

**CITY OF NORWICH  
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING  
PUBLIC SERVICES**

**PROGRAM YEAR 2022 (PY 48) • SEPTEMBER 1, 2022 – AUGUST 31, 2023**

**DUE: THURSDAY FEBRUARY 10, 2022 AT 4 PM AT 23 UNION STREET, NORWICH, 2<sup>ND</sup> FLOOR**

Office of Community Development  
23 Union Street, 2<sup>nd</sup> floor • Tel (860) 823-3770 • Fax (860) 823-3715

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**PART I: GENERAL INFORMATION**

**AGENCY:** OIC of New London County, Incorporated

**LEGAL NAME** Opportunities Industrialization Center of New London County, Incorporated  
(if different from Agency)

**ADDRESS:** 106 Truman Street, New London, CT 06320

**E-MAIL:** ngrant@oicnlc.org

**EXECUTIVE DIRECTOR:** Nekeisha Grant

**CONTACT NAME AND TITLE:** Nekeisha Grant, President/CEO

**TELEPHONE:** 860-447-1731 extension 313

**AGENCY FISCAL YEAR:** July 1 June 30  
**Begin** **End**

**PROGRAM OR PROJECT NAME:** Early Childhood Education Certification Program

**CDBG REQUEST & AWARD AMOUNTS:**

	<b>REQUEST</b>	<b>AWARD</b>
<b>UPCOMING FISCAL YEAR (This Request)</b> (September 1, 2022 – August 31, 2023)	\$ <u>\$30,000</u>	\$ _____
<b>CURRENT FISCAL YEAR (Prior Year Award)</b> (September 1, 2021 – August 31, 2022)	\$ <u>N/A</u>	\$ _____

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.

Nekeisha Grant, President/CEO  
**EXECUTIVE DIRECTOR/DEPT. HEAD**

Nekeisha Grant, President/CEO

**Printed Name**

2/10/2022

**DATE**

Priscilla Melecio  
**PRESIDENT, BOARD OF DIRECTORS**  
Priscilla Melecio, Board Chairperson

**Printed Name**

2/10/2022

**DATE**

## **A. Introduction/Agency Information**

### **A1. Brief History**

OIC of New London County, Incorporated is affiliated with a larger entity known as OIC of America (OICA) which is based out of Philadelphia. The OIC movement began in the 1960's by 400 ministers who believed that jobs were the key to economic development and the empowerment of individuals. The founders involved in the movement began a campaign to address corporate America and other companies that did not practice Equal Employment Opportunity. Even though the campaign opened more than 4,400 jobs, many of the individuals' seeking employment needed to be educated and trained.

OIC of New London County joined the movement by offering certificate programs, comprehensive employment training, and job placement services to low-income individuals of New London County. The organization was approved as a 501(c) 3 non-profit entity and opened its doors in 1970. Since then, OIC has served the community by matching qualified and trained individuals with employers within the State of Connecticut.

In alignment with the organization's National Office, OIC of New London County, Incorporated aims to be one of the nation's leaders in providing quality education, training, and employment services enabling economically disadvantaged individuals to become productive fulfilled members of American society.

OIC's mission is *to provide training, basic skills, supportive counseling, and job creation services to primarily low-income persons regardless of race, color, religion, gender, sexual orientation, age, or national origin.* Throughout the years, OIC's operations have grown to encompass outreach, intake and assessment, career counseling, vocational skills training, job placement services, case management, classroom training, and community justice programming.

### **A2. Hours of Operation**

OIC of New London County, Incorporated is open Monday through Friday from the hours of 8:30 am until 4:30 pm. Many of the organization's vocational training programs operate during the same timeframes.

### **A3. Total Number Employed**

Currently, there are thirteen employed staff persons at the agency. Positions range from administrative personnel, instructors, group facilitators, and job development/case management employees.

### **A4. Section 504 Rehabilitation Act of 1973 Compliance**

Not Applicable

### **A5. Federal Funding of \$500,000 or More**

Currently, OIC of New London County, Incorporated does not receive funding in the amount of \$500,000 or more through any means, including grants and loans.

## **B. Statement of Need**

### **B1. Need to be addressed**

OIC of New London County, Inc. is the only entity in New London County providing training for jobs in demand as well as a wide range of supportive services to reduce/eliminate barriers to employment. Over the last five decades, OIC has provided a critical bridge and has assisted in closing the gaps in New London County's

educational and service delivery system, providing thousands of low-income individuals a resource to gain the necessary skills to establish a career and earn a livable wage.

Part of OIC's mission to assist individuals in becoming successful, contributing members of society is to support them in overcoming barriers that will prevent them from obtaining gainful employment. Some of the major barriers that face the population served is the level of workplace reading and mathematics, technical ability, and the "soft" skills necessary to obtain and retain entry-level employment.

According to the Connecticut United Ways *ALICE: A Study of Financial Hardship in Connecticut* "barriers to employment include family care responsibilities, physical and mental health problems, limited language skills, lack of reliable transportation, and lack of job skills". These individuals require educational supports and career technical training to ensure their success and ability to obtain either entry-level employment or a substantial career where poverty is no longer a major concern. These individuals will also be better prepared to seek and obtain employment in today's competitive job market.

OIC of New London County, Incorporated aims to provide low-income, Norwich residents with Early Childhood Education training leading to several industry recognized credentials: First Aid/CPR Certification, CDA Council Child Development Associate certification exam credential and connection to CT Community Colleges and State Universities in pursuit of Associates and Baccalaureate degrees in Early Childhood Education. As a Child Development Associate. Students will be able to continue to work on their educational endeavors while pursuing knowledge, skills, and abilities in the field of Early Childhood Education to help bridge the gap between educational attainment and economic status.

## **B2. Services provided by other agencies in Norwich**

This is a unique opportunity for Norwich residents to obtain programmatic training not currently offered in the area through workforce development. The program is available through Three Rivers Community College and other post-secondary colleges in the area through degree programs. Even though this is so, the targeted population who may not be equipped for post-secondary education pre-requisites may have a hard time in accomplishing the CDA credential in the college pathway. Increased workforce development has been requested as a priority need in child development centers throughout New London County.

## **B3. Addressing the need of the community**

The priority need defined in Norwich city planning identifies a significant need to respond to the call for "expanding opportunities for low-to-moderate income persons that includes services associated with job creation, job training, and increasing employment opportunities for Norwich residents. Countless Child Development Associate jobs are going unfilled and underfilled in this region. Through implementation of training, internships, and placement of trained individuals in these jobs coupled with bridging the gap to post-secondary education and education licensure, we can empower growth and economic stability of the residents of Norwich.

During these critical times where individuals have lost their livelihood due to the pandemic and are looking for a way to reestablish themselves, the development of this pathway to Early Childhood Education addresses two main needs of the community: 1. Education and 2. Employment. According to the Connecticut United Ways *ALICE: A Study of Financial Hardship in Connecticut 2020 Report* "if households have sufficient income for quality education it can lead to improved academic performance, higher lifetime earnings, higher graduation rates, and improved job stability." OIC has forged collaborations with childcare centers throughout New London County to sustain the childcare associate from training, to job placement, to assist the Norwich community in decreasing the socioeconomic gap through integrated academics, vocational training, and job placement in bright future career fields as indicated by Department of Labor state and national statistics.

#### **B4. Waitlist**

A current waitlist of individuals results from the number of postings in childcare centers unfilled and the need for qualified workers to fill these job openings. At the present time many childcare centers are unable to find qualified individuals to meet classroom ratios; this results in fewer childcare spots for working parents and in turn creates employment barriers for workers of other industries. By working in collaboration with local centers this training program can offer stop gap measures and future skilled workers for their centers.

### **C. Program Description**

#### **C1. General Description of the Program**

- (a) The program design directly addresses the Norwich community's need of *"Expanding Opportunities for low to moderate income persons, includes services associated with job creation, job training, and increasing employment opportunities"* as outlined in the 5-year Consolidated Plan. The program seeks to provide the opportunity for participants to attain industry-recognized credentials while allowing them to participate in on-the-job training.

OIC of New London County would function as a feeder program training individuals interested in working in Early Childhood Education to participate in our employability skills class, earn an initial national credential, and progress to train for a CDA-Child Development Associate certification. This is a comprehensive, national certification for early childhood educators. It is recognized in every state in the country, and many international countries. Once a participant receives their certification, it is renewable every 3 years. The CDA training component is available as a hybrid model or in-person.

CDA candidates are required to meet 120 hours of education, 480 hours of work experience, a professional portfolio and family questionnaire, direct observation by a Council-contracted Professional Development Specialist, and a comprehensive examination.

OIC of New London County in collaboration with the CDA Council, Washington, D.C, local New London County Child Readiness Councils as well as numerous interested childcare centers and providers throughout New London County, seek to provide this educational and training opportunity to residents of Norwich, CT.

The collaboration will operate a structured program for a candidate pool comprised of any eligible and suitable individuals ranging from high school juniors to any individual currently, or potentially employed or participating in areas of early childhood education. All background and fingerprint processing will follow Office of Early Childhood Education and Background Check Information System processing. HSD / GED is required by program completion. OIC works closely with the Norwich Regional Adult Education system to ensure that participants will be enrolled in the NRA program if they have not attained their HSD/GED.

Course Curriculum Highlights include:

- **Keeping Children Physically Safe**
- **Promoting Wellness**
- **Designing an Environment to Promote Development and Learning**
- **Understanding the Physical Development of Infants, Toddlers, and Preschoolers**
- **Educating with Intentionality and Reflection**

(b) Although this program design is a concept specifically developed for Child Development Associate training the college and career pathway of education offered between OIC of New London County, Incorporated and

CT state universities and community colleges offers participants post-secondary pathways to increase their economic base through advancement and educational attainment; the development of relationship with local school districts, both public and private will provide input and guidance on the relevance of the program leading to employability for its participants in a vast array of placements.

(c) OIC of New London County, Incorporated has been providing low-income residents of New London County employability skills training for fifty years. Within the City of Norwich, OIC provides family violence education courses to offenders of intimate partner violence through a contract administered through the Connecticut State Court Support Services Division. The CDA program would provide seamless access to continuing education students as an enhancement to their academic studies and employment short- and long-term goals.

The program goals for the OIC CDA Training program addresses two concerns as outlined in the 5-year Consolidated Plan:

1. The need of the business community to have a talented/trained workforce.
2. The need to address employment gaps- as stated "training Norwich residents in the fields of education and healthcare could provide workforce opportunities. Regardless of the sector, job training needs to include topics such as job readiness, job preparedness of employees with post-secondary education, and competence in basic and technical skills". Early childhood education, welfare and support are key elements to ensure a flourishing community.

(d) OIC of New London County, Incorporated is the lead workforce development partner for the New London School Readiness Council. The council is comprised of members who make up the New London School District, family and childcare centers, and other community organizations whose focus is on developing school readiness skills. Each school district/region has a school readiness council whose mission is to provide pre-school programs that support all learning and developmental domains.

(e) The request for CDBG funding will be used to support a new program with vast impact to the community at large through much needed education, training, and job placement.

## **C2.General Operations**

(a) The proposed program will be conducted at OIC of New London County, Inc. 106 Truman Street, New London, CT and /or a satellite location in the Norwich city area (as available).

(b) The program will operate a schedule in concert with local childcare centers in the New London County from July 1- June 30 during the morning and mid-day schedule. It will be an eighteen-week program with a total of three sessions for the program year.

(c) The proposed program will be hosted Monday through Friday to meet the educational outcome requirements and internship schedule of participants. Each class will be operated in four 90-minute segments each day for the program duration with a scheduled 30-minute lunch. The proposed specific times are from 9:00 am to 4:00 pm.

(d) The OIC Child Development Associate Training Program anticipates serving 60 program participants who reside in the City of Norwich, are low-income, and are eligible to enrolled in CT state universities or community colleges within six months of program completion.

(e) The proposed program will be hosted Monday through Friday to meet the educational outcome requirements and internship schedule of participants. Each class will be operated in four 90-minute segments each day for the program duration with a scheduled 30-minute lunch. Proposed specific times are from 9:00 am to 4:00 pm.

### **C3. Percentage of funds that will be used for administration & salaries**

The program budget will require 58% of grant funds be used towards salaries due to the magnitude of services to be offered to the targeted population. A total of one employee will be hired and/or retained for program implementation. There are no administrative funds that will be used towards this program.

### **C4. Theory of Change Narrative**

OIC of New London County, Incorporated operates performance-based contracts administered through the CT Department of Labor, CT Department of Social Services, and the City of New London. Programs provided through the agency require that specific outcomes are met per program participant. For the purposes of the Child Development Associate training program the outcomes required to be met are as follows:

Short-Term Outcome: # of People Enrolled in Training- The program design anticipates the number of participants to be enrolled in the program year is 60 individuals. Marketing the services to the community is important since services are offered at **no cost** to the student. OIC will ensure that the community is aware of the service so that Norwich residents can maximize the benefit of the program.

Interim Outcome: # of Students who graduate from training- Students will be able to complete the CDA training program, while accessing income through internship hour completion and direct/alternate site hire.

The program proposal will only measure the number of students who successfully attain an industry recognized credential through the CDA training program within the specified 18-week program sessions. If students acquire the recognized credentials, they will be considered a graduate of the training program.

Long Term Outcome: # of Students who attain employment- Upon the completion of the program, students will have developed the career knowledge and education to make an informed decision regarding their career goals. It is with great anticipation that graduates of the program obtain employment and post-secondary education within six months of completion of the program.

## **E. Funding Questions**

### **1. Leveraging of Funds**

OIC's staff and Board of Directors are consistently focused on identifying opportunities for new programs and services as well as creative ways in which our organization can partner and collaborate with other agencies to stretch limited resources to meet ever-increasing needs. OIC seeks to request state funding from the Department of Labor and the Department of Social Services to support this program. In addition, private funding is also being sought out to support the CDA training program.

### **2. Administration of the project without the amount of funds requested**

OIC is continually seeking new funding and partnership opportunities to build and increase the stability of our programs and the professional growth of clients and staff alike. OIC receives funds from the following entities: Department of Social Services Employment & Training program and the State of Connecticut Department of Labor. The support of OIC is vast, however the funds tied to these contributions have significantly decreased because of related funding from governmental agencies lessening and as private foundations' endowments take hits during economic downturns.

### **3. Reduce/Eliminate from Budget**

Depending on the extent of the reductions, OIC would look to first eliminate items such as non-consumable training supplies, postage, contract services, etc. attempting to reduce any potential impact on the services provided to the clients. If the reductions are significant, OIC would seek to reduce the number of hours that it provides training services.

## **F. Other**

### **1. Other Service Provider**

Currently, there are no other service providers offering the integrated model of learning leading to industry-recognized certifications in the City of Norwich. This will be a new collaborative initiative.

### **2. Continuation of funding**

This proposal is not a continuation of a previously funded CDBG program. As previously mentioned, the request for CDBG funding will be used to support a new program.

**ADDRESSING THE NATIONAL OBJECTIVE**

Does your program:

- Address the needs of low- and/or moderate-income residents (see income chart below)? AND/OR
- Serve seniors; severely disabled adults; homeless; battered spouses; abused/neglected children and youth; illiterate adults; migrant farm workers, persons living with HIV/AIDS and persons who use food banks or meals programs.

FY 2021 Income Limits Summary									
FY 2021 Income Limit Area	FY 2021 Income Limit Category	Persons in Family							
		1	2	3	4	5	6	7	8
Norwich-New London, CT HUD Metro FMR Area	Very Low (50%) Income Limits (\$)	\$ 36,050	\$ 41,200	\$ 46,350	\$ 51,450	\$ 55,600	\$ 59,700	\$ 63,800	\$ 67,950
	Extremely Low Income Limits (\$)*	\$ 21,600	\$ 24,700	\$ 27,800	\$ 30,850	\$ 33,350	\$ 35,800	\$ 40,120	\$ 44,660
Median Family Income \$88,600	Low (80%) Income Limits (\$)	\$ 55,950	\$ 63,950	\$ 71,950	\$ 79,900	\$ 86,300	\$ 92,700	\$ 99,100	\$ 105,500

**PROGRAM BENEFICIARY OUTCOME STATISTICS:**

Attach additional sheets for every outcome related to the funded program

**STAFFING RESOURCES:** Identify every person involved in the implementation and administration of the program. Use the chart below and additional sheets if necessary. Please refer to page 15 regarding Section 3 to determine if you are or will be a Section 3 concern. If you are/will meet Section 3 criteria, it will be mandatory for you to complete the attached Section 3 documentation.

Position/Title	Salary Range	CDBG Portion of Salary	Full-Time or Part-Time?	Hired As a Result of Funding? (Y/N)
President/CEO	\$65,000	\$0	Full-Time	N
Coordinator of Academic Services	\$54,600	\$17,659	Full-Time	Y

**PART III: BUDGET INFORMATION**

**A. AGENCY FINANCIAL DATA**

<b>SUPPORT &amp; REVENUE</b>	<b>Current</b>	<b>Anticipated</b>
	<b>FY 21-22</b>	<b>FY 22-23</b>
Program Fees	\$	\$
Other Grants including foundations	\$90,059.55	\$86,250
Donations	\$90,059.55	\$172,500
CDBG	\$21,000	\$24,150
General Fund	\$53,280	\$24,840
State & Federal Grants	\$264,982	\$304,729.30
Other Revenue (specify)	\$31,680	\$36,432
Fundraising (Special Events)	\$90,059.56	
<b>TOTAL REVENUE</b>	<b>\$609,440.65</b>	<b>\$648,901.30</b>

<b>EXPENSES</b>	<b>Current</b>	<b>Anticipated</b>
	<b>FY 21-22</b>	<b>FY 22-23</b>
Salaries	\$ 385,268	\$ 424,728.65
Employee Benefits	\$6,000	
Payroll Taxes	\$30,000	\$36,000
Professional Fees & Services		
Operations/Phones/Postage		
Insurance	\$28,000	\$28,000
Equipment Rental, Maintenance & Acquisition		
Printing & Publication	\$1,000	\$1,000
Travel/Conferences/Conventions	\$1,104	\$1,104
Legal Fees	\$15,000	\$15,000
Vehicle Lease/Repair		
Other Expenses (specify)		
Student Training Supples, Credentialing, Programmatic Overhead	\$143,068	\$143,068
<b>TOTAL EXPENSES</b>	<b>\$609,440.65</b>	<b>\$648,901.30</b>
<b>BALANCE (TOTAL REVENUE LESS EXPENSES)</b>		
	<b>\$ 0</b>	<b>\$ 0</b>

**B. PROGRAM SPECIFIC FINANCIAL DATA**

SUPPORT & REVENUE	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Program Fees		\$3,500	
Other grants/foundations (non-government)			
Donations		\$32,250	
CDBG	\$30,000		
General Fund		\$2,000	
State Government		\$32,250	
Federal Government			
Other Revenue (specify)			
<b>TOTAL REVENUE</b>	<b>\$30,000</b>	<b>\$70,000</b>	<b>43%</b>
EXPENSES	CDBG-Funded Portion	Non-CDBG Funded Portion	% of CDBG Funds used for Program
Salaries	\$17,659	\$24,841	71%
Employee Benefits			
Payroll Taxes		\$5,355	
Professional Services (incl. accounts and attorneys)			
General Operations & Supplies (incl. Overhead and Printing)	\$5,159	\$19,484	26%
Travel / Conferences		\$2,002	
Vehicle Expense			
Other Expenses (specify)			
Testing/Credentialing	\$7,182	\$18,318	31%
<b>TOTAL EXPENSES</b>	<b>\$30,000</b>	<b>\$70,000</b>	<b>43%</b>
<b>BALANCE (total revenue less expenses)</b>	<b>\$70,000</b>		

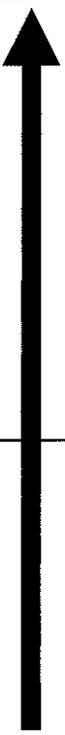
**PART IV: SUPPLEMENTAL INFORMATION:** All agencies (except City of Norwich Agencies) must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

**EXHIBIT 1** Financial Statement and Audit

Describe the agency's fiscal management including disbursement methods, financial reporting, record keeping, accounting principles/procedures and audit requirements. Include a copy of the agency's last completed audit.

<b>OUTCOME: Obtain employability skills to become self-sufficient, productive workers to meet the needs of the 21st century skilled workforce</b>			
<i>Long Term Outcome: Students who attain job relevant certificate</i>	<b>2020-Actual</b>	<b>Estimated 2021</b>	<b>2022 Anticipated</b>
Total Number of Participants:	N/A	N/A	60
Total Number of Participants Achieving Outcome:	N/A	N/A	54
Percent Who Achieved Outcome:	N/A	N/A	90.00%
<i>Interim Outcome: Successful Completion of 18-week Training Program</i>			
Total Number of Participants:	N/A	N/A	60
Total Number of Participants Achieving Outcome:	N/A	N/A	54
Percent Who Achieved Outcome:	N/A	N/A	90%
<i>Short Term Outcome: Participants who engage in employability skills training</i>			
Total Number of Participants:	N/A	N/A	60
Total Number of Participants Achieving Outcome:	N/A	N/A	54
Percent Who Achieved Outcome:	N/A	N/A	90.00%
<i>Output: Enrolled Early Childhood Education CDA Participants</i>			
Total Number of Participants:	N/A	N/A	60
Total Participants that are Norwich Residents:	N/A	N/A	60
Total Number of Participants Achieving Outcome:	N/A	N/A	54
Percent Who Achieved Outcome:	N/A	N/A	90.00%

Finish



Start

***Audited Financial Statements  
and Supplementary Information***

*Opportunities Industrialization Center  
of New London County, Inc.*

*Years ended June 30, 2018 and 2017*

Opportunities Industrialization Center of New London County, Inc.

Audited Financial Statements and Supplementary Information

Years ended June 30, 2018 and 2017

Contents

<b>Independent Auditors' Report</b> .....	1
<b>Financial Statements:</b>	
Statements of Financial Position .....	3
Statements of Activities and Changes in Net Assets.....	4
Statements of Functional Expenses – June 30, 2018.....	5
Statements of Cash Flows .....	6
Notes to Financial Statements .....	7
<b>Supplementary Information:</b>	
Schedule of Federal, State and Local Grants .....	15



## Independent Auditors' Report

To the Board of Directors  
Opportunities Industrialization Center of New London County, Inc.

We have audited the accompanying financial statements of Opportunities Industrialization Center of New London County, Inc. (the Organization), which comprise the statement of financial position as of June 30, 2018 and 2017, and the related 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 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 financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the 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 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 financial statements.

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

## Independent Auditors' Report (continued)

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Opportunities Industrialization Center of New London County, Inc. as of June 30, 2018 or 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### Report on Summarized Comparative Information

We have previously audited the Opportunities Industrialization Center of New London County, Inc. financial statements for the year ended June 30, 2017, and we expressed an unmodified audit opinion on those audited financial statements in our report dated April 26, 2018. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2017, is consistent, in all material respects, with the audited financial statements from which it has been derived.

### Emphasis of Matter Regarding Going Concern

The accompanying financial statements have been prepared assuming that the Organization will continue as a going concern. As shown in the financial statements and discussed in Note 2, the Organization incurred a net loss of \$51,732 during the year ended December 31, 2018 and has limited liquid assets which raises substantial doubt about the Organization's ability to continue as a going concern. Management's evaluation of the events and conditions and management's plans regarding these matters are also described in Note 2. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified with respect to that matter.

### Report on Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Schedule of Federal, State and Local Grants is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

*Fiondella, Milone & LaSanciana LLP*

Glastonbury, Connecticut  
July 10, 2019

Opportunities Industrialization Center of New London County, Inc.

Statements of Financial Position

	Year Ended June 30,	
	2018	2017
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 50,370	\$ 85,249
Grants and other receivables	37,177	29,362
Prepaid expenses and other current assets	1,612	1,480
Total current assets	<u>89,159</u>	<u>116,091</u>
Property and equipment, net of accumulated depreciation	<u>363,362</u>	<u>367,912</u>
<b>Total assets</b>	<u>\$ 452,521</u>	<u>\$ 484,003</u>
<b>Liabilities and net assets</b>		
Current liabilities		
Accounts payable	\$ 41,879	\$ 10,258
Accrued payroll and benefits	15,353	14,626
Accrued expenses and other current liabilities	8,259	5,356
Long-term debt, current portion	10,626	10,042
Deferred revenue	-	5,667
Total current liabilities	<u>76,117</u>	<u>45,949</u>
Long-term debt, net of current portion and net of deferred financing costs	<u>171,226</u>	<u>181,144</u>
Total liabilities	<u>247,343</u>	<u>227,093</u>
Net assets:		
Without donor restrictions	155,154	187,204
With donor restrictions	50,024	69,706
Total net assets	<u>205,178</u>	<u>256,910</u>
<b>Total liabilities and net assets</b>	<u>\$ 452,521</u>	<u>\$ 484,003</u>

See accompanying notes.

Opportunities Industrialization Center of New London County, Inc.

Statements of Activities and Changes in Net Assets

Year Ended June 30, 2018 and Comparative Year Ended June 30, 2017

	Net Assets Without Restrictions	Net Assets With Restrictions	2018	2017
Public support and revenue:				
Federal and state grants	\$ 217,199	\$ -	\$ 217,199	\$ 233,525
Local grants	190,875	-	190,875	301,004
Contributions	30,815	19,625	50,440	30,000
Training and client fees	27,542	-	27,542	19,821
Rental income	26,900	-	26,900	25,033
Other	2,223	-	2,223	5,104
Release from restricted net assets	39,307	(39,307)	-	-
Total public support and revenue	534,861	(19,682)	515,179	614,487
Expenses:				
Program services:				
Case management	30,306	-	30,306	-
Employment training	78,531	-	78,531	101,919
Certified nurses assistant	97,017	-	97,017	140,020
Culinary arts	49,113	-	49,113	71,425
Project employment	60,957	-	60,957	79,576
Stopping domestic violence	113,065	-	113,065	136,956
Voices for families	518	-	518	18,093
Supporting services:				
Administrative and general	137,404	-	137,404	93,845
Total expenses	566,911	-	566,911	641,834
Change in net assets	(32,050)	(19,682)	(51,732)	(27,347)
Net assets at beginning of year	187,204	69,706	256,910	284,247
Net assets at end of year	\$ 155,154	\$ 50,024	\$ 205,178	\$ 256,900

See accompanying notes.

Opportunities Industrialization Center of New London County, Inc

Statements of Functional Expenses

Year Ended June 30, 2018

	Program Services										Supporting Services	
	Case Management	Employment Training	Certified Nursing Assistant	Culinary Arts	Project Employment	Stepping Domestic Violence	Voices for Families	Administrative & General	Total			
Salaries	\$ 11,272	\$ 45,481	\$ 58,195	\$ 15,503	\$ 26,460	\$ 93,012	\$ 348	\$ 54,632	\$ 304,903			
Occupancy	2,523	5,446	5,293	11,762	5,876	3,059	-	10,326	44,285			
Insurance	2,922	2,749	2,792	1,447	2,966	1,765	-	28,439	43,080			
Payroll taxes	2,586	5,582	5,670	2,939	6,023	3,584	-	2,997	29,381			
Contracted service fees	2,010	3,769	3,826	1,962	4,033	2,410	-	9,567	27,577			
Rental and maintenance of equipment	1,999	4,318	4,386	2,273	4,659	2,773	-	2,845	23,253			
Employee benefits	2,643	455	462	240	492	292	-	7,911	12,495			
Interest expense	-	-	-	-	-	-	-	11,338	11,338			
Special assistance to individuals	56	1,246	4,103	3,194	-	-	-	333	8,932			
Miscellaneous	137	297	-	4,244	448	267	-	2,260	7,653			
Office supplies	448	1,021	1,038	552	1,088	656	-	647	5,450			
Student and training supplies	16	50	3,101	798	143	22	170	412	4,712			
Telephone	275	594	603	313	641	381	-	319	3,126			
Travel local and in-state	96	200	210	109	226	144	-	235	1,220			
Advertising	1	149	2	1	161	95	-	655	1,064			
Postage and shipping	62	134	186	71	144	86	-	96	779			
Dues to national organization	-	-	-	-	-	-	-	614	614			
Conference, convention and training	26	57	57	30	63	36	-	30	299			
Expenses before depreciation	27,072	71,548	89,924	45,438	53,423	108,582	518	133,656	530,161			
Depreciation	3,234	6,983	7,093	3,675	7,534	4,483	-	3,748	36,750			
Total expenses	\$ 30,306	\$ 78,531	\$ 97,017	\$ 49,113	\$ 60,957	\$ 113,065	\$ 518	\$ 137,404	\$ 566,911			

See accompanying notes.

Opportunities Industrialization Center of New London County, Inc

Statements of Cash Flows

	Year Ended June 30,	
	2018	2017
<b>Cash flows from operating activities</b>		
Change in net assets	\$ (51,732)	\$ (27,347)
Adjustments to reconcile change in unrestricted net assets to net cash provided by operating activities:		
Depreciation	36,750	36,467
Non-cash interest expense	143	142
Changes in assets and liabilities:		
Grant and other receivables	(7,815)	22,757
Prepaid expenses	(132)	221
Accounts payable	31,621	3,011
Accrued payroll and benefits	727	2,950
Accrued expenses and other current liabilities	2,903	4,134
Deferred revenue	(5,667)	(22,666)
Net cash provided by operating activities	<u>6,798</u>	<u>19,669</u>
<b>Cash flows from investing activities</b>		
Capital expenditures	(32,200)	(3,663)
Net cash used for investing activities	<u>(32,200)</u>	<u>(3,663)</u>
<b>Cash flows from financing activities:</b>		
Repayment of long-term debt	(9,477)	(9,432)
Net cash used for financing activities	<u>(9,477)</u>	<u>(9,432)</u>
Net change in cash for the year	<u>(34,879)</u>	<u>6,574</u>
Cash and cash equivalents at beginning of year	<u>85,249</u>	<u>78,675</u>
Cash and cash equivalents at end of year	<u>\$ 50,370</u>	<u>\$ 85,249</u>
<b>Supplemental disclosure of cash flow information:</b>		
Cash paid during the year for interest	\$ 11,195	\$ 10,428

See accompanying notes.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements

Years ended June 30, 2018 and 2017

**1. Nature of Activities**

Opportunities Industrialization Center of New London County, Inc. (the Organization) is a non-profit organization, which has been serving the residents of southeastern Connecticut since 1970. The Organization's program services consist of the following:

*Case management*- provides overall guidance and career counseling to program participants who are seeking employment in their trained career pathway.

*Employment training* - program provides a reinforcement of core skills in preparation for successful employment.

*Certified nursing assistant* - program is a certificate program with job-specific instruction and clinical procedures.

*Culinary arts* - program is a certificate program for food handling and developing competencies for employment in the food service industry.

*Project employment* - program provides support to clients with a criminal history focusing on job training and job search efforts.

*Stopping domestic violence* - program provides therapy to change behaviors of clients who batter.

**2. Going Concern**

The Organization has experienced declines in grant revenues and has had recurring net losses along with limited cash flows available throughout the year which raises substantial doubt about its ability to continue as a going concern. Management and the Board of Directors have established a plan to cut expenses and obtain additional grant funding and other sources of revenues. Management believes its plan will be sufficient to fund the Organization's operating needs into fiscal year 2020, however there is no guarantee the Organization will be able to obtain additional funds. The financial statements have not been adjusted based on the going concern opinion.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**3. Summary of Significant Accounting Policies**

**Basis of Presentation**

The accompanying financial statements have been prepared on the accrual basis of accounting. The Organization reports information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions. They are described as follows:

*Without Donor Restrictions* – Net assets that are not subject to donor-imposed restrictions. These funds are available for general operating purposes and/or to use at the discretion of the Board of Directors. From time to time the Board may designate a portion of these net assets for specific purposes which makes them unavailable for general use by Management. At June 30, 2018 and 2017 there are no board designated net assets.

*With Donor Restrictions* - Net assets whose use is limited by donor-imposed, time and/or purpose restrictions. Some net assets with donor restrictions include a stipulation that assets provided be maintained permanently (perpetual in nature) while permitting the Organization to expend the income generated by the assets in accordance with the provision of additional donor imposed stipulations or a board approved spending policy. At June 30, 2018 and 2017, there are no donor restricted net assets required to be maintained in perpetuity, and there are \$50,024 and \$69,706 of donor restricted net assets whose use is restricted for kitchen renovations.

**Recently Adopted Accounting Pronouncement**

The Organization has adopted Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) 2016-14, *Not-For-Profit Entities* (Topic 958), *Presentation of Financial Statements of Not-for-Profit Entities*. This guidance is intended to improve the net asset classification requirements and the information presented in the financial statements and notes about a not-for-profit entity's liquidity, financial performance and cash flows. The main provisions of this guidance include the presentation of two classes of net assets rather than three, and enhancement of disclosures regarding board designations, appropriations, and certain qualitative information.

A recap of the net asset reclassifications driven by the adoption of ASU 2016-14 as of June 30, 2017 is as follows:

	Without Donor Restrictions	With Donor Restrictions	Total Net Assets
As previously stated			
Unrestricted	\$ 187,204	\$ -	\$ 187,204
Temporarily restricted	-	69,706	69,706
Net assets as currently stated	\$ 187,204	\$ 69,706	\$ 256,910

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**3. Summary of Significant Accounting Policies (continued)**

**Cash and Cash Equivalents**

For purposes of the statement of cash flows, cash and cash equivalents include all highly-liquid debt instruments purchased with an original maturity of three months or less. There are no cash equivalent balances for the year-ending June 30, 2018 or 2017.

**Grants and Other Receivables**

Grants and other receivables are stated net of an allowance for doubtful accounts, which approximates those assets fair value. Allowances for grants and other receivables are determined by management based on an assessment of their collectability. Management considers past history, current economic conditions and overall viability of the third party. Receivables are written off only when management believes amounts will not be collected. Based on this assessment, management considers grants and other receivables to be fully collectible; accordingly, no allowance for doubtful accounts has been recorded at June 30, 2018 or 2017.

**Property and Equipment**

The Organization capitalizes expenditures for furniture, office equipment, computers and purchased software that are in excess of \$1,000. Fixed assets are recorded at cost. Donations of property and equipment are recorded as support at their estimated fair value. Depreciation of property and equipment is calculated using the straight-line method over the estimated useful lives of the related assets. Expenditures for maintenance and repairs are charged to expense as incurred. The estimated useful lives of the Organization's assets are as follows:

Building.....	40 years
Furniture and equipment.....	5-10 years
Building improvements.....	14-20 years

**Deferred Financing Costs**

Deferred financing costs, net of accumulated amortization, are reported as a direct deduction from the face amount of the long term notes to which such costs relate. Amortization of deferred financing costs is reported as a component of interest expense and is computed using an imputed interest rate on the related loan.

**Revenue Recognition**

Revenues are reported as increases in net assets without restrictions unless use of the related asset is limited by donor-imposed restrictions. Donor-imposed contributions whose restrictions are met in the same reporting period are reported as support without donor restrictions in the statements of activities.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**3. Summary of Significant Accounting Policies (continued)**

**Revenue Recognition (continued)**

*Grants and Contracts* - Grants and contracts are generally considered to be exchange transactions in which the grantor or contractor requires the performance of specified activities. Entitlement to cost reimbursement grants and contracts is conditioned on the expenditure of funds in accordance with grant restrictions and, therefore, support is recognized to the extent of grant expenditures. Entitlement to performance based grants and contracts are conditioned to the attainment of specific performance goals and, therefore, support is recognized to the extent of performance achieved. Grant and contract receipts in excess of support recognized are presented as deferred revenue.

*Contributions* - Contributions are defined as voluntary, non-reciprocal transfers. In accordance with the recommendations of ASC 958, *Not-for-profit Entities*, unrestricted and unconditional contributions are recognized as support when received or pledged, if applicable. Contributions are reported restricted support if they are received with donor stipulations that limit the use of such assets. When a restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

*Donated Assets* - Donated assets (including the usage of assets such as rent) are recognized at their estimated fair market value. The Organization reports gifts of land, buildings, and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as net assets with donor restricted support. Absent explicit donor stipulations about how long-lived assets must be maintained, the Organization reports expirations of donor restrictions in full when the donated or acquired long-lived assets are placed in service.

**Donated Materials, Equipment and Services**

Donated materials and equipment are reflected as contributions in the accompanying statements at their estimated values at date of receipt. Donated services are reflected as contributions at their estimated values if they create or enhance nonfinancial assets or require specialized skills and would typically be purchased if not provided by donation. No amounts have been reflected in the statements for other donated services because they do not meet the criteria for recognition or there is no objective basis is available to measure the value of such services.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**3. Summary of Significant Accounting Policies (continued)**

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual amounts could differ from those estimates.

**4. Property and Equipment**

Property and equipment are summarized as follows:

	<b>June 30,</b>	
	<b>2018</b>	<b>2017</b>
Building and improvements	\$ 607,971	\$ 575,771
Land	10,719	10,719
Office furniture and equipment	262,163	262,163
	<b>880,853</b>	<b>848,653</b>
Accumulated depreciation	(517,491)	(480,741)
Net property and equipment	<b>\$ 363,362</b>	<b>\$ 367,912</b>

Depreciation expense amounted to \$36,750 and \$36,467 for the years ended June 30, 2018 and 2017, respectively.

**5. Long-Term Debt**

During the year ended June 30, 2013 the Organization entered into a 20 year mortgage for \$80,000 which was used to purchase the administrative office and program facilities at 106 Truman Street, New London, Connecticut. The mortgage note bears an interest rate of 5% per annum on the unpaid principal balance and is subject to adjustment every 5 years at a rate of 3.25% over the Federal Home Loan of Boston's 5-year classic advance rate. Interest expense on the mortgage was \$3,401 and \$3,357 for the years ended June 30, 2018 and 2017, respectively. The total outstanding principal balance on the mortgage as of June 30, 2018 and 2017 was \$67,049 and \$69,743, respectively. Deferred financing, net of accumulated amortization, totaled \$2,152 and \$2,295 as of June 30, 2018 and 2017, respectively, and are related to the mortgage. Deferred financing costs are shown net of long term debt on the statement of financial position.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**5. Long-Term Debt (continued)**

During the year ended June 30, 2015, the Organization entered into a financing agreement to renovate and retrofit the administrative office and program facilities at 106 Truman Street, New London, Connecticut with the primary purpose of reducing energy consumption and installing renewable energy systems. The total amount borrowed under the financing agreement was \$127,386. The financing agreement requires the Organization to repay the funds borrowed over a term of 14 years, bearing an interest rate of 5.40% per annum on the unpaid principal balance, with semiannual payments commencing in January of 2016. Under the terms of the financing agreement a benefit assessment lien has been placed on the administrative office and program facilities of the Company. Interest expense for the years ended June 30, 2018 and 2017 was \$7,018 and \$7,071, respectively. The total outstanding principal balance, which includes capitalized interest and fees of \$6,631, as of June 30, 2018 and 2017, was \$116,955 and \$123,738, respectively.

Future maturities of long-term debt at June 30, are as follows:

2019	\$	10,626
2020		11,201
2021		11,793
2022		12,449
Thereafter		137,935
		184,004
Less: deferred financing net		(2,152)
Total	\$	181,852

**6. Income Tax Status**

The Organization has received an exemption from the Internal Revenue Service (IRS) from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. The Organization is required to make the appropriate tax payments on any income considered unrelated to its exempt purpose. The Organization files Form 990, *Return of Organization Exempt from Income Tax*, which is subject to examination by the IRS until the applicable statute of limitation expires. The Organization is no longer subject to review for years ended prior to June 30, 2014.

**7. Concentrations and Risks**

**Credit Risk**

The Organization maintains its cash and cash equivalents in financial institution accounts that, at times during the year, may exceed federally insured limits. The cash balances in the financial institutions are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000, at June 30, 2018 and 2017.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**7. Concentrations and Risks (continued)**

**Source of Revenue**

During the years ended June 30, 2018 and 2017, the Organization received approximately 43% and 38%, respectively, of its revenue from federal and state grants and 79% and 87% respectively, of all revenues from federal, state and local sources. The loss of these revenue sources would have a material adverse effect on the Organization. All such revenue is for specific purposes and is subject to review and audit by grantor agencies. Such audits could lead to requests for reimbursement to the grantor agency for any expenditure disallowed under the terms of the grant. Management believes no such disallowances will occur.

**8. Commitments and Contingencies**

From time to time, the Organization may be involved in various litigation matters, which arise in the ordinary course of business. There is currently no litigation that management believes will have a material impact on the financial position of the Organization.

**9. Rental Income**

The Organization also leased office space in their main facility in New London, Connecticut to various unrelated non-profit organizations on a daily or monthly basis. Total rental income amounted to \$26,900 and \$25,033 for the years ended June 30, 2018 and 2017, respectively.

**10. Defined Contribution Plan**

The Organization has a defined contribution salary deferral plan covering all full-time employees. The benefit plan funds are invested in mutual funds purchased from New England Funds. There were no contributions during the years ended June 30, 2018 and 2017.

**11. Information About Liquidity**

The operations and programs of the Organization are primarily funded through annual grants and contributions. The revenues allow the Organization to provide mission-related services while maintaining a positive working capital position, however because the resources are annual there are limited resources for future years. New grants have been contracted for the year ending June 30, 2019.

Opportunities Industrialization Center of New London County, Inc.  
Notes to Financial Statements (continued)

**12. Availability of Financial Assets**

The following reflects the Organization's financial assets as of the financial position date, reduced by amounts not available for general use within one year of the financial position date because of contractual or donor imposed restrictions or internal designations.

	<u>2018</u>
Financial assets:	
Cash and cash equivalents	\$ 50,370
Grants and other receivables	<u>37,177</u>
	<u>87,547</u>
Less:	
Amounts unavailable for management:	
Funds subject to donor restrictions	<u>50,024</u>
	<u>50,024</u>
 Total financial assets available within one year	 <u>\$ 37,523</u>

**13. Subsequent Events**

The Organization has evaluated events occurring between June 30, 2018 and July 10, 2019, the date the financial statements were available to be issued.

## Supplementary Information

Opportunities Industrialization Center of New London County, Inc.

Schedule of Federal, State and Local Grants

For the Year Ended June 30, 2018

**Federal Grants**

Department	Program	Revenues
City of New London - Community Development Block Grant	Job Training	\$ 6,250
<b>Total Federal Grants</b>		<u>\$ 6,250</u>

**State Grants**

Department	Program	Revenues
Connecticut Judicial Branch	Domestic Violence	\$ 15,821
Connecticut Department of Labor	Administration	10,996
Connecticut Department of Labor	CNA Adult	35,503
Connecticut Department of Labor	Culinary Arts	27,558
Connecticut Department of Labor	Job Training	20,943
Connecticut Department of Social Services	CNA Adult	27,300
Connecticut Department of Social Services	Culinary Arts	12,350
Connecticut Department of Social Services	Job Training	25,480
Connecticut Department of Social Services	Administration	24,903
State Education Resource Center of Connecticut	Voices for Families	10,095
<b>Total State Grants</b>		<u>\$ 210,949</u>

**Local Grants**

Agency	Program	Revenues
United Way	CNA Adult	\$ 35,954
United Way	Culinary Arts	17,010
United Way	Job Training	61,805
United Way	Domestic Violence	19,298
United Way	Project Employment	19,499
United Way	Administration	915
EWIB	Job Training	5,600
Liberty Bank Foundation	Culinary Arts	5,000
Community Foundation	Domestic Violence	10,000
Peoples United Bank Foundation	Job Training	5,000
Bodenwein Foundation	Job Training	3,000
Chelsea Groton Bank	CNA Adult	1,250
Chelsea Groton Bank	Culinary Arts	1,250
Chelsea Groton Bank	Job Training	2,750
Chelsea Groton Bank	Construction	1,250
Charter Oak Credit Union	Job Training	1,294
<b>Total Local Grants</b>		<u>\$ 190,875</u>

*See Independent Auditors' Report*

OIC of New London County, Incorporated- Exhibit #2

Insurance/Bond/Worker's Compensation

- State whether or not the agency has liability insurance coverage, in what amount and with what insuring agency.  
**OIC of New London County, Incorporated has liability insurance coverage with NEXT Insurance in the amount of \$1,000,000.**
  
- State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.  
**OIC of New London County, Incorporated pays all payroll taxes and worker's compensation as required by Federal and State Law.**
  
- State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.  
**OIC of New London County, Incorporated does not have fidelity bond coverage for principal staff who handle agency accounts.**
  
- Provide a copy of a current insurance certificate, not a policy.  
**Please see attached.**





Department of the Treasury  
Internal Revenue Service

P.O. Box 2508  
Cincinnati, OH 45201

In reply refer to: 0248226132  
May 01, 2008 LTR 4168C E0  
23-7066023 000000 00 000  
00016486  
BODC: TE

Attachment #6

OIC OF NEW LONDON COUNTY  
106 TRUMAN ST  
NEW LONDON CT 06320-5632



011158

Employer Identification Number: 23-7066023  
Person to Contact: John Kennedy  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your request of Apr. 22, 2008, regarding your tax-exempt status.

Our records indicate that a determination letter was issued in April 1970, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records also indicate you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Michele M. Sullivan, Oper. Mgr.  
Accounts Management Operations I

Opportunities Industrialization Center of New London County, Incorporated  
BOARD OF DIRECTORS LIST

**Christina Ann Nocito (2020) – Chairperson**

25 Walden Avenue  
New London, CT 06320  
860-705-2179

[cnocito0196@att.net](mailto:cnocito0196@att.net)

Chelsea Groton Bank

**Priscilla Melecio (2020)- Vice Chairperson**

308 Ocean Avenue  
New London, CT 06320  
860-460-7427

[pmelecio@ymail.com](mailto:pmelecio@ymail.com)

City of New London Youth Services Bureau

**Ralph Hightower, M.B.A (2021) – Treasurer**

1-O Lakeside Drive  
Ledyard, CT 06339  
860-460-5599

[ralph.hightower1970@gmail.com](mailto:ralph.hightower1970@gmail.com)

Retired, Senior Human Resource Generalist

**Beth A. Hogan (2021)- Secretary**

10 Wildwood Drive  
Niantic, CT 06357  
860-418-9116/860-739-3617 (H)

[bethhogan1214@gmail.com](mailto:bethhogan1214@gmail.com)

Project Manager, The Connection

**Ellen Clinesmith (2020)**

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917-559-2482

[eclinesmith@me.com](mailto:eclinesmith@me.com)

Educator, Three Rivers Community College

**Angela Rasmussen**

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**Tariko Satterfield Sr.**

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[realifempire@yahoo.com](mailto:realifempire@yahoo.com)

860-215-1758

**Anderson Scott (2020)**

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860-890-2711

[Andersonscott2015@hotmail.com](mailto:Andersonscott2015@hotmail.com)

OICNLC Alumni

**Glover Dover (2021)**

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New London, CT 06320  
860-215-9238

[glover@trcc.commnet.edu](mailto:glover@trcc.commnet.edu)

Educator, Three Rivers Community College

**Brian Wilson (2022)**

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[bpw111155@gmail.com](mailto:bpw111155@gmail.com)

Director of Plant Operations, Stoneridge Sr. Care

**Christopher Jones (2021)**

PO Box 498  
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860-625-4311

[crfrogg@aol.com](mailto:crfrogg@aol.com)

Educator, Grasso Tech High School

**Rev. Dr. John Webster (2021)**

186 Jerry Browne Rd. Apt. 34N  
Mystic, CT 06355  
860-572-2757

[pjwebster@att.net](mailto:pjwebster@att.net)

Retired, Clergy

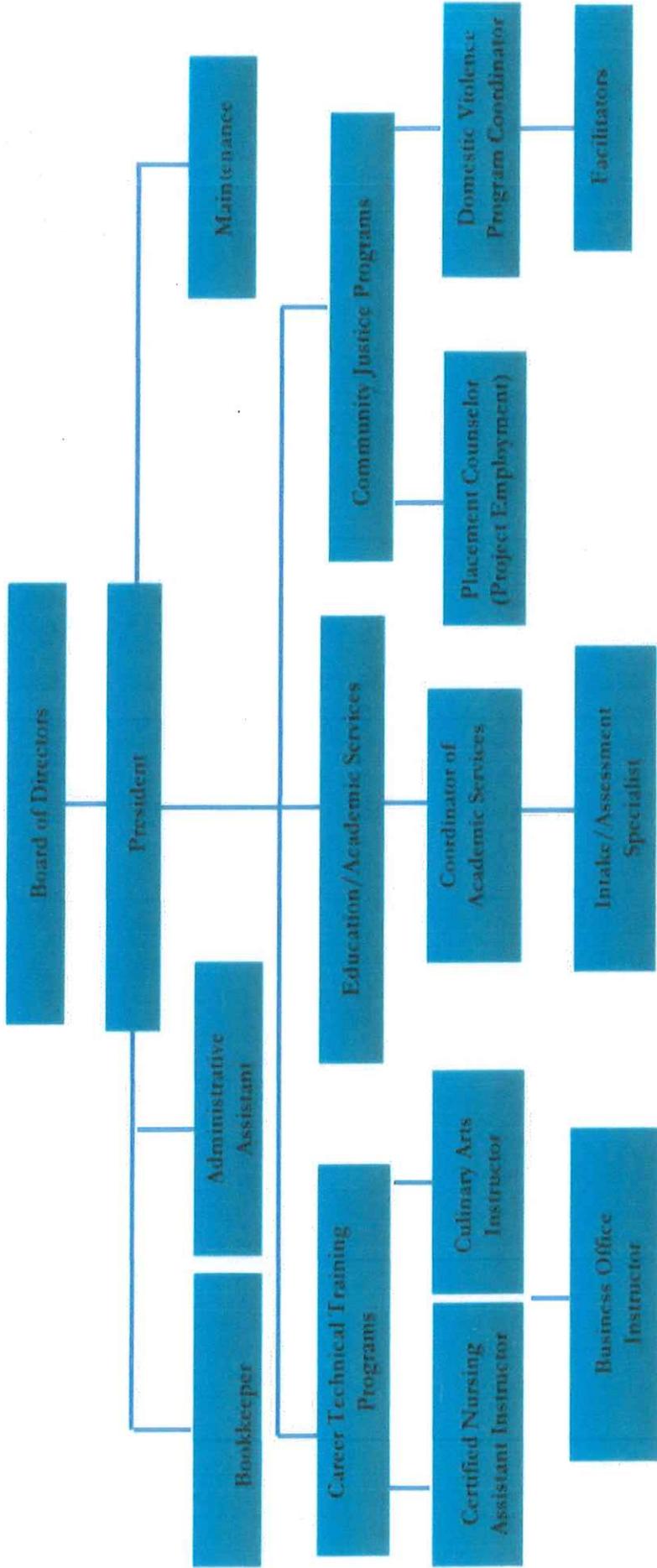
**Charles J Schott**

186 Jerry Browne Rd, #1108  
Mystic, CT 06355-4006

[cjschott2@gmail.com](mailto:cjschott2@gmail.com)

203-526-6422

Opportunities Industrialization Center of New London County, Incorporated  
Organizational Chart



**Qualifications Summary:**

Administrative professional experienced in working in the field of social services specializing in workforce development for approximately twelve years. Committed to superior customer service with a strong managerial focus on delivering services effectively and efficiently. Seeking to obtain employment that will allow me to continue to contribute to the overall mission and vision of an organization that fosters personal and professional growth and development.

**Experience Highlights:*****Management & Supervision (6 years-100% full time commitment)***

- Responsible for the administrative and supervisory oversight of vocational programs within the states of New York and Connecticut.
- Managed employment services provided to targeted populations which include youth, adults, individuals with co-occurring disorders, criminal justice offenders, WIA special population groups, and individuals with mental, emotional, physical, and learning disabilities.
- Tracked employment outcomes and information on individual consumers and analyzed on-going placement data.
- Established and collaborated with state agencies, other non-profits, and businesses to promote employment opportunities and services for targeted populations.
- Marketed program offerings and services of various agencies to the general public to maintain program and agency consumer capacity.
- Analyzed information from interviews, educational and medical records, consultation with other professionals, and diagnostic evaluations to assess clients' abilities, needs, and eligibility for services.
- Ensured that agencies maintained and kept abreast of its placement and outreach quotas on a monthly basis to ensure contract compliance.

***Career Services & Employability Training (6 years-100% full time commitment)******Job Development (35 Hours per week for 4 years)***

- Maintained caseloads of consumers (varied between 10-65 consumers on a caseload) to assist them with obtaining full-time and part-time competitive employment within the community as a full-time job developer.
- Responsible for ensuring that placed consumers remained in employment for approximately one year after separation from the program by performing follow-up services such as phone calls, case management sessions, and meetings with employers.
- Met with local employers to develop employment opportunities for consumers to ensure that opportunities were available
- Conducted on-site and off-site job coaching to ensure that adults with disabilities and part-time youth workers were appropriately acclimated to their work environment.
- Maintained close contact with clients during job training and placements to resolve problems and evaluate placement adequacy.

***Case Management (35 Hours per week for 1 year)***

- Worked in collaboration with other departments to ensure that students/consumers identified as having a learning disability were placed in appropriate work settings conducive to their needs.
- Developed Personal Career Readiness Plans that fit clients' aptitudes, education levels, physical abilities, and career goals.
- Arranged for physical, mental, academic, vocational, and other evaluations to obtain information for assessing clients' needs and developing employment plans.
- Identified barriers to client employment such as inaccessible work sites, inflexible schedules, and transportation problems and worked with clients to develop strategies for overcoming these barriers.
- Maintained regular contact with external agency representatives, including referral sources, service authorization contacts, and ancillary service providers.
- Responsible for working collaboratively with medical, psychiatric, and vocational staff to arrange for appropriate services.
- Provided clinical services (i.e. individual, group, and family counseling) as directed and as credentialed and appropriately supervised.
- Conducted monthly chart reviews, secured relevant releases of information, and completed paperwork and documentation of changes as they occurred.

***Vocational Instructor (35 Hours per week for 1 year)***

- Supervised and monitored students' use of tools and equipment.
- Observed and evaluated students' work to determine progress, provide feedback, and make suggestions for improvement.
- Determined training needs of students or workers.
- Administered oral, written, or performance tests to measure progress and to evaluate training effectiveness.
- Conduct on-the-job training classes or training sessions to teach and demonstrate principles, techniques, procedures, or methods of designated subjects.
- Integrated academic and vocational curricula so that students can obtain a variety of skills.
- Developed curricula and plan course content and methods of instruction.

**Employment History:**

- 10/13-Present    **OIC of New London County, Incorporated**  
*President/CEO*
- 07/12-10/13    **BHcare**  
*Program Manager, Branford, CT*
- 05/07-07/12    **New Haven Job Corps Center**  
*OA/CTS Manager, New Haven, CT*
- 12/05-05/06    **APT Foundation/DAYTOP**  
*Care Manager, Bridgeport, CT*
- 05/00-12/05    **New York Bilingual Institute**  
*Various Positions Held (Job Developer, Case Manager, Vocational Instructor, etc.), New York, NY*

**Education & Training:**

**Metropolitan College of New York** (9/02-9/03- One Year Accelerated Program)  
*Master in Business Administration in General Management*

**Virginia State University** (9/96-5/00)  
*Bachelor of Science in Psychology*

**Skills:**

Microsoft Office Applications (Word, Access, PowerPoint, Excel)  
Research Capabilities- Trained Grant Writer (2010 Course provided by the Foundation Center)  
Public Speaking and Presentation Skills  
Excellent Team Building Skills

**REFERENCES FURNISHED UPON REQUEST**

- EXHIBIT 2 Insurance/Bond/Worker's Compensation
- State whether or not the agency has liability insurance coverage, in what amount and with what insuring agency.
  - State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.
  - State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.
  - Provide a copy of your current insurance certificate, NOT YOUR POLICY.
- EXHIBIT 3 Non-profit Determination  
 Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service.
- EXHIBIT 4 List of Board of Directors  
 A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body.
- EXHIBIT 5 Organizational Chart  
 An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.
- EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer
- EXHIBIT 7 Conflict of Interest Disclosure  
 Form attached.

**PART V: CONFLICT OF INTEREST QUESTIONNAIRE**

**COMMUNITY DEVELOPMENT BLOCK GRANT  
 CITY OF NORWICH, CONNECTICUT**

**APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE  
 2022-2023 PROGRAM YEAR**

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member?    Yes    X No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member?    Yes        X No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, CDAC member or other official (named)

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member?    Yes        X No

If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

Name of member	Name of City employee, Consultant, City Council member, CDAC member or other official (named)	Indicate type of tie (Family or Business)	If family, indicate relationship

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)?

Name of Applicant: **OIC of New London County, Incorporated**

Signature of Applicant's Representative: **Nekeisha Grant, MBA** *Nekeisha Grant*

Title: **President/CEO**

Date: **2/10/22**

**HUD REGULATION REGARDING CONFLICT OF INTEREST  
(NOT REQUIRED TO BE SUBMITTED WITH APPLICATION)**

**24 CFR § 570.611 Conflict of interest**

**(a) Applicability.** (1) In the procurement of supplies, equipment, construction, and services by recipients and by sub recipients, the conflict of interest provisions in 24 CFR 85.36 and 24 CFR 84.42, respectively, shall apply. (2) In all cases not governed by 24 CFR 85.36 and 84.42, the provisions of this section shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance by the recipient or by its subrecipients to individuals, businesses, and other private entities under eligible activities that authorize such assistance (e.g., rehabilitation, preservation, and other improvements of private properties or facilities pursuant to Sec. 570.202; or grants, loans, and other assistance to businesses, individuals, and other private entities pursuant to Sec. 570.203, 570.204, 570.455, or 570.703(i)).

**(b) Conflicts prohibited.** The general rule is that no persons described in paragraph (c) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract, or agreement with respect to a CDBG-assisted activity, or with respect to the proceeds of the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one year

**REQUEST FOR PROPOSALS  
CITY OF NORWICH  
Community Development Block Grant (2022-2023)**

The City of Norwich Office of Community Development is accepting Community Development Block Grant (CDBG) applications for Program Year 47 (9/1/22 –8/31/2023). Preliminary estimates of funding have not yet been provided by the U.S. Department of Housing and Urban Development. The *anticipated* amount will be approximately **\$876,317**. Funding is available for activities that are in-line with the National Objectives of CDBG and assist in achieving the overall goals set forth in the 5-Year Consolidated Plan (program guidelines) as categorized below:

**“Provide Decent Affordable Housing”**

- Programs that increase home ownership opportunities as well as promote code improvement and energy efficient housing

**“Create a Suitable Living Environment”**

- Activities addressing quality of life issues that improve infrastructure, encourage collaboration and foster a sense of community on a city-wide scale

**“Expand Economic Opportunities for Low-to-Moderate Income Residents”**

- Proposals that provide a measurable increase in job creation through business retention/expansion/creation
- Proposals that will create an improved skill set and result in direct employment or business creation

Applications will be accepted **until 4:00 p.m. on Thursday February 10, 2022** at the Community Development Office, 23 Union St., Norwich, CT. Applicants are to submit 1 (one) original and 9 (nine) copies of the application and financials AND one (1) electronic version of their application. **Copies must be double sided and be on pre-punched, 3-hole paper. Please note that there are 2 different applications. The “Public Service” version should be used for programs benefiting low to moderate-income clientele. The “Non-Public Service” version should be used for public facilities improvements, economic development, rehabilitation and preservation activities whose service population is low to moderate-income clientele.**

Applications and program guidelines are available at the Office of Community Development, 23 Union St., Norwich, CT or online at <http://www.norwichct.org/216/Community-Development>

**We reserve the right to refuse applications that are incomplete and/or do not include necessary documentation.**

Equal Opportunity/Affirmative Action