Federal review of the Danbury and Norwalk Head Start/Early Head Start programs occurred in November 2019. As reported in CIFC's previous annual report, that Federal Review resulted in no findings for either program.

In other words, the programs were 100% compliant with the Federal Head Start Performance Standards.



CIFC'S GREATER DANBURY COMMUNITY HEALTH CENTER BECOMES....



MISSION

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

VISION

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

VALUES

Privacy

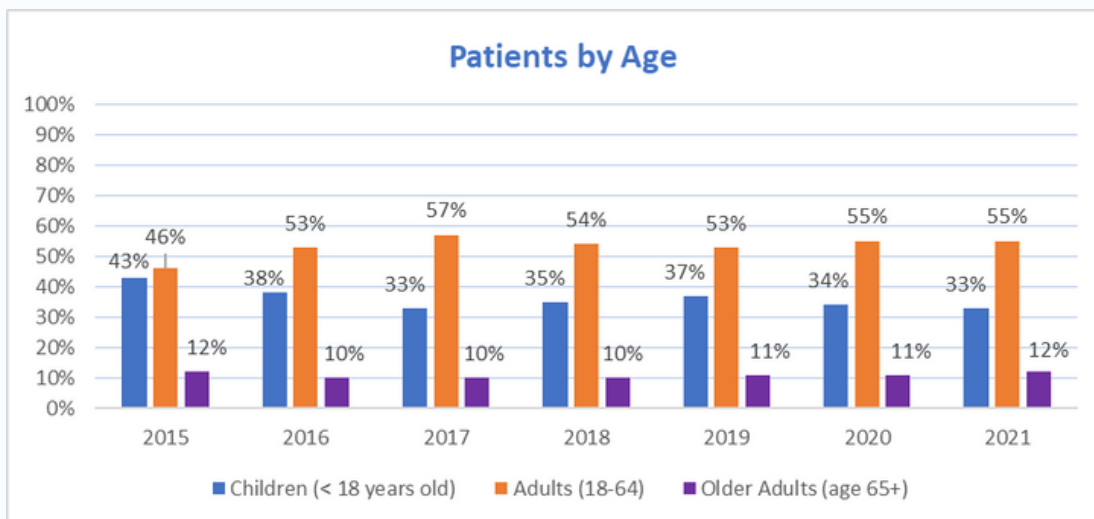
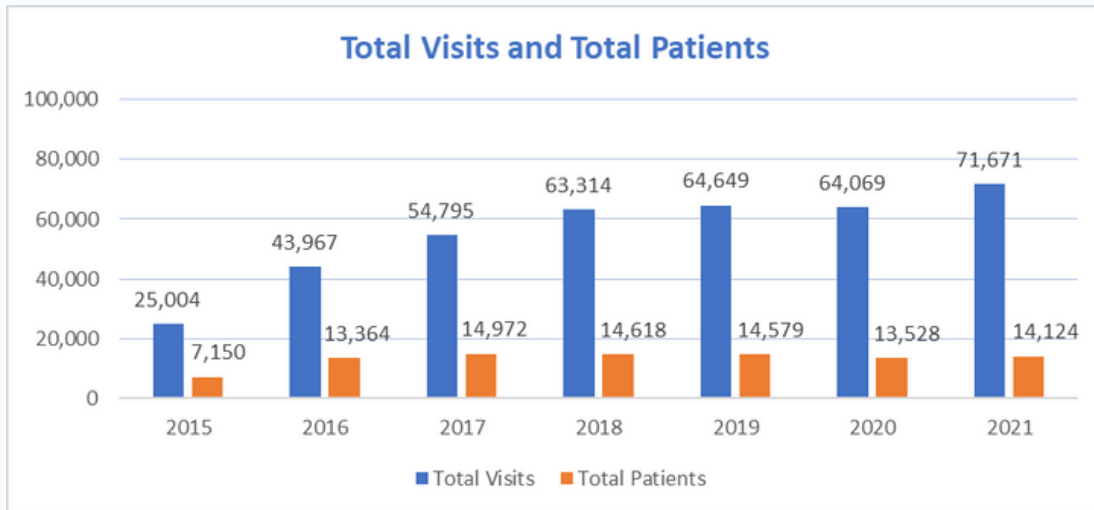
Access

Care

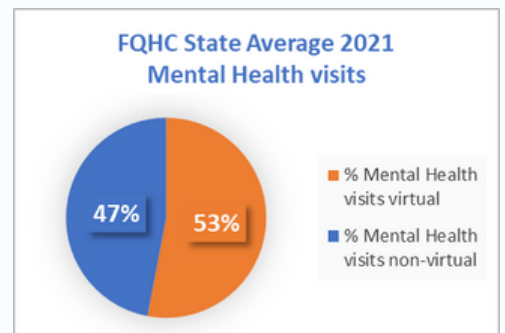
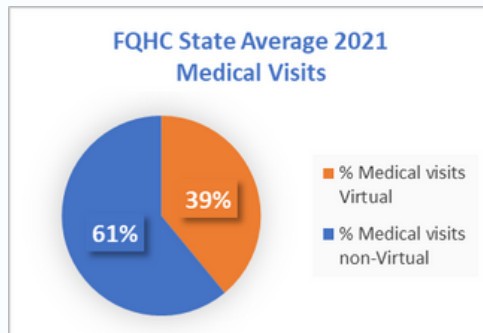
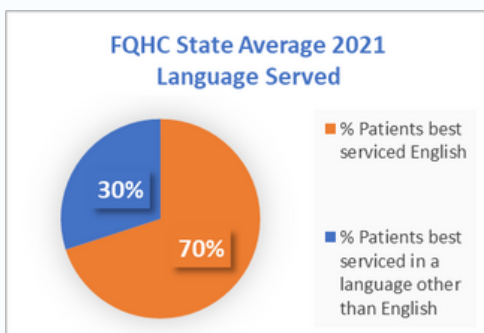
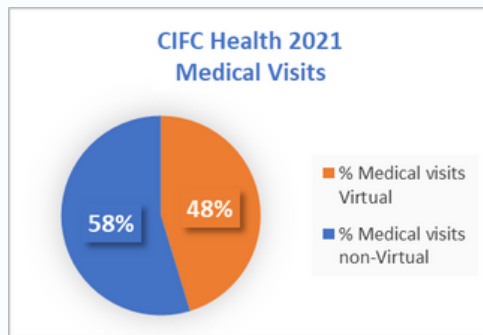
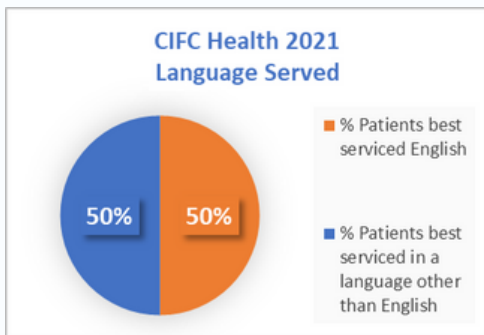
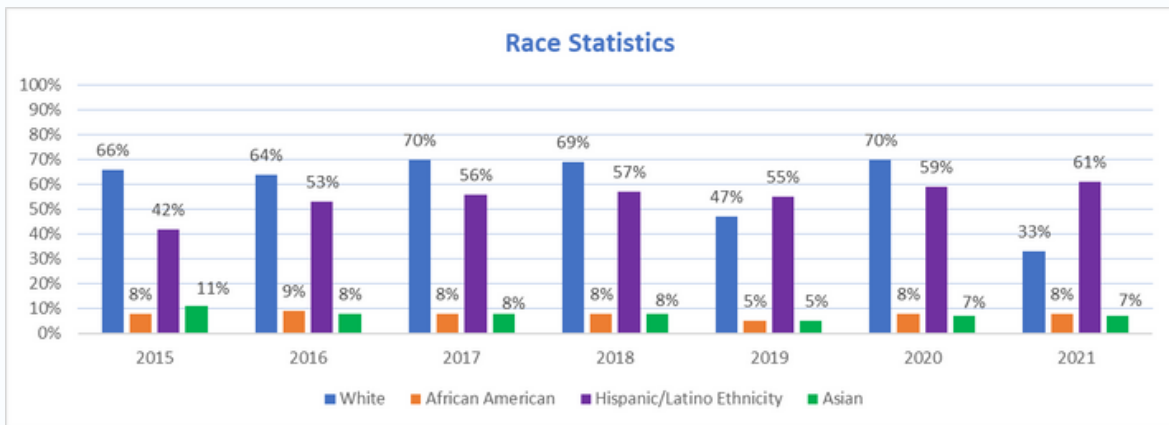
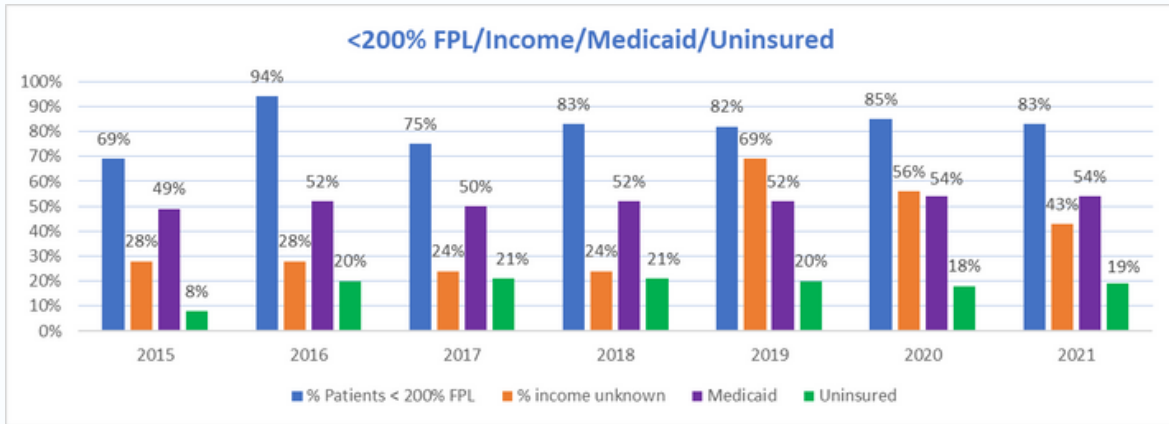
Teamwork



KEY DATA AND CLINICAL METRICS



KEY DATA AND CLINICAL METRICS



*FQHC - Federally Qualified Health Center

CLINICAL HIGHLIGHTS

	CIFC Health 2021	FQHC State Average 2021
Childhood immunization status (% of 2-year-olds who received age appropriate vaccines by their 2 nd birthday)	86%	62%
Newborns with low birth weight	8%	9%
Controlled diabetics (H1AC <9)	79%	66%
Controlling high blood pressure (age 18-85)	60%	58%
Female patients who had a mammogram to screen for breast cancer (ages 51-73)	63%%	51%
Colorectal Cancer screening	55%	49%
Cervical Cancer Screening	63%	53%

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



CIFC Board of Directors (as of July 2022)

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

(Affiliations listed for identification only)

OUR CIFC CORPORATE OFFICERS

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



CIFC STAFF LEADERSHIP (as of July 2022)

Central Business Office - Leadership Staff Only (Allocated)

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

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

CIFC Health - Leadership

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

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

CIFC Education & Community Division - Leadership

NAME	TITLE
Janet Freimuth, MS	Chief Program Officer – Education & Community Division
Nicole Taxiltaridis, MPA	Early Learning Program Director
Kendra Veazey-Flanagan	Early Learning Programs Monitoring Specialist
Sabrina Ross	Youth Programs Supervisor

Note: Both the Danbury & Norwalk Early Learning Programs have management teams not listed herein, as do CIFC's other Youth Programs. CIFC also has separate housing site staff.





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CIFC Health

Thank You