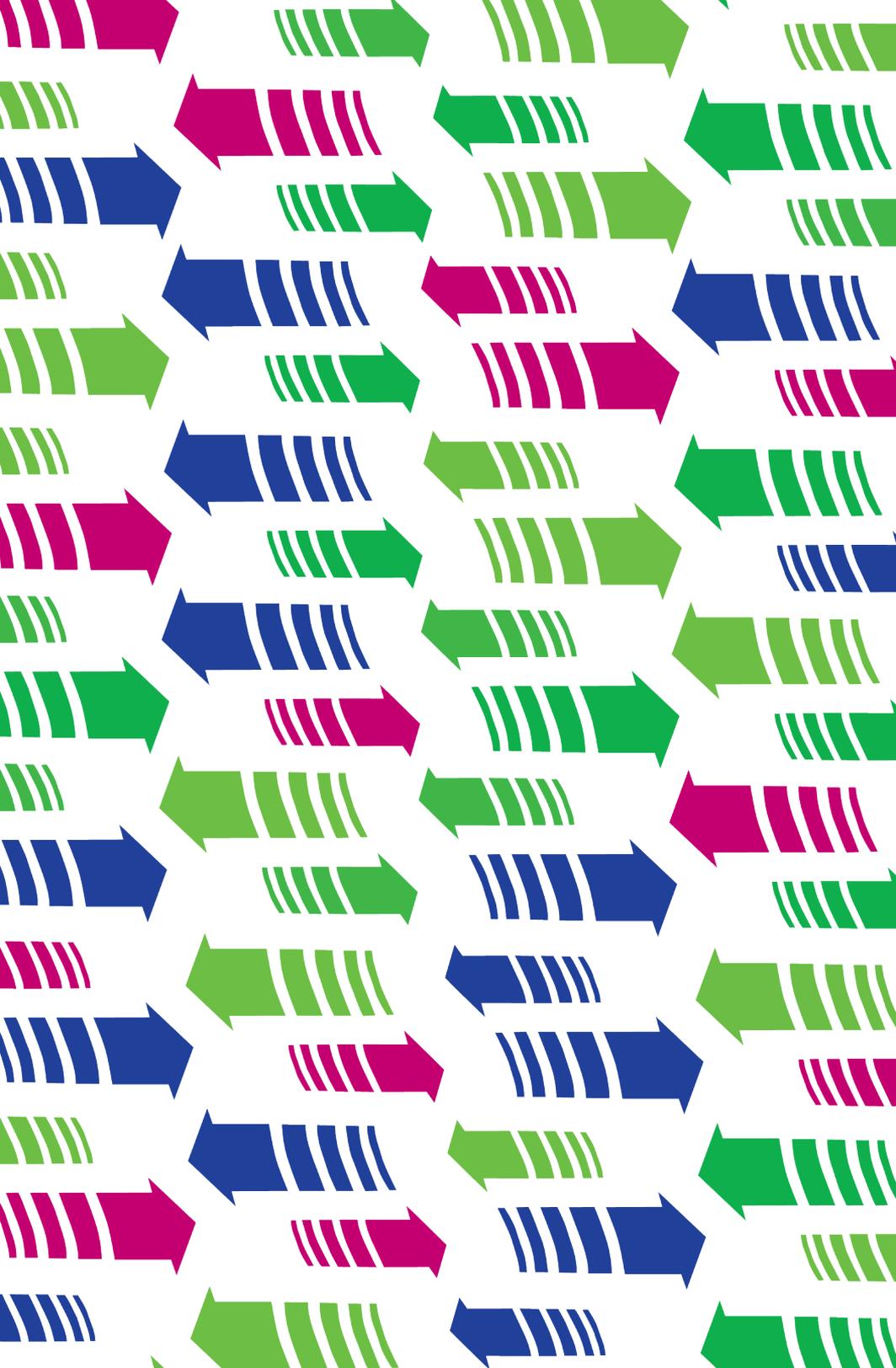


CIL ANNUAL REPORT

FUTURE FORWARD

2018 





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FUTURE FORWARD: EXECUTIVE REPORT

KENT SCHWENDY, PRESIDENT/CEO

It is always easier to look backward, than forward. As the old saying goes, hindsight is always 20/20. However, for me the excitement of imagining and planning for the future outweighs any difficulties. As Abraham Lincoln may have said (it's often attributed to several different people, including Honest Abe), "The best way to predict the future is to create it."



I LOVE strategic planning. The idea of thinking of a future that could be, tying that back to where we've been, where we are, and how to move toward that future in concrete actionable steps is my favorite part of the job.

Although we have strategic planning meetings and workshops each year, every now and then, we need to really dig in and look at the very nature of who we are, why we are here, and what we want to do. It's been five years since we did this level of strategic planning, and 2019 is time to do it, again.

Coincidentally, 2019 will also be CIL's 40th anniversary. So much has changed, we've accomplished so much, and yet there is still so much we could do. There's more to do than can be done, so where do we focus? I love the process of discovery, discussion, deliberation, decision, dissemination, and doing.

All of this was on my mind recently while I was chatting with an executive from an international bank while we were waiting for a meeting to begin. I commented that in a small company like CIL, it's

very hard to balance operational and strategic efforts with less than thirty people on our staff. He responded by saying, “We have the same problem and we have 18,000 people.”

Yet again, it seems we all have more in common than real differences. The issue is in finding the balance. In a small company, the same people are responsible for both aspects because that’s all you’ve got – a small team doing everything. In a large company, you can specialize and have individuals or groups focus on separate issues...but then you have to have a way to keep them in alignment. Ultimately, someone has to be considering both and that’s hard to do.

Of course, both aspects are vitally important to the sustainability of an organization. Your survival is measured in weeks if you don’t pay attention to the operational necessities of a business. However, to remain relevant in ever-changing world, you must take time to look to the horizon and plan for the future.

In a small company, the same people must play an eternal game of ping pong, bouncing back and forth between critical operational/ tactical concerns and existentially important strategic planning. Perhaps a better analogy is the person trying to keep plates spinning on sticks. They have to constantly run from one to another – never focusing on one for very long and never resting.

You’ve probably guessed by now that I don’t have the answers, just a strong desire to keep trying. In the end, maybe that’s what is truly important – just keep trying. As that same bank executive opined, “If we could solve this we could write a book and not have to worry about needing to do it anymore.”

Maybe someday...but until then, I’ll just keep trying to balance both, fail, and try, again. ■

**“THE BEST WAY
TO PREDICT THE
FUTURE IS TO
CREATE IT.”**

AUTISM, ABI, WHAT'S NEXT?

WAVES AND TRENDS IN COMMUNITY BASED SUPPORTIVE HOUSING

DAVID MCKINLEY, VICE PRESIDENT OF DEVELOPMENT

LOOKING BACK

Advocacy and innovation have always been critical elements of CIL's development activities. The organization was created by advocates who were determined to see that persons with disabilities received quality services in a variety of non-institutional settings.

CIL has played a key role over its history in helping persons with disabilities move from institutionalized settings to small, community-based homes. Its homes are occupied by former residents of Mansfield and Southbury Training Schools in Connecticut, and Belchertown, Dever, Fernald, and Monson State Schools in Massachusetts.

ABI

Much of CIL's activity over the past few years has focused on developing housing for persons with acquired and traumatic brain injuries in Massachusetts. An agreement first reached in 2008 and amended in 2013 known as Hutchinson v. Patrick Settlement is allowing hundreds of persons to leave institutional nursing homes and move into community-based housing. These persons experienced injuries cause by accidents, strokes, sinus infections, and other acquired and traumatic means.



David McKinley

CIL has developed over 20 homes in Massachusetts under this ABI initiative. Homes are developed in collaboration with provider agencies under long-term leases. At the end of the lease term, homes are donated at no cost to the providers.

Homes typically are fully accessible with large bathrooms, specialized bathing equipment, widened halls and doorways, multiple common areas, custom finishes, laundry rooms, med rooms, emergency



Elaine and Stephen at their community residence in Cheshire, CT.

generators and fire safety features. CIL has worked with BAMSI, BFAIR, MHA Springfield, ServiceNet, Guidewire, MHA Lowell, Kennedy Donovan and other MA private providers on these ABI initiatives.

AUTISM

CIL has also been active in developing homes for young persons with autism. Amego, Bridgewell, Becket and the Guild for Human Services are several agencies that are collaborating with CIL in the creation of new residential settings. Many of these homes are being developed under the Massachusetts Turning 22 (T-22) initiative. The services provided by this state law serve as a bridge for young persons with disabilities transitioning from educational services to adult human service programs.

LOOKING FORWARD

CIL continues to collaborate with advocates to explore new models that will allow more persons to secure the housing and services they need. These models include non-licensed homes with alternate ownership and financing structures, affordable, set-aside apartments in market rate projects, and specialized common interest communities that include a support service element. ■

For more information on our ongoing efforts to further innovate our housing models, check out Shel Bustow's article on page 15.

MISSION MOMENT: THE PEOPLE WE SERVE

A PHOTO ESSAY

PHOTOGRAPHY BY TIMEFROZEN PHOTOGRAPHY

STORY BY SAMANTHA VANSCHOICK, MARKETING/BUSINESS DEVELOPMENT



It was a crisp fall afternoon when we pulled into the long, curved driveway at the new Opportunity House community residence in Cheshire, CT. The house, completed in April 2018, was developed with its aging residents in mind, who were moving from a split-level home that was no longer a safe environment for them.

Opportunity House, a non-profit 501(c) 3, was founded in 1980 by a group of parents who wanted to develop life-long homes for their children who were on the autism spectrum. With CIL's development assistance, this single-family ranch was renovated into a six-bedroom community residence.





WE DEVELOP A HOUSE, YOU MAKE IT A HOME.

At CIL we spend a lot of time at the houses we develop, but it's not as often that we get a chance to spend time in the *homes* that the people we serve transform them into. Visitors follow a stone path that weaves around the garden, decorated for the season with pumpkins and a 'Welcome to our Patch' greeting.





Residents Albert, Elaine, and Bob relax in the living room after coming home from their day employment services programs.

The day programs, funded by DDS, and operated by Opportunity House, provide job training and coaching. Jobs are varied - some residents mow lawns, others deliver a local weekly, the *North Haven Advisor*.

Bob (above) and Stephen (below) flash award-winning smiles.





Residents enjoy an afternoon snack, prepared by Laurie (right), on their back deck.

Residents each have different chores, assigned to them based on their individual plans, skills, and preferences.





"I like having a room for my piano," Elaine said when asked what she enjoys most about her new home. "It's pretty good."



When Elaine plays, her love and talent for music is clear - no one would know she is legally blind.



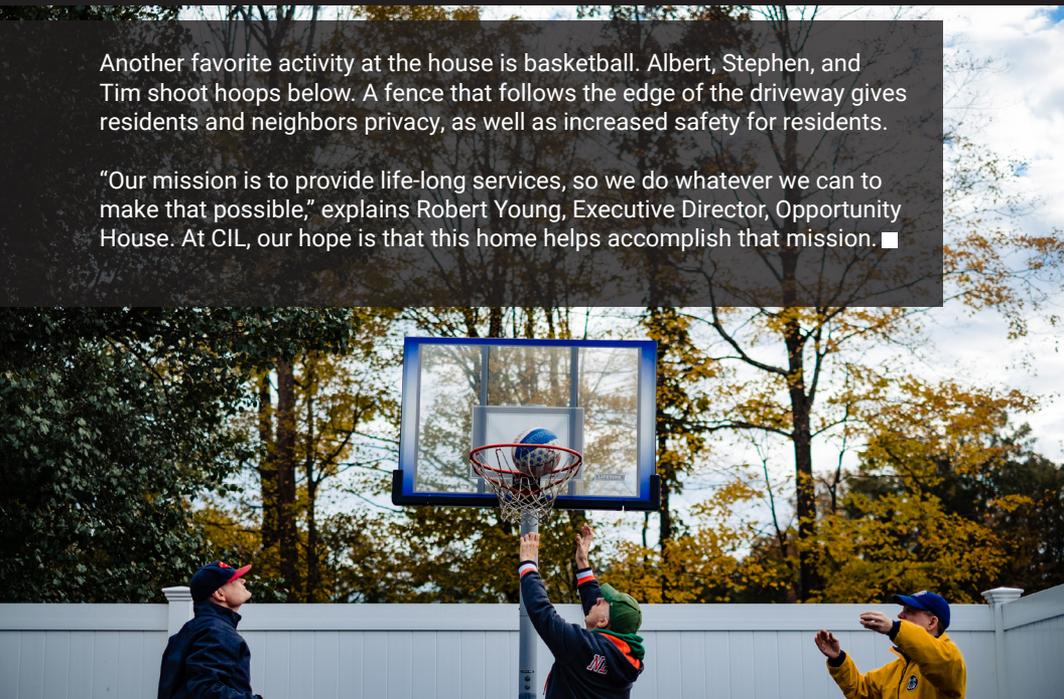
SEE MORE PICTURES:
#CILDEVELOPSHOMES

“I LIKE IT HERE, IT’S MORE COMFORTABLE,”

said Stephen. “It’s safer,” he added, referencing the one-level design.

Another favorite activity at the house is basketball. Albert, Stephen, and Tim shoot hoops below. A fence that follows the edge of the driveway gives residents and neighbors privacy, as well as increased safety for residents.

“Our mission is to provide life-long services, so we do whatever we can to make that possible,” explains Robert Young, Executive Director, Opportunity House. At CIL, our hope is that this home helps accomplish that mission. ■





TIMES THEY ARE A-CHANGING

SHELDON BUSTOW, SR. REAL ESTATE DEVELOPMENT ADVISOR

When Bob Dylan wrote “The Times They Are A-Changing” back in the 1960’s he was talking about specific changes going on in American society and how little our parents understood how life was changing. Little did we realize that he was also pointing out one of the most important tenets of organizational success, namely that to continue achieving our basic mission as an organization we must continually pay attention to how our society is changing.

CIL’s mission is to create and sustain housing and other community resources that provide affordability, accessibility, and independence to those in need. Since 1979, CIL has helped over 8,000 families and we’ve invested over half a billion dollars in our communities. We clearly fulfilled our mission, our reason for being.

The question CIL is now addressing is simple: Do the solutions of the past meet the needs of the present and the future? For CIL, this means that while the homes we built over the past 39 years met the needs of many and fulfilled our mission to provide independent living opportunities for people with developmental disabilities, we need to understand how society has evolved and where it is going.



Over the years the vast majority of our efforts have gone into the development of group homes for people with intellectual/developmental disabilities. There are three trends in society that are forcing us to study how and what we do.

First, advances in health care and technology have resulted in other significant groups of people in need of housing options or support in the community. As you will read in this Annual Report, CIL has already developed a number of community residences for people with Acquired Brain Injuries and for those with Behavioral Health issues. Additionally, through our AccesSolutions program, we have been able to help families renovate their existing homes so people can stay in their own houses after injuries or illnesses.

In response to identifying this need, CIL has undertaken to work with family, advocacy and health care groups to identify other populations of people who are now avoiding nursing homes or other institutional

settings to stay at home or in their communities. Health care advances are enabling people to live longer and more independent lives.

Whether it be dealing with the mobility effects of Parkinson's disease, securing homes for aging folks with cognitive issues, or developing environments for those who need support to live at home but not 24 hour hands-on care, CIL is working with others to develop models that are cost effective and meet the needs of those who will live there.

Second, society's view of people who are atypical or in need of support has changed. At one time they were shunned and placed in what was thought the most humane places, like state institutions and long term nursing homes. Now society, expects, in fact encourages, people to remain in the community in their own homes or something as close to that as possible.

CIL's task is to work with people with such needs, their families and their healthcare providers to figure out

how to design, finance and maintain a safe and healthy lifestyle. Answers can be as varied as renovating an existing home, wiring an apartment to utilize emerging technologies to monitor resident's health and activities, or introducing people with complementary needs and abilities who together can live successfully in the community.

Note that CIL is working *with* people to design and provide these options, not doing it "for" them. This is another of the shifting societal values, people who might benefit from these new models are part of the team developing them.

Third, technology and science are changing in ways that have significantly altered people's expectations and abilities. People today live longer and more independently with certain disabilities and chronic illnesses than even a few decades ago.

Whether it be healthcare advances like new medications or surgical techniques (think about deep brain stimulation which can stop the tremors of a Parkinson's patient so they can walk again), monitors that are voice activated so a person at home can ask someone a few miles away for advice (think about a souped-up Alexa or Siri), or many other such supportive devices, each advance is immediately examined to see how it might help someone live in their own home or more independently. More in control of their own life.

So yes, the times are a-changin'. And how will CIL be evolving over the next few years? We really do not know yet. But it is clear we will be changing, for as Bob Dylan also said, "He not busy bein' born is busy dyin'".

One more thing. Over the next few months CIL will be sponsoring a number of listening and brainstorming sessions to gather input from individuals and their families. Let us know if you would like to be on our mail list to learn and hopefully participate in these sessions. We are also very interested in attending your advocacy or parent or person group as well to listen and learn about your thoughts about the future.

If you want to talk with us about a particular population or arrange to meet with your group contact me at sbustow@cil.org. ■

**"HOW WILL CIL
BE EVOLVING
OVER THE NEXT
FEW YEARS? WE
REALLY DO NOT
KNOW YET."**



IMPACT REPORT

SINCE 1979, CIL HAS...

\$591,678,247

INVESTED IN DEVELOPING COMMUNITIES



2,612

HOMES DEVELOPED



8,141

PEOPLE & FAMILIES HELPED



AccessSolutions

ADMINISTERED 587 GRANTS AND
123 MONEY FOLLOWS THE PERSON
THROUGH ACCESSOLUTIONS



143

DEVELOPMENT
CONSULTING PROJECTS



321

UNITS OF MULTIFAMILY &
MIXED USE



190 LICENSED MA
COMMUNITY RESIDENCES



530 LICENSED CT
COMMUNITY RESIDENCES



465

OTHER PRODUCTION
(HOMEBUYER PROGRAMS, OFFICE
SPACE, ETC.)

TEAM MILESTONES



Top left, clockwise: thank you to Betty Runyon, Development Assistant, for 10 years of service; Byron Gamble, Maintenance Technician, for five years of service; and Kent Schwendy, President/CEO for five years of service!

FUN CLUB

CIL Fun Club events are where the team gets together to unwind, learn, and/or volunteer in our community.

These pictures are from our summer Hawaiian Luau, which we held with our neighbors at 157 Charter Oak, Klingberg Family Centers.



FOLLOW THE FUN ALL YEAR LONG
WITH THE TAG #CILDEVELOPSFUN!

NEW TEAMMATES

LOUKESHA RAYE
ACCOUNTANT



NATAKI CHANGOO
SENIOR ACCOUNTANT



SHELDON BUSTOW
SR. REAL ESTATE DEVELOPMENT ADVISOR



CIL NAMED AS ONE OF THE 2018 BEST PLACES TO WORK IN CONNECTICUT – AGAIN! This is the third time CIL has placed in the Top Five Best Places to Work in Connecticut Program (and the third time we've participated).

TEAM NEWS

CIL BOARD OF DIRECTORS

JAMES D PARRY, CHAIR
SHARON MALONE, VICE CHAIR
ED JASON, TREASURER
MARIA GREEN, SECRETARY
KENT SCHWENDY, PRESIDENT/CEO
DAVID BURNETT, DIRECTOR
CANDIDA FLORES, DIRECTOR
STANLEY INGERSOLL, DIRECTOR
BARBARA PILARCIK, DIRECTOR
PATRICK PINNELL, DIRECTOR
MARLENE THOMAS, DIRECTOR
ANDREW WOODS, DIRECTOR
GIOIA ZACK, DIRECTOR

CIL DEVELOPMENT INCORPORATED BOARD OF DIRECTORS

WILLIAM H. FARLEY, CHAIR
R. MICHAEL GOMAN, VICE CHAIR/TREASURER
MARIA GREEN, SECRETARY
KENT SCHWENDY, PRESIDENT/CEO
JAMES D PARRY, DIRECTOR
PATRICK PINNELL, DIRECTOR
GIOIA ZACK, DIRECTOR

HAVE YOU SEEN OUR NEW LOOK?

CIL launched a new website in June! Check it out today:

WWW.CIL.ORG



CONTACT US

WE'RE SOCIAL!



INFO@CIL.ORG



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(860) 563-6011



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157 CHARTER OAK AVE
HARTFORD, CT

A man in a blue jacket and cap is shown in profile, looking upwards. He is standing in front of a white fence. The background is filled with dense green and yellowing trees, suggesting an autumn setting. The overall mood is contemplative and aspirational.

al

Where Visions are Built