

Annual Report

CIL

2021

PERSEVERANCE



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CIL Annual Report

2021

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INCLUDING A LONG LIST OF DSP'S WHO
PUT THEMSELVES AT RISK TO HELP
THOSE WHO NEED THEM...**

PERSEVERE



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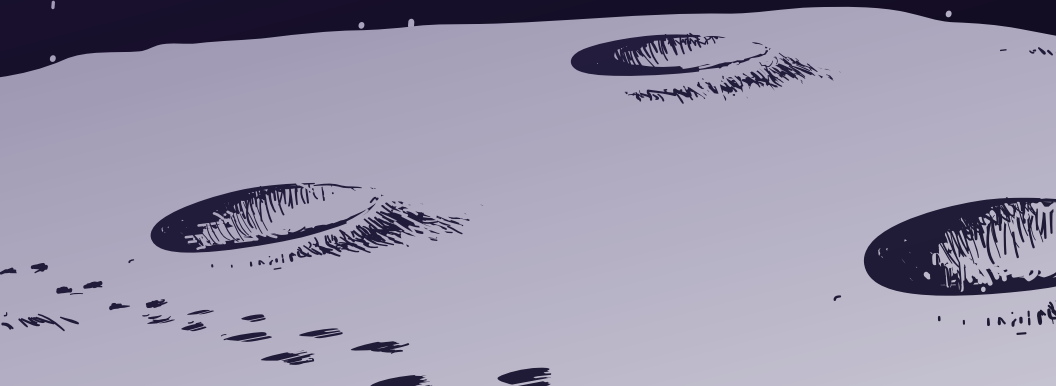
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In 2020, NASA landed a rover on Mars, named Perseverance. For the rest of us, I think 2021 has been one of perseverance as the lingering impacts of COVID-19 put a continuing strain on everything we did. After all, perseverance is the persistence of doing something in the face of adversity. That pretty well sums up 2021 for me.

As I look back on the year, certain aspects seem so different now than they did at the time. The optimism and sense that we were approaching light at the end of the tunnel is what I remember most about spring and the ever-expanding distribution of vaccines. Late spring and into early summer the optimism grew and plans for reopening and putting our masks away were the dominant memories. Then came the Delta-variant to remind us that there was still more perseverance required. As I'm writing this, it appears the peak is behind us and perhaps we will see significant improvement soon – as the experts debate the potential benefits of a third (booster) shot.

Through all of these ups, downs, and uncertainties, we and the care provider agencies we serve have persevered. The front line in this service has always been the Direct Support Professional (DSPs). The difficulties of recruiting and maintaining enough DSPs before the pandemic has now become a crisis and a roadblock to expanding services for those in need. The pandemic that laid bare the inadequacies of systems based on the congregate care model has also made addressing this issue more difficult.

The heroes of 2021 include a long list of DSPs who sometimes put themselves at risk to help those who needed them. Among the stories are DSPs actually moving into quarantined group homes to continue to care for individuals who had tested positive for COVID. They did this not knowing how long it might be before they could see their own families, or what might happen if they too contracted the virus. All of this while they were paid less than a living wage. Is that not perseverance?

Let's not forget the administrative, support, and leadership teams at the care provider agencies either. After years of underfunding and trying to



PERSEV

THE OPTIMISM AND SENSE THAT WE WERE APPROACHING LIGHT AT THE END OF THE TUNNEL IS WHAT I REMEMBER MOST

2021

do more with less they had to create new ways to address issues when their staff availability was decimated by sickness and other factors. Even after the initial shortages of personal protective equipment started to be resolved, there were still endless questions concerning reporting, testing, and constant revisions to best management practices. They learned and they persevered.

None of us know what the future will bring and that brings my thoughts back to the Mars rover, Perseverance. Along with the rover was a tiny little helicopter that was sent to test the feasibility of flying in the thin Martian air. Since proving it could fly, the helicopter has become an important part of the mission by helping to scout out the future path of Perseverance. Fittingly, the helicopter is named, "Ingenuity."

There is no question that we will have to continue to persevere in 2022. It's also going to take some ingenuity as we advocate for increased investment in home and community-based services and look for ways to address the systemic issues revealed by COVID-19. As I look back on 2021, I know we're ready and up for the task! ○



Kent

KENT SCHWENDY

President & CEO

HELPING TO SCOUT OUT THE FUTURE

PERSEVERANCE



Before

PLUMTREE

PHOTO ESSAY

A lot can change over the course of 40 years. Time has a way of impacting everything and everyone differently. In the case of wine, time makes it even finer. For a home, it can take its toll. And for an individual, time can result in progress on a journey toward something meaningful.

This story is about the latter two of those three examples.

It starts in the 1970's with two purposefully-built community residences situated on a sprawling lot in Springfield, Massachusetts. And it documents a hard-fought, multi-decade endeavor by a dedicated team to transform those homes into something even better — something that the people who reside in the homes and those that care for them truly deserve.



After

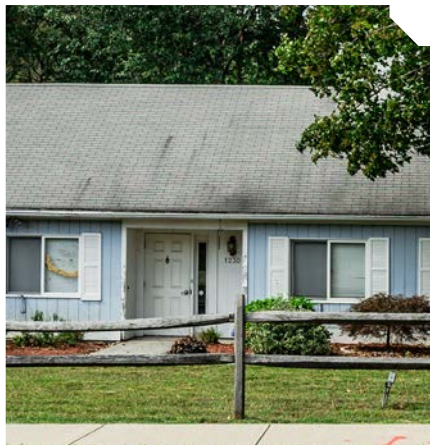


Photos by **TimeFrozen Photography**

A GOAL WORTH FIGHTING FOR

Over 40 years ago, a large multi-acreage land lot in Springfield was donated to the Commonwealth of Massachusetts distinctly for the purpose of providing residences for individuals with complex developmental disabilities, offering an invaluable alternative to an institutional care facility. The two state-owned buildings each had four bedrooms, accommodating sixteen total residents, ranging from teenagers to adults, with professional staff providing 24-hour care.

But it wasn't until about 1985 that Barbara Pilarcik, former Executive Director of Pathlight, first got involved at the homes and began to witness what she describes as the facilities' gradual decline. "At the time I arrived, the buildings were still in decent shape, but they were horribly managed. The staff struggled on a daily basis, and it became less safe for them; there was a lot of money being wasted.



Before

WE WERE ABLE TO TURN THE PROGRAMS AROUND FROM NEARLY BEING STRIPPED OF OUR CERTIFICATIONS TO HAVING FIVE STRAIGHT YEARS WITHOUT DEFICIENCIES. BUT EVENTUALLY, THE CONDITION OF HOMES THEMSELVES BECAME THE BIGGER PROBLEM. THERE WAS NO STORAGE FOR NECESSARY EQUIPMENT, CONSTANT WALL AND CARPET DAMAGE FROM WHEELCHAIRS AND HORRIBLY OUTDATED BATHROOMS. PLUS, THE 8-BED HOME MODEL WAS SIMPLY NOT ATTRACTIVE ANYMORE. IT WAS A CONSTANT BATTLE FOR FUNDING TO MAKE DIRE IMPROVEMENTS, AND SOMETHING NEEDED TO BE DONE. ”





THE LONG PATH TO A BRIGHTER FUTURE

Barbara was determined to restore the quality and integrity of the site, but realized that upgrades and renovations alone weren't going to do the trick. She set her sights even higher: the construction of new homes.

“WE KNEW WHAT THE LEVEL OF QUALITY SHOULD BE BECAUSE WE WERE ALREADY BUILDING TO THAT STANDARD WITH CIL ON OTHER SITES FOR PATHLIGHT,” BARBARA EXPLAINED. “BUT THE EXISTING HOMES WERE LOCATED IN A GREAT PART OF SPRINGFIELD, WHERE ALL THE STAFF LIVED AND THE RESIDENTS HAVE CONVENIENT ACCESS TO THEIR DOCTORS, SO WE KNEW STAYING HERE WAS THE BEST OPTION, AND WE WERE GOING TO FIGHT FOR THAT.”

The new game plan involved building three new 5-bedroom homes for the current residents and relocating much of the existing staff before tearing down the two existing 8-bedroom homes. But before any of that could happen, the biggest hurdle to overcome was purchasing the additional land necessary for expansion from the state — for the bargain price of just one dollar.

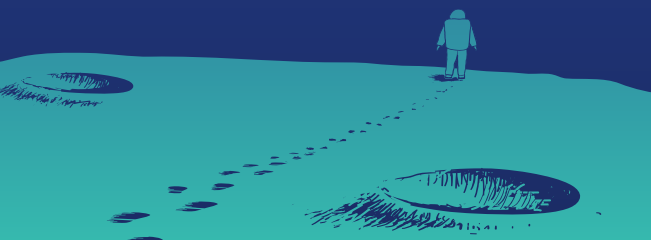
“I’M VERY GLAD WE MOVED – THE RESIDENTS DESERVE IT, STAFF DESERVE IT, AND RESIDENTS ARE SAFER HERE WITH SO MUCH SPACE WHEN YOU TALK ABOUT POSSIBLY HAVING TO EVACUATE THE HOME. THE OTHER THING I REALLY ENJOY IS THE REDUCED NUMBER OF PEOPLE IN THE HOUSE; THERE’S NOW MORE ONE-ON-ONE CARE, SO WE CAN DO A LOT OF OUTINGS, A LOT OF ACTIVITIES WITH THE RESIDENTS.

SIDY, PATHLIGHT PROGRAM DIRECTOR

With a number of various stakeholders involved, that particular hurdle resembled more of an obstacle course, involving numerous land court appearances, phone calls, and legal approvals to purchase the eleven acres surrounding the parcel from the state and approve project funding.

“SINCE THE LAND WAS ORIGINALLY DONATED SPECIFICALLY WITH THE INTENT OF PROVIDING HOMES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES, WE HAD SOME MORAL GROUND TO STAND ON,” BARBARA EXPLAINED. “BUT IN ORDER TO BUY THE LAND FOR NEXT TO NOTHING, THE PROCESS INVOLVED HIRING AN ATTORNEY, WRITING UP A BILL, MEETING WITH REPS AT THE LOCAL AND STATE LEVELS, AND TESTIFYING ON ITS BEHALF.”

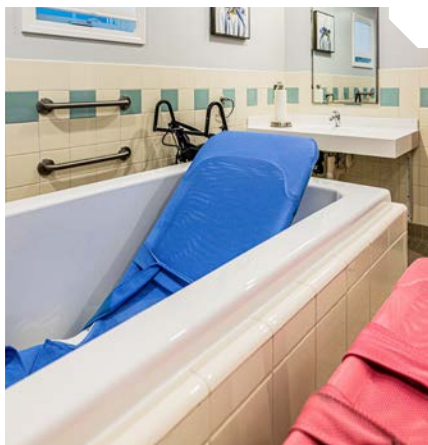
Even once the bill passed, there was another year of legal processes to transfer the ownership of the land before we could even begin construction. Over the span of eight painstaking years, the deed to the land and the funding needed to start construction was officially theirs.



GETTING BY WITH A LITTLE HELP FROM THEIR FRIENDS

Despite the journey being anything but easy, CIL was there almost every step of the way, helping ensure all the moving parts involved never skipped a beat. With an understanding of the state funders and the various constraints the Pathlight team was under, the value CIL brought to the project was realized well before breaking ground.

“WE WERE SO IMPRESSED WITH HOW THEY TAKE INITIATIVE TO MEET WITH OUR STATE FUNDERS AND RECEIVE EDUCATION ON THE STEPS INVOLVED,” RUTH BANTA, EXECUTIVE DIRECTOR OF PATHLIGHT GROUP, EXPLAINED. “IT’S VERY EASY FOR US TO TELL WHEN CONSULTING PARTNERS TRULY UNDERSTAND OUR MISSION OR IF IT’S JUST ANOTHER TRANSACTION FOR THEM, AND FOR CIL, THIS IS PART OF THEIR MISSION TOO, SO THEY WENT ABOVE AND BEYOND FOR US. WHEN YOUR MISSIONS ALIGN LIKE OURS DO, WE PUT ALL THE FOCUS ON GETTING THIS DONE FOR THE INDIVIDUALS THAT WE SERVE.”



Then construction began. And the team uncovered yet another set of challenges due to unique lot configurations. “We ran into a solid ledge at one home site, so we had to redesign the basement,” Melissa McGeown, Real Estate Developer at CIL, explained. “And the second home actually had to be rotated in order to add a door that faced the street to meet



**“WHEN YOUR MISSIONS
ALIGN LIKE OURS DO,
WE PUT ALL THE FOCUS
ON GETTING THIS DONE
FOR THE INDIVIDUALS
THAT WE SERVE.”**

**RUTH BANTA, EXECUTIVE
DIRECTOR OF PATHLIGHT**



the requirements of the Borough. It was kind of like a game of Tetris - we had to be very adaptable to site conditions in the context of City of Springfield requirements.”

“WHEN EVERYONE IS ON THE SAME PAGE, EVERYTHING RUNS MORE SMOOTHLY,” MELISSA ADDED, “AND OUR STRENGTH OF OUR RELATIONSHIPS MADE THAT POSSIBLE.”

Along with contractor, Ray Goulet, and architect, Maier Design Group, CIL had to be extremely adaptable in reconfiguring various design and construction components and keeping the project



on schedule. But the excellent team chemistry among all partners helped avoid unexpected changes that would only further delay the residents’ ability to enjoy their new homes.

By September 2021, construction of the three homes were completed. Each resident enjoys having his or her own room, decorated to reflect personal tastes. And the common spaces are perfect for hosting arts and crafts, movie nights, and soon activities to celebrate the upcoming holiday season.

With a deep understanding of the challenges that residents with developmental disabilities face in their everyday tasks, the CIL team could translate this wherewithal into furnishings and finishes that would not only better withstand daily wear and tear, but also improve the quality of life for the current residents.





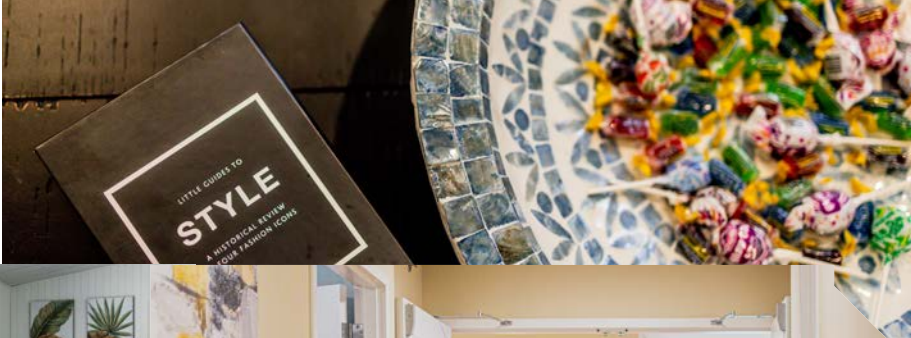
“THE SPACE IS GREAT. THE FLOORING IS GREAT TOO - IT MAKES IT EASIER FOR THE RESIDENTS TO GET AROUND IN THEIR WHEELCHAIRS, AND THAT MEANS A LOT.”

**/ INGRID, DIRECT SUPPORT PROFESSIONAL
IN PLUMTREE HOMES**



“The combination of CIL’s functionality awareness and their willingness to work with us on certain needs made all the difference along the way,” Barbara added. “For example, what may be a typical medication closet in a traditional home, we needed to essentially be an entire room for storage. Or the fact that we had to accommodate a lot more parking than a private home, and they knew where the lot should be to maintain the curb appeal. CIL knew how to make custom adjustments that worked for our residents and to choose the materials and surfaces that could endure the type of wear these homes face.”

Certainly one of the most rewarding parts throughout construction was knowing residents were able to watch the construction of their dream homes happen right from their windows. “A lot of the residents came into these homes as teens in the 70’s,” Barbara added. “It has really been a long time coming for them, and they were so excited. Once we started moving everyone in, there was a bit of a transition period for the residents who had been living together for over 20 years. They were set in their ways and had to relearn some of their usual routines, but they all adjusted so well, and their families are thrilled. These homes are truly built for their loved ones, and they absolutely deserve this.” ○



IMPACT

REPORT

SINCE 1979, CIL HAS...

INVESTED

\$664,941,359

IN DEVELOPING COMMUNITIES



2,690

HOMES
DEVELOPED



8,513

PEOPLE &
FAMILIES HELPED



AccessSolutions

ADMINISTERED 610 GRANTS AND
130 MONEY FOLLOWS THE PERSON
PROJECTS THROUGH ACCESSOLUTIONS.



153

DEVELOPMENT
CONSULTING PROJECTS



321

UNITS OF MULTIFAMILY
& MIXED USE



254

LICENSED MA
COMMUNITY
RESIDENCES



541

LICENSED CT COMMUNITY
RESIDENCES



470

OTHER PRODUCTION
/HOMEBUYER PROGRAMS,
OFFICE SPACE, ETC./

GEOGRAPHIC EXPANSION

TO INFINITY & BEYOND!

CIL is expanding our geographic reach! Since 1979, we've partnered with Connecticut and Massachusetts provider agencies to make a big impact on the lives of the people they serve and the caregivers that serve them. Now, we are spreading our wings and expanding our solutions into more States. As providers navigate the repercussions from COVID and the workforce crisis, having a trusted partner to help with real estate could be more important now than ever before. If you need help developing new community residences, renovating current housing to make accessibility or other upgrades, or consulting help to find new supportive housing models - let's chat.



community Residences

Community Residence Development

CIL partners with service providers to develop licensed community residences for persons with developmental disabilities and others in need of supportive residential settings. The homes allow persons with disabilities to live in community-based, non-institutional environments with an appropriate level of staff assistance.

Properties are acquired, and homes are built or renovated to agency specifications, and leased to nonprofit, residential service providers under long-term capital lease arrangements. CIL secures 100 percent financing to cover all acquisition, construction, and soft costs. Lessee agencies are not required to contribute any equity towards the development. Upon the end of the lease term, CIL donates the property to the lessee agency.



**Development
CONSULTING**

Development Consulting

From determining project feasibility, to managing team assembly, planning and programming, design, bidding, and construction, CIL can offer experienced project managers to advise and assist you with your project. During pre-design, we can help determine if a project is financially feasible, assist with site selection, master budget and schedule, and the RFP process to help build your team. Throughout design and construction, we can act as your advocate during project team meetings

and ensure that the project stays on schedule and within budget. Our development consulting services can be scaled depending on your level of need.

Emerging Supportive Housing Models

The landscape of supportive housing is shifting. CIL envisions a future where more alternatives to community living exist for more individuals. We are looking for partners who have ideas about what those alternatives might be, and welcome conversations on that topic.

Interested in working together? Let's Chat:

Samantha VanSchoick, Director of Strategic Partnerships, sam@cil.org

**WE STRIVE
TO CREATE
WELCOMING
& INCLUSIVE
COMMUNITIES**

CIL TEAM NEWS

WE WENT ‘REMOTE-FIRST’

HEADQUARTERS WILL REMAIN IN HARTFORD, MOST TEAMMATES TO CONTINUE WORKING REMOTELY

We are pleased to announce that beginning in September 2021, CIL began our transition to being a remote-first organization.

This means teammates now have the option to work in the office or to continue to work away from the office. For many team members, it will probably be a mix of both. This transition was driven by the desire to allow our teammates greater flexibility in their daily schedules while ensuring that they have easy access to CIL’s shared knowledge and tools, as well as the mentorship of their teammates.

What is “remote-first”?

Remote-first is a method of working that describes more about how a team works and less about where. In practice, remote-first means that CIL aims to be an organization where every teammate’s experience is similar, regardless of where each employee spends their workday. This means things such as virtual meetings with in-office folks dialing in separately vs. meeting in person, as well as less assigned seating in office for remote teammates, will become the norm.

How Will This Affect CIL Partners?

Good news! For our partners, this change will likely not impact your current experience of working with CIL at all. The biggest change partners should anticipate is that any office visits should be pre-arranged with a CIL teammate, as who is available in the office on a day-to-day basis will vary.

WELCOMING TWO NEW ADDITIONS TO OUR MARKETING TEAM!



ALYSSA LAJOIE, MARKETING COORDINATOR/



ANNA BLYGH, MARKETING INTERN

HAPPY CIL ANNIVERSARY!

SUSIE SCHWENDY / 5 YEARS ON 3.8.21

DIANA DENG / 5 YEARS ON 3.28.21

CHRIS GONZALEZ / 15 YEARS ON 5.30.21

PETER BENVIE / 20 YEARS ON 6.25.21

ERIC PLUMMER / 20 YEARS ON 7.16.21

CAROL MILLER / 10 YEARS ON 10.1.21

FRAN MAZZARELLA / 35 YEARS ON 11.3.21

2021 CIL

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President, The Malone Group, LLC

Gioia Zack / Vice Chair

Economic Development Coordinator, Town of Wethersfield

James D. Parry / Immediate Past Chair

Retired, Fuss & O'Neill

Barbara Pilarcik, RN / Treasurer

Retired, Pathlight (fka The Assoc. for Community Living)

Kent Schwendy / President

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Maria Green / Secretary

VP & CFO, CIL

Lisa Robinson / Assistant Secretary*

Executive Assistant, CIL

Stan Ingersoll / Director

Retired, HARC

Patrick Pinnell / Director

Owner, Patrick Pinnell, Architecture & Town Planning

Jack Soos / Director

Dir. of Transformation, Pratt & Whitney

BOARD OF DIRECTORS



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Lisa Robinson / Assistant Secretary*

Executive Assistant, CIL

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Owner, Patrick Pinnell, Architecture & Town Planning

Gioia Zack / Director

Economic Development Coordinator, Town of Wethersfield

James D. Parry / Director

Retired, Fuss & O'Neill

Samantha VanSchoick / Benefit Officer*

Dir. of Strategic Partnerships, CIL

*indicates no voting rights

CIL TEAM

NEWS

WELCOME NEW BOARD MEMBERS FOR FY '22!

PASTOR JOSEPH C. BLACK, JR.

Joe is the former Vice President of Procurement and Real Estate Services for Aetna, Inc., now Aetna-CVS. In that role he was responsible for leading services impacting over \$4 billion in company expense. During the last ten years of his tenure, Pastor Black's responsibilities included Supply Management, Accounts Payable, Meeting Management, Corporate Travel, Supplier Diversity, Corporate Security, and Real Estate Services. He also briefly served as interim head of Aetna's Office of Diversity, reporting directly to Aetna's CEO.

In April of 2016, Pastor Black retired from 32 years of corporate life to pursue his passion for ministry. Pastor Black holds a BS in Interior Design from Cornell University, and a MBA in Finance and Real Estate from the University of Connecticut.

PUTTING NAMES TO FACES:



Pastor Joseph C. Black, Jr.
Board Member, CIL & The Lab



Marisa Chrysochoou, Ph.D.
Board Member, CIL & The Lab



Kelly Reyngold, CPA
Board Member, CIL

MARISA CHRYSOCHOOU, PH.D.

Marisa is a professor and the Head of Civil and Environmental Engineering at the University of Connecticut as well as the Director of the Connecticut Brownfields Initiative. Her expertise involves environmental geochemistry, contaminated site remediation redevelopment of brownfields, beneficial use of industrial by-products and recycled materials, and clay mineralogy. In addition to English, she is fluent in German and Spanish.

Her current research initiatives focus on the surface chemistry of iron oxides; geochemistry of chemically stabilized clays; fate, transport and treatment of chromium in contaminated soils; and spectroscopy applications in the characterization of soils, waste and construction materials. She is dedicated to educating UCONN students and supporting Connecticut communities to promote cleanup and renewal of valuable urban properties.

KELLY REYNGOLD, CPA

Kelly is the Controller at ISO New England and is a Certified Public Accountant with a Bachelor of Science degree in Accounting from Bentley University. She has expertise in accounting, reporting, and analysis, including budgeting. Her strengths include management reporting, auditing, general ledger financial analysis, SOX and Sarbanes Oxley compliance, and process improvement. ISO New England ensures the region has reliable, competitively-priced wholesale electricity across the six diverse states of New England.

Her previous work has included time at Gerber Scientific as a Financial Analyst, at Mayer Brothers Kalicka as a Senior Auditor, and at Melanson Heath & Co. as an Auditor. She lives in Massachusetts and has agreed to join the Finance and Audit Committee for the CIL Board.

CIL

MAJOR MILESTONES



CONGRATULATIONS TO TOM GALEOTA ON HIS RETIREMENT!

As Vice President of Operational Effectiveness, Tom has partnered with CIL teammates to maintain the high level of quality services needed to achieve CIL's mission of improving our client's lives. Throughout his six years at CIL, Tom has been a relied upon sounding-board, strongly considering the thoughts and feelings of his coworkers to help guide policy making decisions at CIL. Prior to joining the CIL team, Tom was an engineer at Fuss & O'Neill for 30 years. A railroad enthusiast, Tom has kept CIL operating as a well-oiled machine and enjoyable place to work. Tom will be staying on the team on a part-time, as-needed basis.

As much as we will miss him, we thank Tom for his leadership at CIL and wish him a great retirement full of rusty old gas pumps to restore (which explains his cake design)!





CHEERS TO 15 YEARS!

CHRIS GONZALEZ RETIRED OCTOBER 2021

Congratulations to Chris Gonzalez, Assistant Director of Real Estate Development, as we celebrate his retirement after 15 years at CIL.

Throughout his time at CIL, Chris developed dozens of community residences throughout Connecticut and Massachusetts, working closely with providers to ensure homes are accessible and customized to every person's needs. Chris is reliable, helpful and friendly - excelling at creating and nurturing relationships with the contractors that he engages with on projects and mentoring junior project managers. We already miss him!





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