

2017 Annual Report

Breaking the Cycle of Intergenerational Poverty Through a Network of Providers that Serve the Whole Family



CONNECTICUT COUNCIL OF
**FAMILY SERVICE
AGENCIES**

Strengthening Connecticut's Families



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Welcome Note

A letter from CCFSA President & CEO Alyssa Goduti and Chairman of the Board of Directors, Barry Simon.

The CT Council of Family Service Agencies' innovative network of nonprofit providers is making a significant impact across the state. Impact is about making lasting positive change in the lives of those we serve, in our communities and in our state. In partnership with state and federal government, local communities and philanthropy, CCFSAs' network of nationally accredited, state-licensed, nonprofit human service agencies provide vital supports so that CT's children, families and individuals may live healthy lives, realize their full potential and contribute to the strength and vitality of their communities. Our partners serve every region, support 180,000 clients, employ nearly 5,000 staff and utilize the talents of 5,000 volunteers.

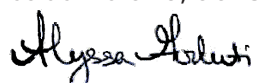
Despite the fiscal challenges facing the state of CT this year, CCFSAs members continue to support high impact changes, such as:

- Helping families eliminate barriers to self-sufficiency by building resilience,
- Breaking the cycle of intergenerational poverty,
- Supporting people as they find safe and stable housing,
- Addressing nutrition, clothing, and other basic needs,
- Developing residential and day programs so that people with behavioral health or intellectual disabilities are able to live fulfilling lives in the community,
- Identifying and supporting the developmental and educational needs of young children and their parents,
- Assuring that staff are well-trained, culturally competent, compassionate, and high quality,
- Providing quality human services that demonstrate a return on investment.

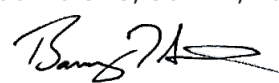
Our goal is to assure that families across the state have access to systems of support that allow them to live healthy, safe and stable lives. We leverage the individual strengths of our partner agencies to work collectively to help children, families and individuals across the state build resilience for a better future. We are excited about the potential of our network and the many opportunities our unique partnerships provides to strengthen CT's children, families and communities.



President & CEO, CCFSAs


Alyssa Goduti, MPA

President & CEO, Oak Hill; Board Chair


Barry M. Simon, MA, MPA

About CCFSA

Mission

The mission of the Council is to be the premier resource to strengthen CT's diverse individuals and families, and the communities in which they live. To accomplish this mission, we will build member agencies' capacity for collaboration and innovation; advocate for the development of State and Federal policies that will foster the well-being of CT's children, adults, and families; develop and provide services that empower them to move toward self-reliance and healthy inter-dependence; and be relevant and responsive to CT's diverse populations.

About CCFSA's Network

Cost Efficient

By contracting with one organization, funders receive the benefit of an efficient statewide service delivery system.

Statewide Impact

CCFSA's partners provide services that reach children and families living in all 8 counties.

Outcomes Driven

Outcomes are embedded in the DNA of every program at CCFSA. Our network provides significant return on investment.

Strong Relationships

CCFSA has partnered with the Dept. of Social Services, Dept. of Labor, and Court Support Services Division for over 25 Years.

Program Database

CCFSA uses a centralized performance management system, Efforts to Outcomes, to collect and track data to drive continuous quality improvement.

Consistent Services

Partner agencies implement one model across all sites. CCFSA provides program design and management, centralized fiscal administration, and quality assurance.

Our Network Partners:

Serve
180,000+ people
Annually

Provide Services at
more than 100 locations
across Connecticut

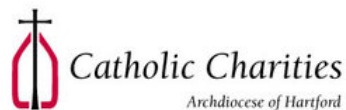
Engage
5,000+ volunteers
annually

Employ
4,600+ individuals
throughout CT






Are all
state licensed & nationally
accredited

Have more than
\$250 million
in annual revenue











Our Partners



Services Provided by

							
STABLE	Family Support	Adoption	✓	✓	✓		✓
		Basic Needs	✓	✓	✓	✓	✓
		Case Management	✓	✓	✓	✓	✓
		Domestic Violence	✓		✓		
		Foster Care	✓				✓
		Housing	✓		✓	✓	✓
		Immigration	✓	✓	✓		
		Preservation/Stabilization	✓	✓	✓	✓	✓
		Support Groups	✓	✓	✓	✓	✓
HEALTHY	Behavioral Health & Addiction Services	Addiction Treatment	✓	✓	✓		✓
		Children	✓	✓	✓	✓	✓
		Family	✓	✓	✓	✓	✓
		Group	✓	✓	✓	✓	✓
		Individual	✓	✓	✓	✓	✓
		Elderly Services	✓		✓	✓	✓
	Health	Health Services	✓	✓	✓	✓	
		Residential Services	✓				
SAFE and THRIVING	Education	Early Childhood	✓		✓	✓	
		Employment	✓		✓	✓	
		Family Financial	✓	✓	✓	✓	✓
		Parenting Programs	✓	✓	✓	✓	✓
	Youth Development	Educational Programs	✓			✓	✓
		Justice Involved	✓				
		Mentoring	✓				

Our Network Partners

 InterCommunity Community Health Solutions	 Jewish Family Services Enhancing Possibility	 JEWISH FAMILY SERVICE OF GREATER NEW HAVEN	 ELIYAH & JARVIS SCHOEN JEWISH FAMILY SERVICE OF FAIRFIELD COUNTY	 KLINGBERG FAMILY CENTERS	 LifeBridge Community Services	 Newtown Youth & Family Services	 Oak Hill Improving the Quality of Life	 United Services, Inc. Creating healthy communities	 The Village So every child believes in tomorrow
		✓		✓					✓
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Legislative Agenda

The CT Council of Family Service Agencies (CCFSA) is an innovative and efficient provider network offering high quality, outcome-driven human services focused on strengthening CT's families and communities. We support policies that strengthen family service agencies and the essential services our members provide to more than 180,000 people in CT each year. As a result of CCFSA's rigorous standards, we represent the most highly qualified CT providers producing the strongest outcomes in the areas of child welfare, mental health, intellectual disabilities, and substance use services. CCFSA's statewide human service delivery network strengthens communities across the state through collaboration of local service providers under one centralized administrative system for program management, fiscal oversight, and data/ quality assurance. Together we are working to break the cycle of intergenerational poverty.

State and national public policy should promote a partnership between government and nonprofit human service agencies that collectively supports the stability, self-sufficiency, health, and hopeful future of children and families.

CCFSA PROMOTES THE FOLLOWING PUBLIC POLICY PRIORITIES FOR 2018:


1. **Funding should support a stable human service delivery system through reimbursement models which cover the costs of providing quality services to vulnerable children, families, and individuals.**

Public policy, government contracts and funding should be provided to allow individuals and families to:

- Access vital services such as behavioral healthcare, case management, housing, employment, early care, education, child development, residential and day supports for people with disabilities, nutrition services, foster care, healthcare and other human services;
- Move from dependence to self-sufficiency;
- Reduce poverty and increase equity;
- Minimize crisis by funding prevention and early intervention services.

2. **Government should support high quality programs and services that strengthen CT's families and communities.**

- Funding should be targeted to effective statewide services that strengthen families, particularly those like CCFSA's TANF Case Management Program, which uses a 2 Generation approach to break the cycle of poverty among the highest need families across CT;
- Resources should be prioritized to support the health and stability of families related to housing such as the Housing Mobility Counseling Program, which helps reduce generational poverty by supporting families in accessing appropriate housing for their families.
- CCFSA SSBG Counseling Program should be expanded to address the behavioral health needs of all those struggling with poverty, regardless of insurance status.
- CCFSA should be utilized by policy makers as a resource and thought-leader in issues related to the complex needs of children and families across CT.



"Life threw a boulder at me, and I let it crush me into a million, helpless pieces. I knew I had to protect my children so I agreed to relocate to New Haven because of fierce Domestic Violence. I was referred to the Safety Net Program by Department of Social Services. My children are now all enrolled in school. I'm working full time and my family will be moving into our own apartment soon due to the assistance of the Safety Net Program."

-- TANF Case Management Client (formerly Safety Net Services)

3. Resource allocation and program evaluation should be based on dynamic, outcome and data-driven systems.

- Funding decisions should take into account program effectiveness and should focus on return on investment in driving towards population-level results.
- Government should consider short-term and long-term impact on consumers and communities when making investments in programs and services.

4. Government should invest in models of collaboration, innovation and efficiency in the delivery of human services.

- Government policies should encourage innovative service models utilizing best practices that allow providers to achieve desired results in cost-effective ways. Public policy should support efforts to drive towards efficiency in service delivery, administration and contracting.
- Government should be flexible and creative in its approach to service delivery to foster innovation.

5. Policies should support collaboration between government and human service providers as a best practice for systems improvement.

- Administrative efficiencies should be identified and supported, such as the Licensure and Certification Workgroup's efforts to streamline the provider licensing process, which was a collaboration between state agencies and providers through a Lean management process to streamline and align the licensure process.
- Recommendations of the Governor's Cabinet on Nonprofit Health and Human Services to improve contracting, reimbursement systems, data collection and workforce development should be supported and the model of collaboration and partnership between state agencies and providers should be more broadly utilized as a best practice.
- Policies should provide flexibility in budgeting to allow contractors to make the best use of government funding, including reinvestment of savings to support long-term stability and sustainability of the system.
- Maximize access to bonding and other funding for capital improvements, technology and other long-term needs.

Advocacy


CCFSA provides a unified and expert voice on policy issues facing children and families throughout CT. CCFSA understands the many complex challenges facing children and families. It effectively communicates and advocates for services and supports to meet those needs. CCFSA provides input on policies and programs through

engagement with both Executive Branch state agencies and legislators. CCFSA is a proactive partner with government, working to ensure that policies and financial support are aligned to provide high quality services and meet meaningful outcomes for children, families, and individuals throughout CT.

CCFSA has monitored over 200 legislative proposals this session which had potential impact on our partner agencies or the 180,000+ individuals we serve. We provided 25 sets of testimony for the legislative committees and met directly with more than 50 legislators.

CCFSA's staff, board members, and agency leadership hold leadership positions on the Governor's Cabinet for Nonprofit Health and Human Services and CCFSA is strongly represented by staff and partners agencies in efforts to streamline the state's licensing and certification. During the 2017 Legislative Session, Special Act No. 17-21 was passed, establishing a working group to

review the licensure and certification process for certain nonprofit community providers. The partnership between state agency leadership and nonprofit provider leaders led to groundbreaking improvements in the licensing and certification process, which will save significant time and financial resources for providers and improve service delivery for clients.



"Because of the assistance I received my family will be able to live life as a family free from fear and abuse, doing the things that most families take for granted like homework at the table/ talking, cooking together and just having a daily routine in our own home. My Case Manager walked me through the apartment search and I've landed an apartment near the school. All my providers are close to our new apartment. I'm truly grateful beyond words. Most people look down on people who are in Domestic Violence situations but my Case Manager never seemed to judge me. I appreciate the assistance that was God sent."

-- TANF Case Management Client (formerly Safety Net Services)

Programs

CCFSA is focused on meeting the needs of Connecticut's children and families. By partnering with the members of its statewide network, CCFSA offers programs and services that help meet the basic needs of Connecticut's residents and build the capacity of the agencies who serve them.

Leadership Development

CCFSA recognizes the value of our future leaders and, with the generous support of the American Express Foundation, has developed a training program to retain and develop leadership talent.

The program strives to support emerging leaders and prepare them for the ever-changing nonprofit environment. In 2017, leaders from 12 CCFSA partner agencies learned about the challenges, trends, and opportunities facing the nonprofit system.

Over the past five years, CCFSA has graduated 137 professionals from partner agencies throughout Connecticut.



Yenny Toone, Director of Early Care and Education at Family Centers, reported that she appreciated learning about the different styles of leadership. She valued the program's emphasis on everyone's ability to lead. She sees the program as helping her significantly enhance her future as an effective nonprofit leader.

Participants tackle individual challenges and develop core leadership skills so that they are prepared to lead their agencies to successful futures. The program focused on developing essential leadership skills, such as: communication, employee engagement, advocacy strategic planning, business

development, fiscal management, board and donor relationships, and change management. They also connect across provider agencies and develop supportive relationships with other future leaders, enhancing the capacity for collaboration and partnership within our network.

Christine Keys, LCSW, Director of Foster Care and Adoption at Klingberg Family Centers, said that she appreciated the opportunity to take time out of the busy day-to-day tasks of her work to step back and reflect on leadership, her goals, and experiences, and how to grow as a leader.

Housing Mobility Counseling

The Housing Mobility Counseling and Search Assistance program provides free tenant education, mobility counseling and housing search assistance for eligible participants in the Department of Housing's rent subsidy programs: Section 8 Housing Choice Program and Rental Assistance Program (RAP). Services emphasize mobility moves from areas of low opportunity to those of higher opportunity, with a priority placed on serving families with young children.



CCFSA and its partner agencies believe that people deserve safe and stable housing in communities where they can live and thrive, and where opportunities are equitable. Research shows that where families live strongly influences their likelihood of success with regards to education, health, employment, and overall self-sufficiency. Access to secure, stable, and appropriate housing can be the catalyst that lifts a family out of poverty.

Services are managed under CCFSA's administrative umbrella and are focused in Hartford, Stamford/Norwalk, and Waterbury.

"I felt stuck in my previous living situation. As a result of a change in management at my apartment complex, the quality of life my son and I enjoyed was at great risk. The Housing Mobility Program worked with us to locate a more suitable apartment and made the transition as smooth as possible."

-- Housing Mobility Counseling Client

Counseling Services

CCFSA's network is the statewide provider of therapeutic counseling services through funding from the Department of Social Services (DSS) under the federal Social Service Block Grant. The program provides clinical counseling services for vulnerable families struggling with poverty with a focus on those who are uninsured.

The program helps clients reduce barriers to healthy marital, parenting, and family relationships and improve overall behavioral health. Licensed clinical therapists provide counseling throughout CT in a CCFSA partner outpatient clinic. The program is offered consistently across the state and outcome data shows statewide impact. CCFSA partner agencies share best practices and tools to help strengthen families through this collaborative effort.



TANF Case Management

Formerly The Safety Net Services Network (Safety Net), TANF (Temporary Assistance for Needy Families) Case Management is a statewide welfare-to-work initiative of the Connecticut Council of Family Service Agencies funded by the Department of Social Services (DSS) and the Department of Labor

(DOL). The program is designed to assist recipients and past recipients of Temporary Family Assistance (TFA) achieve self-reliance and healthy independence through intensive, solution-focused case management and care coordination that identifies and reduces the effect of barriers to sustained employment.

Fiscal Year	2013	2014	2015	2016	2017
Total Number of Cases	2,813	3,241	4,103	3,224	2,925

*Referrals from DSS and DOL vary based on needs and eligibility. In previous years, clients could also self-refer.

The TANF-CM program has remained structurally similar for multiple years, despite name changes. CCFSA's network continues to meet the needs of thousands of Connecticut residents. The children and families we support are able to access a broad range of services.

Quality of Life Result: All Connecticut's most vulnerable families are self-sufficient and their children are safe.

Contribution to Result: TANF-CM reduces barriers in order to allow participation in employment and training programs. Services include concentrated outreach and engagement, in-home comprehensive quantitative assessments of family strengths and risk factors, case management, intensive family support, clinical interventions, and basic needs payments.

EXCEEDING PROGRAM TARGETS

CCFSA's provider network and innovative case management system have consistently exceeded targets for opening cases in a timely manner following client referral to the TANF-CM program.

Families at risk of losing vital benefits are quickly connected with a case manager to identify needs and develop a plan.

Timeliness is defined as within 15 days of referral from Individual Performance Contract and 30 days from the Employment Success and Safety Net programs.

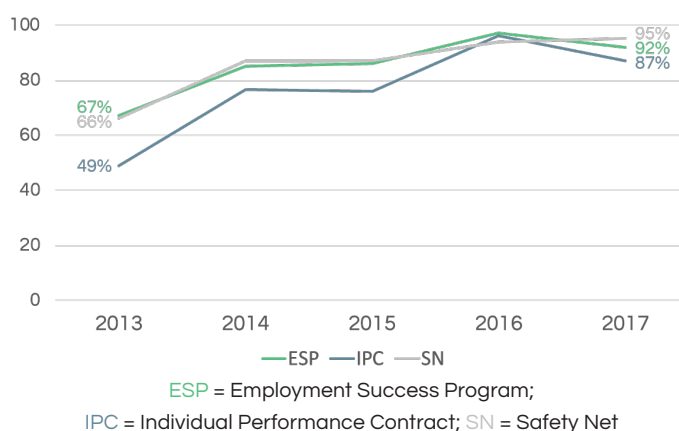
CCFSA's network has also consistently exceeded targets for closing cases and establishing family development plans that focus on problem solving skills and employment barrier resolution. Cases closed is measured by weekly participation in engagement

activities as outlined in an employment plan, obtaining a medical exemption, participating in services to resolve emotional or behavioral health problems, re-granting of TFA due to an eligibility for extension, or obtaining a job.

"This program has allowed me a jumpstart in having and giving my children our own place and space. My four children and I were living in a domestic violence shelter for 4 ½ months. In that time frame I got two jobs, started one on one counseling and met with Joe from the Safety Net Program. When I first met Joe I was unsure of what the outcome would be, but meeting with him weekly helped me see I was able to get back on my feet."

-- TANF-CM Client

Cases Opened in a Timely Manner



Parent Education Program

The Parenting Education Program (PEP) is court-manated for all adults filing for divorce that have children under the age of eighteen. It's a class designed to educate adults about the many issues children face when their family situation changes. The program trains participants about how to help children adjust in a healthy way to divorce or living apart from a parent.

The program includes information about children's developmental stages, helping children adjust to parent separation, cooperative parenting, conflict management and dispute resolution techniques, guidelines for scheduling parent access, and stress reduction for children.

CCFSA has partnered with the CT Judicial branch for 24 years to provide comprehensive parent education that helps Connecticut's children and families thrive.

Taught
300+
PEP Classes

In FY 2017, CCFSA's network of partners provided classes in all of Connecticut's 13 judicial districts. The statewide reach of CCFSA's partners is essential for making sure that all families are served.

Educated
2,500+
Parents

More than 2,500 parents completed the 6-hour training program in FY 2017. All are now equipped with enhanced parenting and communication skills to support their new family situation.

What They Learn

- What is Divorce or Family Disruption Like for Kids?
- What do Children Need to Help Them Deal With Divorce or Family Disruption?
- Developmental Stages of Children and Their Reactions to Divorce and Family Disruption
- Loss and the Grieving Process
- Skills for Talking and Listening with Children
- How to Talk to Children about the Divorce or Separation
- Dealing with Anger and Conflict Resolution
- Divorce "Games" Parents and Children Play
- Custody and Parenting Plans
- Parallel and Cooperative Parenting





Client Stories

Shared by participants in the TANF-CM program (formerly Safety Net Services)

"The Safety Net Program gave me a head start in life. The Safety Net Program placed me in the position I am today. I am working full-time and attending school part-time. The Safety Net Program assisted me with multiple job listings, referrals, basic needs, utility bills, rent and food vouchers when I was extremely low on food for my children."

-- TANF Case Management Client (formerly Safety Net Services)

"The Safety Net Program has helped meet the needs of my children as well as myself because working with the Safety Net Program helped me to push for better. I work 2 jobs now. I'm searching for a new apartment and I'm looking into going back to school to make a bigger and better future for my children as well as myself. The Safety Net Program also helps me with a lot of great opportunities, such as schooling and rental assistance. I could not be more thankful for the fact that when I needed help the Safety Net Program helped me push myself to not give up."

-- TANF Case Management Client (formerly Safety Net Services)

"My children love having their own space. They are happier and more at ease. My 5 year old, who is autistic has adjusted well and has made great improvements. My 10 year old no longer seems so worried all the time and my 8 year old loves decorating our new place. My 16 year old is less anxiety ridden and can be a normal 16 year old. They love being able to have family and friends come to visit."

-- TANF Case Management Client (formerly Safety Net Services)

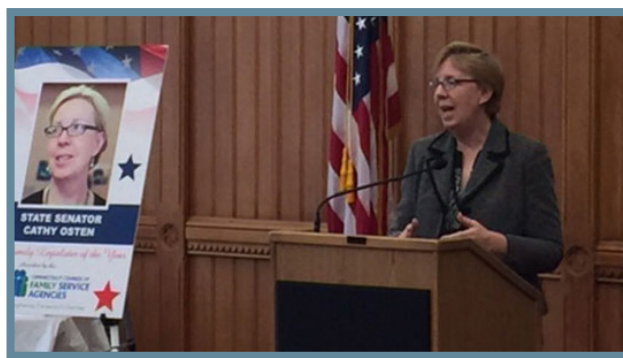
Annual Awards

Each year, CCFSA recognizes the work that elected officials and staff at our partner agencies do in support of Connecticut's children and families.

Family Legislator of the Year

This award is given annually to a State of Connecticut Legislator or Congressional delegate who has demonstrated leadership in promoting public policy that strengthens families across our state.

The CT Council of Family Service Agencies (CCFSA) honored Senator Cathy Osten with their 29th Annual Family Legislator of the Year award, in recognition of her exceptional efforts to support the mission of CCFSA to strengthen Connecticut's families. For 29 years, CCFSA has recognized exceptional public officials for consistently responding to the ever-changing needs of families in Connecticut. Senator Osten was recognized for her exceptional advocacy, dedicated service and unwavering commitment to the health, safety and well-being of CT's children and families.



Sen. Osten serves as the Co-Chair of the Appropriations Committee, Vice Chair of the Housing and Labor and Public Employees Committees and is a member of the Transportation and Veteran's Affairs Committees. She is an advocate for family service agencies and our clients, particularly United Services and Oak Hill, which provide services in her district.

In direct alignment with CCFSA's mission, Senator Osten works to assure that families are safe, stable and strong. She is committed to supporting a high quality human services safety net, access to excellent public schools and the rights of women and seniors.

"Family Service Agencies do fantastic work on issues that are priorities for me: safety net services, support for the elderly, behavioral healthcare, housing and family supports. These vital human services help strengthen our families, our communities and our state and have been a priority in my service as a public official. I'm grateful to work so closely with CCFSA and its member agencies to connect our families to the support they deserve."

-- State Senator, Cathy Osten

Family Champion

At this annual event, CCFSA recognizes a Board and staff member from each member agency who have demonstrated a commitment to empowering families and building strong communities. Family Champions go above and beyond the call of duty to embrace the agency mission and positively impact the lives of families.

Since 2006, the Celebration of Family Champions has become an opportunity for The Council to recognize two individuals from each member agency who have gone above and beyond the call of duty to strengthen and support families in Connecticut.

To celebrate these family champions we first recognize that it is a person's individual talent, skill and dedication that changes lives forever. Each of the councils 2017 champions achieved this honor in their own personal way, by demonstrating the best of what their agency has to offer, consistently giving more, reaching further, and taking bold steps to strengthen and improve the lives of families throughout our state.



“The best way to find yourself is to lose yourself in the service of others.”
– Mahatma Gandhi

MEET THE INDIVIDUALS WHO ARE THE “BEST OF THE BEST” IN THE FIELD OF FAMILY SERVICES IN CONNECTICUT FOR 2017

Catholic Charities, Archdiocese of Hartford

Patricia Kelmar, Board Member
Tomas A. Olivo-Valentin, Staff Member

Catholic Charities, Diocese of Norwich

Kathy Capon, Board Member
Christine Jackal, Staff Member

Catholic Charities of Fairfield County

Pete Maloney, Board Member
Christina Wills, Staff Member

Family and Children's Agency, Inc.

Kristine Reddington Herlyn, Board Member
Jill Hammond, Staff Member

Family Centers, Inc.

Mary Moran, Board Member
Samuel Ambrose, Staff Member

InterCommunity, Inc.

Rebecca Paolino, Board Member
Melissa Malave, Staff Member

Schoke Jewish Family Service

Dr. Linda Gornitsky, Board Member
Eve Moskowitz, Staff Member

Jewish Family Services of Greater New Haven

Cindy Papish Gerber, Board Member
Marietta Tucker, Staff Member

Klingberg Family Centers

Robert A. MacAlpine, Board Member
Maureen Sand, Staff Member

LifeBridge Community Services

Harold Trischman, Board Member
Gloria Caesar, Staff Member

Newtown Youth & Family Services

Jennifer Bulluss, Staff Member
Christine Stowe, Staff Member
Beverly Simone, Staff Member

Oak Hill

Ronald and Donna Catania, Volunteers
Winsome Kitson, Staff Member

United Services, Inc.

Cheryl Lewis, Board Member
Patti-Sue Brown, Staff Member

Village for Families and Children

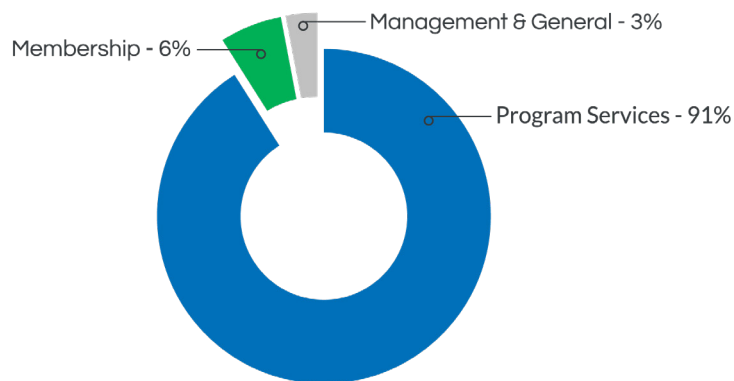
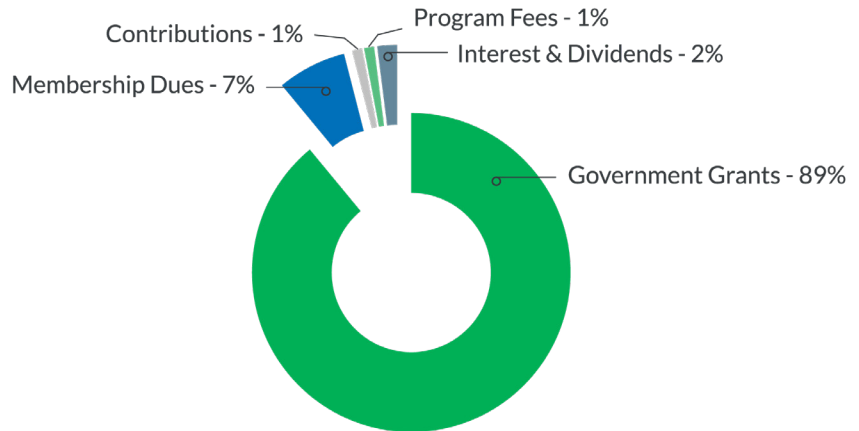
Bill Field, Board Member
Haben Abraham, Staff Member



Financials

Revenue & Support

Government Grants	89%
Membership Dues	7%
Interest and Dividends	2%
Contributions	1%
Program Fees	1%
Total	\$2,684,721



Functional Expenses

Program Services	91%
Membership	6%
Management & General	3%
Total	\$2,616,563

We Gratefully Acknowledge the Ongoing Support of the Following Partners



Our Team

Board of Directors



Board members pictured above from left to right: [standing] Bill Hass, Life-Bridge Community Services; Al Barber, Catholic Charities Fairfield County; Galo Rodriguez, Village for Families and Children; Barry Simon, Oak Hill; Ed Tessman, Catholic Charities, Diocese of Norwich; Marek Kukulka, Catholic Charities, Archdiocese of Hartford; [sitting] Rob Cashel, Family & Children's Agency, Inc.; Diane Manning, United Services; Alyssa Goduti, CCFSA; Jonathan Garfinkle, Jewish Family Services of New Haven.

Not pictured: Steve Girelli, Klingberg Family Centers; Matt Greenberg, Schoke Jewish Family Services; Candice Bohr, Newtown Youth and Family Services; Kim Beauregard, Intercommunity, Inc.; Anne Danaher, Jewish Family Services of Greater Hartford.

CCFSA Leadership Staff



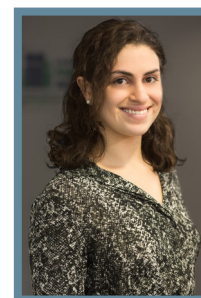
Alyssa Goduti
President & CEO



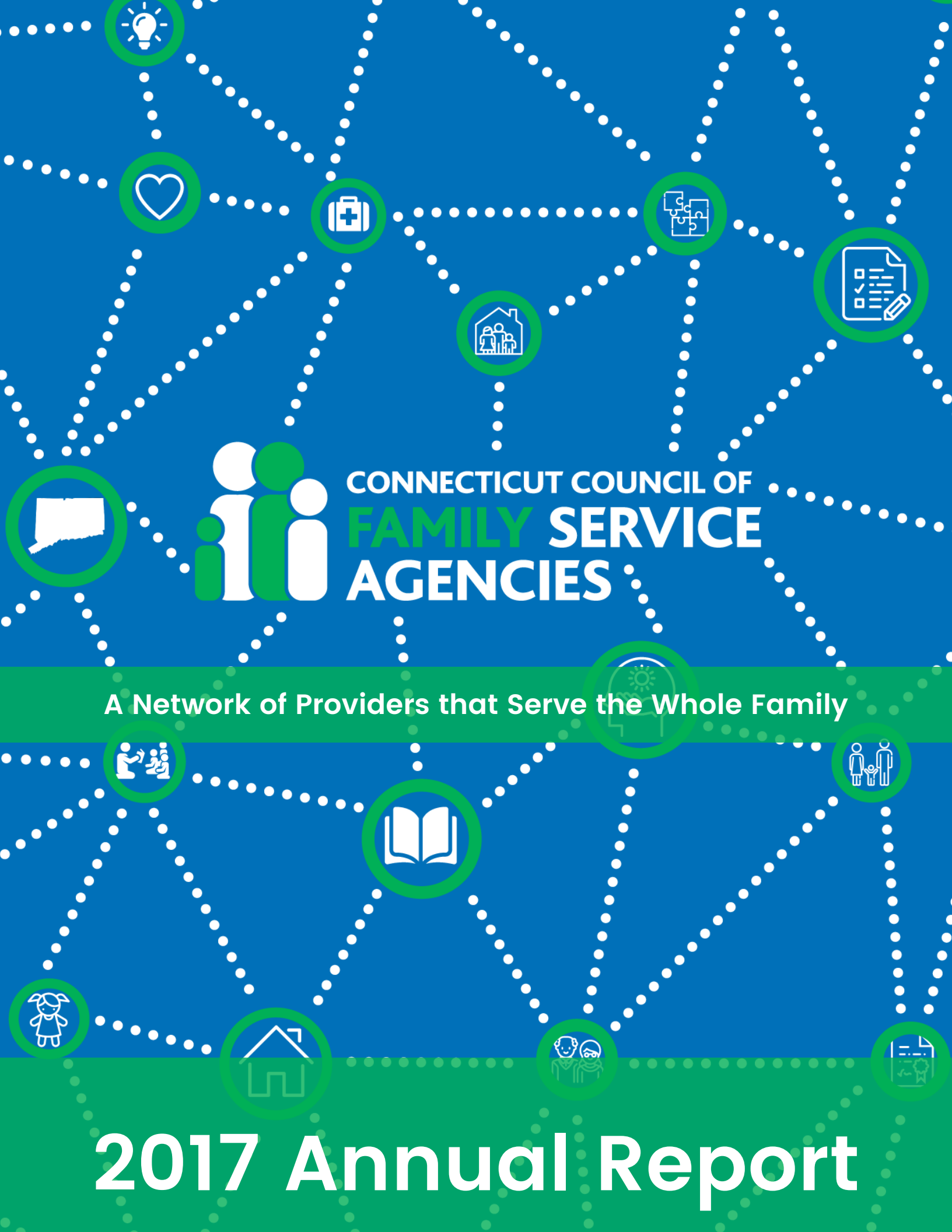
Beverly Malinowski
Director of Finance & Administration



Cindy Guerreri
Director of Programs & Business Development



Cassandra DeFelice
Quality Assurance & Data Specialist



CONNECTICUT COUNCIL OF **FAMILY SERVICE** AGENCIES

A Network of Providers that Serve the Whole Family

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