

New Opportunities, Inc.
232 North Elm Street
Waterbury, CT 06702

Rachel T. Perez, Board Chair Person
Dr. James H. Gatling, President/CEO

**ANNUAL
REPORT
2017**

New Opportunities, Inc.

Mission Statement

To improve the quality of life for economically disadvantaged individuals by providing the necessary resources to increase their standard of living, foster self-improvement, and maximize self-empowerment

Vision Statement

Building on our roots and branching out to transform the community into a safe and prosperous place



Kay Wyrick was a long time, active member of the New Opportunities, Inc. Board of Directors, and a tireless advocate for the youth in Waterbury.

New Opportunities, Inc. was proud to work with the Waterbury Board of Education and the Wyrick family to have the Media Room at the Waterbury Career Academy High School dedicated in Kays' memory.

***"JUST SAY
NO TO
DRUGS &
SEX "***

***"GET AN
EDUCATION"***

CATHERINE "KAY" WYRICK

MEDIA CENTER

FEBRUARY 9, 2017

WORK, EARN, LEARN

New Opportunities, Inc.

Board of Directors

Rachel Perez – Chairperson

Joyce Kennedy Jones – Vice Chairperson

Maritza Rivera – Secretary

Charles Hoffer – Treasurer

Dora Bennett

Mary Conklin

Deneen Fryer

Melissa Green

Dr. Eddie Joyce

Victor Lopez

Edward Nixon

Anthony Pietrafesa

Patricia Rush

Michele Saavedra-Slappey

Belinda Weaver



Board Chairperson

Rachael Perez

During 2017 I had the privilege to serve as the Board Chairperson for New Opportunities, Inc. The Board of Directors has the responsibility to ensure that the mission of the agency is always at the forefront of any decision that is made. I am pleased to report to you that both the Board of Directors and staff of New Opportunities remain committed to the mission each day.

New Opportunities' extended-hand has always been a stepping-stone of hope for the clients and communities we serve. Our agency's perspective is defined and refined by state-of-the-heart research that has kept New Opportunities on the frontlines of the disenfranchised since 1964.

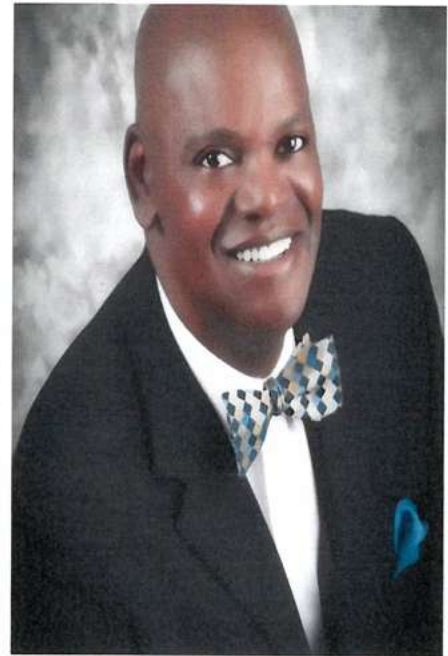
Despite the nation's unrelenting economic challenges, our staff, Management Team, volunteers and business associates brought help and hope to over 61,000 clients last year. New Opportunities' streamlined services was able to help our customers maintain lives of independent dignity and productivity. During 2017 the Boards' Community Development and Evaluation Committee met with consumers of NOI programs each month to engage in a dialogue about services that NOI had provided them, as well as additional services that they needed, and the NOI staff that assisted them. By listening directly with the low income consumer, the Board members were able to validate the good work that NOI staff does each and every day.

New Opportunities is looking to the future and researching a variety of business and monetary models that generate revenues for the agency to meet the gaps in state and federal funding, while providing critical services to our customers.

Our horizons are as diverse as the clients we serve. New Opportunities Inc. remains dedicated to the proposition that successful communities are built, one life at a time.

President & Chief Executive Officer

James H. Gatling Ph. D.



New Opportunities, Inc. reflects the proliferating needs of those we serve. Our agency's ability to perceive needs before they become household realities has kept New Opportunities in the forefront of the nation's social service agencies for over half a century.

Recognizing these "catalysts of adversity" has enabled New Opportunities, Inc. to produce trail blazing initiatives that helped those in need to find new vision through our foresight. New Opportunities continues to explore a variety of infrastructure refurbishments that will update the character and quality of our offerings while streamlining our technological capabilities to meet the challenges of a new century. Plans and programs now on New Opportunities' drawing board will address a number of concerns ranging from Administrative business-models to Economic Independence issues.

Serving societal needs is a way of life for all those associated with our agency. Reinforcing our agency's financial viability, revamping our Administrative structures, devising futuristic training programs and securing the tools of self sufficiency for our clients represent a sampling of our goals.

Individuals who serve on the Board of Directors and those that work at New Opportunities Inc. see the success of New Opportunities in the eyes, handshakes and smiles we receive from the customers we serve. Their hope rests on the tools New Opportunities provides that's helping them build better tomorrows.

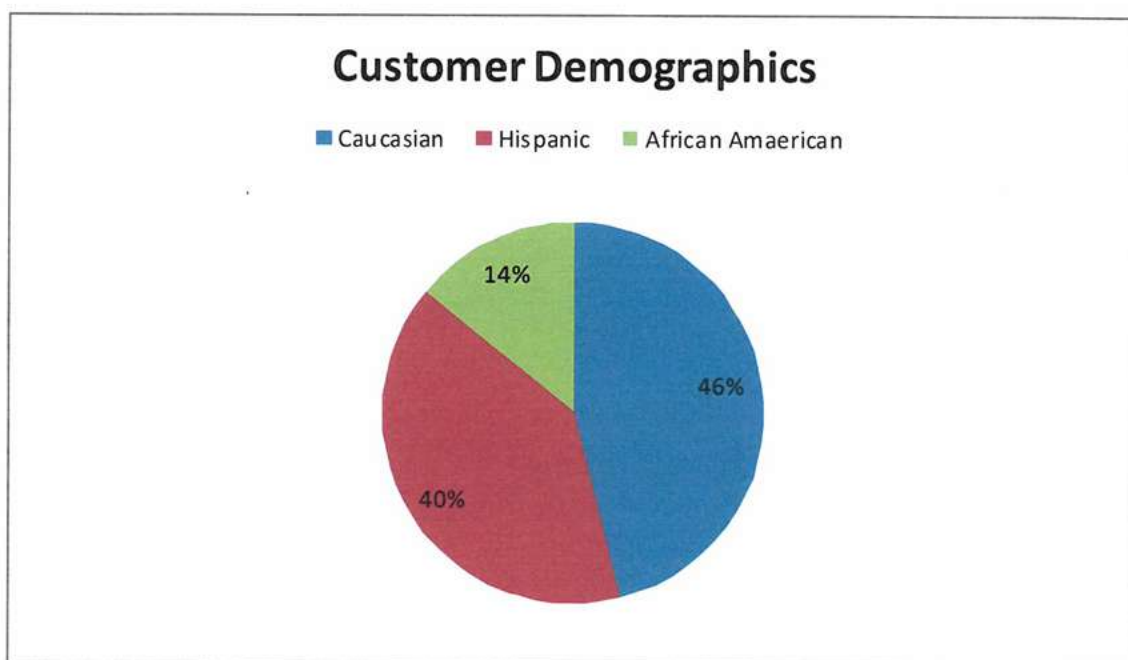
The promise of New Opportunities Inc. remains person-to-person assistance that respects all people's desires for brighter tomorrows.

Who were NOI customers in 2017 ?

61,489 people benefitted from services

26,619 households benefitted from services

NOI provided service to over 12.5% of entire Service Area Population. This means that 1 in 8 people in our 27 town region were touched by NOI services



Further examination of the NOI Service area reveals that the agency provided services to 39.6% of the entire Hispanic Population in the region; 26% of the entire African American Population in the region; and 6.5% of Caucasian population

Household Breakdown

52.5% of Households had at least 1 adult working

27% of Households were supported by Social Security Income

This means that only 1 out of every 5 households receiving services from NOI has no adults working (where adults are able to work)

Customer Outcomes in 2017

EMPLOYMENT SUPPORTS

- 1,040 obtained skills/competencies/credentials required for employment
- 142 people obtained employment or self-employment
- 180 people increased their employment income
- 415 households received federal tax credits totaling \$541,610

EARLY CHILDHOOD PROGRAMS

- 245 children participate in pre-school activities that develop school readiness skills
- 85 children are developmentally ready to enter kindergarten

HOUSING AND ENERGY SERVICES

- 18,588 households avoided heat utility termination through LIHEAP energy assistance
- 175 households obtained/maintained safe, affordable housing

SENIOR SUPPORT SERVICES

- 15,806 vulnerable senior citizens who maintain independent living status through supportive services
- 590 low income seniors obtain \$206,500 in state tax relief benefits through NOI application assistance services

Nutrition Services

- 6,496 obtain food assistance services - 497,970 meals served

HEALTH AND COUNSELING

- 1,550 obtained health care services for themselves or family member
- 1,044 youth improve physical health and development

Major Agency Accomplishments

2017 saw New Opportunities searching for programs that would help in meeting the needs of customers that were not based solely on grant funding. The economic and political will of the country continues to place limitations on funding for the low income and elderly. Leadership calls for creating pathways where none exist, and solutions that are viable and responsive to real life situations that our customers face each and every day. New Opportunities is proud to report that in 2017, we were able to accomplish this goal in three areas – training and employment, home health care for the frail, and data collection/reporting for community based organizations.

Connecticut Manufacturing Assistance Center (C-MAC)

The Connecticut Manufacturing Assistance Center (C-MAC) is an essential change for New Opportunities Inc. from our past approach (formally known as In the Making) with respect to providing assembly and quality assurance work for regional manufacturers. As a training program with very few permanent staff it became clear that changes had to occur in our approach to get product delivery to contractors on time with the expected quality associated with it. Moreover, the past methods always had the operation running in the red due to inconsistent trainee attendance. Hence, work studies were conducted and they revealed that a new approach needed to be put in place without jeopardizing the original intent of the program regarding the training of people while assuring quality service to our customers.

C-MAC will continue to employ individuals that are experiencing poverty and other barriers to obtaining full time work that leads them to self sufficiency. In 2017 we served 41 participants and currently have 78 new potential individuals on the waiting list. Going forward our goal is to engage people with more hours of work per week and giving them employee status. We anticipate having up to twelve to fifteen individuals employed for short term to long term periods (one to three years). This, coupled with employment, our individuals working for C-MAC will also have access to computer training, math, language, life skills, online GED, High School Diploma completion, counseling , and entering community college programming to acquire new skill sets for future employment opportunities.

Hospital to Home

In 2017 New Opportunities, Inc. began to implement a Nutritional & Clinical Outreach Project to Prevent Rehospitalizations in the greater Waterbury Area. Through a partnership with the local hospitals and our Meals on Wheels program our goal is to work with elderly as they are getting ready to leave the hospital by setting up services such as home delivered meals, nutrition counseling/education and to formulate an innovative nutritional service and health screen questionnaire during meal delivery for 'at risk' population. The drivers or delivery staff will be trained to conduct a person-centered, yet basic, health questionnaire for those recipients receiving nutritional assistance. This health screen will be formulated by a care coordination partner for the project and will be specific to the individual's health history and comorbidities. Various components of the questionnaire will be developed to monitor each person's health status. Care Liaisons will analyze data and update the individual's health team.

The 'at risk' population will be identified by the hospital staff and referred to the program based on the increased risk for readmission. After discharge from the hospital the participants will be provided meals, counseling/education for a predetermined number of days. In 2017, New Opportunities staff was able to assist several elderly individuals to remain living independently without rehospitalizations.

New Opportunities Case Management System (CMS) Expansion

In 2012 the agency went live with an internally developed software tracking system called the Case Management System (CMS). The software allows for demographic tracking of customer information, service tracking, outcome tracking, case notes, customer engagements, and customized assessments which allows the agency to track a customer's progress towards self sufficiency across eleven domains. In October of 2016 Community Teamwork Inc. (CTI), a community action agency in Lowell, MA, went live with the system and an upgrade to CMS has included enhanced capability to track referrals and incident reporting. This enhanced capability was also utilized at NOI during this fiscal year and has supported agency staff in their efforts to provide comprehensive services. The agency also successfully implemented a data interface with the CaseWorthy (HMIS) system and CMS during the year. This allows for the reduction of duplicative data entry efforts for our Emergency Shelter, Rapid Re-Housing, and Permanent Supportive housing staff. Two other community action agencies in Massachusetts have gone live with CMS. The agency is also under negotiation for installations with another CAA in Massachusetts as well as one in CT.

Customer Success Stories

Nutritional & Clinical Outreach Project to Prevent

Rehospitalizations

In 2017 New Opportunities, Inc. rolled out a Nutritional & Clinical Outreach Project to Prevent Rehospitalizations in the Greater Waterbury Area. Since this program started we have had several successful stories to share about elderly remaining in their homes and living independently. One of our first successful stories was Tom. Tom was an 86 year old man with heart issues. Before our staff intervened Tom was making a trip to the hospital every 7-10 days. This was an issue for Tom because he needed to enroll in a Cardio Rehab to finally get better however his consistent trips to the ER held him back from ever getting the treatment. Once our staff met with Tom and his family it was evident that he broke every dietary suggestion the doctors gave him to get him healthy enough to enter the rehab. Once NOI staff began working with Tom they enrolled him into our Meals on Wheels program to ensure he was eating the suggested calories daily. After the driver started delivering daily he noticed that Tom never got out of his chair and was complaining of swollen feet and ankles. Our delivery driver made a note of this and passed it on to the nurse. At the next visit the nurse explained that Tom's daily routine was causing a number of issues including swollen ankles and other related issues. From that day on Tom was to walk around the house every few hours and perform some chair exercises. With these minor changes to Tom's daily routine Tom was out of the hospital for 60 days straight and was entered into the Cardio Rehab as his doctor's suggested. Without this Hospital to House program it is likely that Tom would have never made it into the cardio rehab or out of the hospital a few times a month.

SHELTER NOW

In 2017 the agency had a 17 year old single mother and her 18 month old baby boy come to Shelter NOW in Meriden seeking assistance. Recently relocated to Connecticut from New York she found herself homeless and in need of help. Once at the Shelter our Housing Navigator worked with the young lady to develop a plan that identifies and addresses the barriers to becoming self-sufficient. While working toward these goals she was able to begin the Rapid Re-Housing process and work on job readiness skills including building a resume and interviewing skills with the Shelter NOW staff. Within the two months she was able to secure a job and started saving money for an apartment. As time went on this young lady was able to find an

Customer Success Stories

find an apartment with the help of the Rapid Re-Housing program and is currently out of the Shelter and working toward becoming self-sufficient. She credits the staff and is thankful for all the guidance she was offered.

Partnerships

New Opportunities, Inc. has formed hundreds of partnerships and collaborations throughout our service region over the last fifty-three years. These partnerships allow our organization to successfully assist those in need through a comprehensive service delivery model which includes referrals and information sharing. Over the past five years the agency began thinking outside the box of our typical partnerships by engaging local universities and colleges. Whether we are working on the CT Food 4 Thought aquaponics project or other special assignments we found a need for these untapped resources. Since working to build these relationships we have a number of new partners including: The University of Connecticut, University of Bridgeport, University of New Haven, Fordham University, Naugatuck Valley Community College, and Post University to name a few. Over the past five years we have been fortunate to host over fifty-five interns working throughout the agency with customers, special projects, and administratively. This has allowed staff to see what these students have to offer and bring them on as an employee once they graduate. To date, the agency has hired eight interns over the last two years and many have come back to volunteer for events such as VITA and Toy Drive.

Customer Bill of Rights

- ◆ To be served with courtesy, dignity, and respect.
- ◆ To be an active partner in identifying, accepting and addressing your service needs.
- ◆ To be provided services in a timely, accessible and responsive manner.
- ◆ To have your personal information protected from inappropriate release or intrusion.
- ◆ To have a responsive, user friendly method for communicating complaints or concerns about customer experience to a designated agency official.
- ◆ To have service provided without discrimination, harassment or intimidation.
- ◆ To be provided with legitimate identification by any person who enters your residence to provide service.
- ◆ To receive assistance in accessing appropriate community services to address needs which cannot be met by existing agency programs.
- ◆ To have any service fees fully explained including payment policies.

Consumer Input into NOI Planning

Consumers

The New Opportunities Inc. Board of Directors, Community Development & Evaluation Committee conducted consumer focus groups with representatives from a variety of programing options and geographies. Staff conducted Focus Groups with Early Childhood Parents at Muriel H. Moore Child Development Center and HSI recipients in Meriden. While the groups of consumers were diverse there were common themes:

NOI Staff was approachable, knowledgeable and engaged the customer in formulating solutions for their problems

The customers liked the one-stop case management services [HSI] offered at NOI – they did not like getting passed around

When coming into 232 North Elm Street, the MHM Child Development Center, & the NOGM Office, customers felt welcomed and comfortable

The customers felt it was important for staff to be linguistically and culturally appropriate, as well as empathic and consistent

Customers felt that hours of operation should be accommodating to parents/adults that work. Early childhood parents mentioned non-traditional hours for childcare [evenings & weekends]

Customer Satisfaction Survey

New Opportunities, Inc. compiled customer satisfaction data from a cross section of agency programs during the months of June and July of 2016. Unlike previous years we expanded the survey was expanded to collect additional information related to the customers experience from the first contact to the end of the occurrence. The following is a statistical look at the results of the survey responses.

A summary of the survey findings revealed the following:

94.6% of participants say NOI staff was able to resolve the problem they came to the agency for while 2% said we were able to refer them to address the issue.

97.3% of the customers surveyed said they received service in the language they were most comfortable with.

99.9% of respondents said NOI staff was respectful

97.6% of participants said they would come back to NOI in the future if they needed assistance.

97.5% of participants said they would refer someone to NOI if they needed assistance with a problem.

Looking Forward

Strategic Plan 2018 -2023

During 2017 the Board of Directors approved a new Strategic Plan for 2018 – 2023. High Impact Strategies were identified that address the family, community and agency. This is in alignment with the *Results Orientated Management and Accountability* [ROMA]. New Opportunities is required to develop and have the Board of Directors approve a strategic plan which addresses reduction of poverty, revitalization of low – income communities, and/or empowerment of people with low incomes to become more self sufficient. [CSBG Organizational Standards 6.2]

Community

Seek community and business partners that support the mission of New Opportunities through collaborative activities and financial support.

Promote dialogue in the community on issues that improve the quality of life for economically disadvantaged

Family

Seek and administer programs that improve the quality of life for economically disadvantaged individuals and families

Engage and empower customers, community members and staff members in greater civic engagement and advocacy

Agency

Build, maintain and operate an agency that meets regulatory and best practice standards in program operations and overall administration of the Agency.

Promote and develop viable economic opportunities to support New Opportunities

For information on the status of implementation or to get involved in one or more of the initiatives, please contact the Office of the President.

NEW OPPORTUNITIES, INC. AND AFFILIATES
COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET DEFICIT
FOR THE YEARS ENDED OCTOBER 31, 2017 AND 2016

	2017	2016
Revenue, Gains and Other Support		
Governmental grants	\$ 27,560,620	\$ 30,957,550
Private grants	178,032	30,674
Program income	1,677,531	4,514,668
Contributions	196,418	274,044
Bond debt service funding	349,400	353,900
Rental income	303,877	339,324
Other income	298,358	254,785
In-kind revenue	232,959	140,920
Total Revenues, Gains and Other Support	30,797,195	36,865,865
Expenses		
Program services	28,914,084	36,012,423
Management and general	2,578,321	764,768
Fundraising expense	23,481	14,175
Total Expenses	31,515,886	36,791,366
Net (Deficit) Surplus	(718,691)	74,499
Net Deficit - Beginning, as restated for 2016	(2,944,156)	(3,018,655)
Net Deficit - Ending	\$ (3,662,847)	\$ (2,944,156)

The accompanying notes are an integral part of these combined financial statements.

The financial statements for New Opportunities Inc. for the year ended October 31, 2017 were audited by Marcum, LLP of New Haven, CT, whose report was dated March 28, 2018. The complete financial statement and the auditor's report can be obtained by contacting the business office of New Opportunities, Inc.

NEW OPPORTUNITIES, INC. AND AFFILIATES

COMBINED STATEMENTS OF FINANCIAL POSITION FOR THE YEARS ENDED OCTOBER 31, 2017 AND 2016

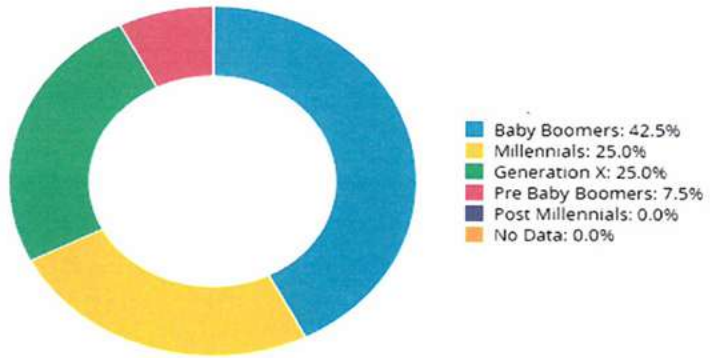
	2017	2016 <i>(restated)</i>
Assets		
Current Assets		
Cash and cash equivalents	\$ 853,902	\$ 976,048
Custodial cash	220,255	191,640
Grants receivable	1,168,932	1,450,833
Other receivables	437,089	705,327
Other current assets	192,880	498,635
Total Current Assets	2,873,058	3,822,483
Property and Equipment		
Operating property and equipment, net	5,150,068	5,525,527
Rental Propert., net	1,344,901	1,400,725
Real estate under development	1,077,407	1,077,407
Total Property and Equipment, Net	7,572,376	8,003,659
Other Assets		
Restricted cash	84,275	83,806
TOTAL ASSETS	\$ 10,329,709	\$ 11,909,948
Liabilities and Net Deficit		
Current Liabilities		
Current portion of bonds payable	205,000	195,000
Current portion of notes payable	267,655	806,903
Line of Credit	833,548	918,500
Accounts payable and accrued expenses	5,501,992	6,298,008
Custodial Liabilities	54,746	51,326
Advances payable	869,459	828,479
Total Current Liabilities	7,732,400	9,098,216
Long-Term Liabilities		
Deferred compensation	721,948	651,062
Bonds payable, net of current portion and deferred financing costs	2,577,917	2,773,468
Notes payable, net of current portion	1,089,591	460,658
HUD capital advance	1,870,700	1,870,700
Total Long-Term Liabilities	6,260,156	5,755,888
TOTAL LIABILITIES	13,992,556	14,854,104
NET ASSETS	(3,662,847)	(2,944,156)
TOTAL LIABILITIES and NET ASSETS	\$ 10,329,709	\$ 11,909,948

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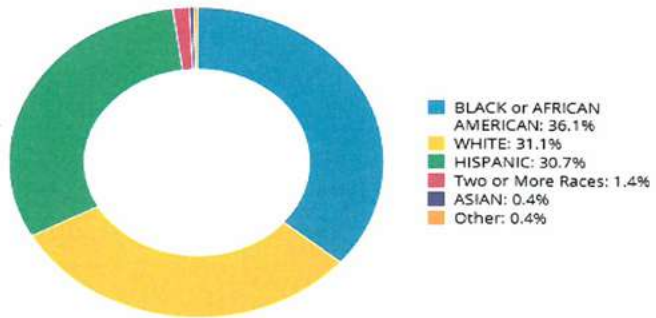
NOI 2017 Workforce

GENERATION



Female: 70.7% Male: 29.3%

ETHNICITY



Program Locations

www.newoppinc.org

<p>New Opportunities Human Service Center 232 North Elm Street Waterbury, CT 06702 203.575.9799</p>	<p>New Opportunities of Greater Meriden 74 Cambridge Street Meriden, CT 06450 203.639.6050</p>
<p>New Opportunities of Greater Torrington 59 Field Street Torrington, CT 06790 860.482.9749</p>	<p>Winchester Energy Services Office 716 Main Street Winsted, CT 06098 860.738.9138 Hours: Seasonal Hours - Call</p>
<p>Muriel H. Moore Child Develop- ment Center 444 North Main Street Waterbury, CT 06704 203.759.0841</p>	<p>Shelter NOW 43 St. Casimir Drive Meriden, CT 06450 203.634.1734</p>
<p>Danbury Senior Nutrition Ser- vices 54 Main Street Danbury, CT 06810 203.482.7924</p>	<p>Bishop House 31 Bishop Street Waterbury, CT 06704 203.236.9990</p>
	<p>Greene-Gutridge Terrace 15 Bishop Street Waterbury, CT 06704 203.805.4421</p>

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