

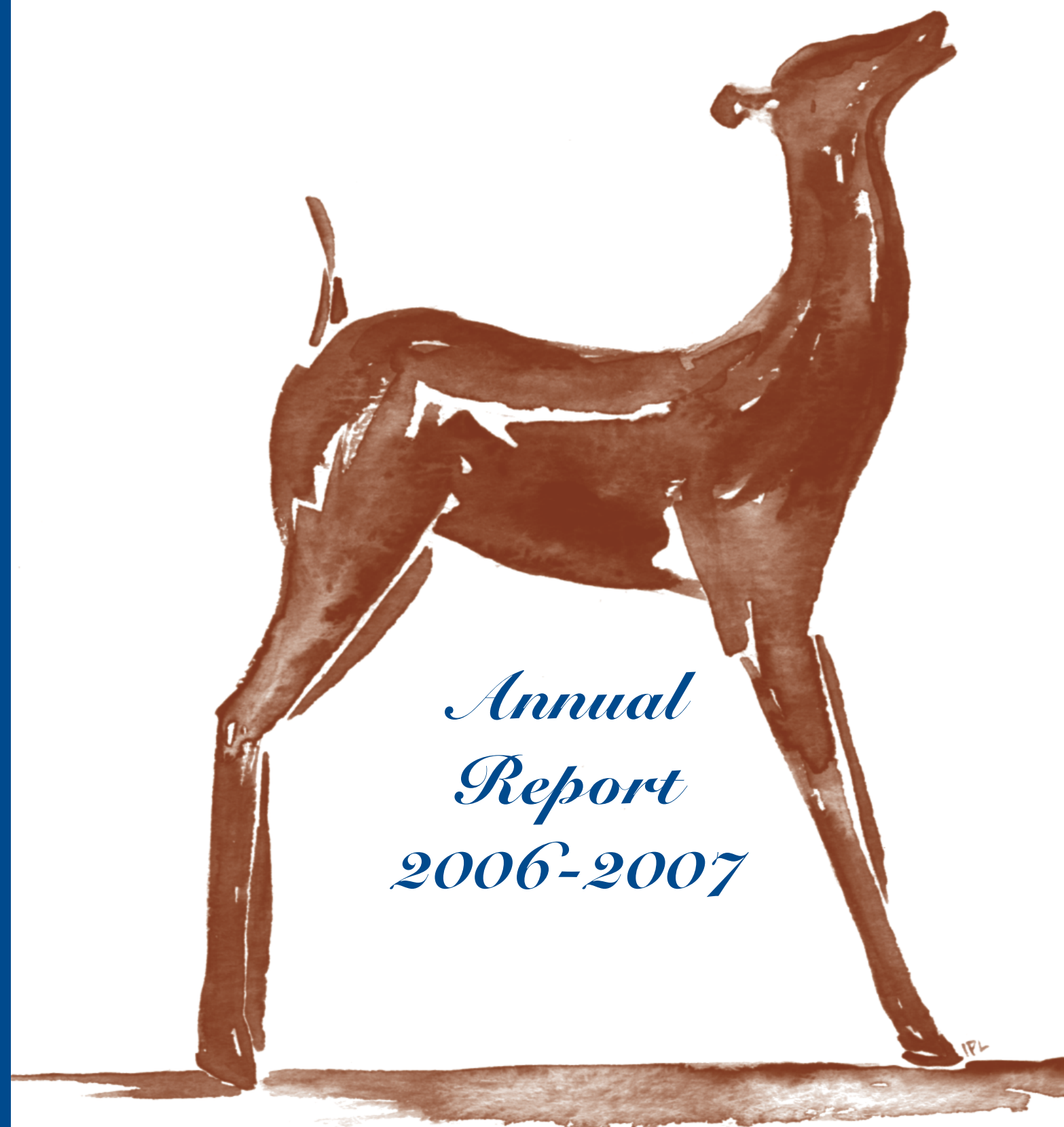


CHRISTIAN
ACTIVITIES
COUNCIL

Founded in 1851

www.christianactivities.org

Christian Activities Council



*Annual
Report
2006-2007*

Breaking Barriers • Building Communities

CHRISTIAN ACTIVITIES COUNCIL

ANNUAL REPORT 2006—2007



Founded in 1851

*The urban mission arm of
churches in the United Church of
Christ and the National
Association of Congregational
Christian Churches in the Greater
Hartford metropolitan region*

Table of Contents

| | |
|----|---|
| 2 | Mission Statement |
| 3 | President's Report |
| 4 | Executive Director's Report |
| 6 | Associate Director's Report |
| 7 | Report of the Director of Housing Ventures |
| 8 | Horace Bushnell Management Resources |
| 9 | Long-Range Planning Committee |
| 14 | Investment Committee |
| 15 | Church External Relations Committee |
| 15 | Amistad UCC |
| 16 | Iglesia Cristiana Nueva Esperanza, UCC (New Hope Hispanic Christian Church) |
| 16 | CAC Financial Services |
| 17 | Minutes: CAC Annual Meeting of June 12, 2006 |
| 19 | Treasurer's Report |
| 20 | Contributions and Support 2006 |
| 22 | Nominating Committee, Board and Council Members |
| 23 | Sponsoring Churches and Church Delegates |
| 24 | Staff, Related Staff and Life Members |

Mission Statement

Christian Activities Council

The mission and purpose of the Christian Activities Council (CAC), working in partnership with its sponsoring urban and suburban congregations, is to foster the development of

empowering resources for those in need, to promote human equality and social justice, and to work toward constructive reform by providing concrete, demonstrable models of compassionate engagement in the core city and the metropolitan region.

This mission is undergirded and informed by the faith of the Christian community and a sensitive awareness of common regional concerns, needs and

interests. By encouraging stronger ties among suburban and urban member churches and by establishing instruments and structures for lay involvement, the CAC seeks to create a practical vision of social witness, social development and social reform. The CAC is a faith-based organization that is strictly non-sectarian in its activities and programs.



CAC Headquarters at the Mack Center on Vine Street

President's Report

Robert A. Cushman, M.D., President

This past year marked the CAC's 156th year of progress in working collaboratively, with partners in the community, in pursuit of the social justice agenda for greater Hartford! A few highlights of the past year include:

- Another horizon-expanding year for Adventures in the City, with new program additions which expanded enrichment experiences for targeted, new populations;
- Dedication of the proud, new, bronze deer statue ("Sunshine") at the gateway to Deerfield Avenue, marking the completion of the CAC's renovation and building initiatives on that Hartford Pride Block, the first street on which we focused our energies and resources as we launched our ongoing Upper Albany Revitalization Initiative back in 2001;
- Our collaborative work with the Inter-faith Coalition for Equity and Justice and the Universal Health Care Foundation of Connecticut in striving to put the spotlight on healthcare access.

The addition of healthcare access to the front-burner work of the CAC is near and dear to me, as I am a daily witness of the negative impacts of the shortcomings of our current healthcare "non-system" on Hartford's citizens. We heard more about this newest of the CAC's collaborative efforts from Juan Figueroa, president of the Universal Health Care Foundation of Connecticut, who gave the keynote speech at our Annual Awards Dinner on May 10, 2007. As the year draws to a close, an even stronger, tangible alliance is being forged to advance this justice-based goal.

The past year has brought its challenges as well, ranging from bureaucratic obstacles to the rain-soaked collapse of the roof of a building awaiting our renovations to working through the legal and title-related details of a potential large addition of properties to the CAC's affordable housing

portfolio. The CAC leadership, staff and partners have met each of these challenges with a combination of creative and diligent hard work which has brought about success in the face of adversity. We are blessed with a dedicated staff whose commitment to complete the seemingly endless work outside the limelight, and whose faith that doing the right thing will ultimately bear the best fruits, have continued to yield successful progress toward the CAC's multiple missions.

None of us has a truly accurate crystal ball enabling us to see where we will stand next year on our various initiatives, or even what the number one priority initiative will be at that point in time. What I *can* say, without question, is that the Christian Activities Council *will* have made further progress, in multiple ways, down the path of implementing systemic change for the better in our greater Hartford community. The CAC has continued to serve as a community leader in pursuit of enhanced health, education, and justice for our larger neighborhood network. This work will not let up, and the CAC is up to the task.

Executive Director's Report

Rev. Donald R. Steinle

The program year (June 2006–May 2007) has been and continues to be an exhilarating and sometimes difficult roller coaster ride. In 2006 we faced a variety of missional and financial challenges that resulted in our closing down one major program while experiencing a significant year-end financial deficit.

The cancellation of our housing counseling contract with the Hartford Housing Authority (HHA) in October (through no fault of the CAC) as well as delays in anticipated funding from the State Department of Economic and Community Development (DECD) and a postponement of a real estate closing on one of our newly built houses on Irving Street created a major shortfall at year end. On top of all this, the back third of a roof on one of our “perfect six” buildings on Edgewood Street collapsed bringing with it the threat by the City of Hartford to demolish this historic property.

But the news was not all bad! We completed nearly four years of concentrated effort on Deerfield Avenue with the dedication of a newly designed and sculpted brass cast deer (surnamed “Sunshine”) in October. The daylong celebration brought together hundreds of people who expressed appreciation for the rehabilitation of four abandoned houses, the new construction of three homes, the formation of a resident association and the revitalization of a whole block in Upper Albany. It was a proud day indeed.

Meanwhile, our award winning summer program Adventures in the City had another outstanding year and our Metropolitan Training Advancement Institute continued its excellent work under the able leadership of Edwin Ayala.

2007 brought with it renewed efforts to secure new funding, reestablish our housing counseling program and proceed with the renovation of the partially collapsed properties on Edgewood Street. The CAC has again demonstrated its faith and courage by

providing substantial loan dollars so that endangered properties on Edgewood could be secured and preserved for future homeownership opportunities. The buildings are well on their way to this end.

In addition, the HHA finally decided to renew our housing counseling contract so that we are again having the opportunity to work with residents of public housing enabling them to become homeowners. It appears that this opportunity will now continue on into 2008. Additional resources have been provided to support this program by the Local Initiatives Support Corporation and the City of Hartford.

We are currently well on our way to transferring the assets of the West Hartford Interfaith Housing Coalition (WHIHC) to Urban Suburban Affordables (USA) which will enable us to serve an additional 44 families living in various types of affordable housing in West Hartford. The Hartford Foundation for Public Giving has provided a generous grant to assist in this transfer.

While all of this was going on, the CAC formally voted to join many different groups around the region and state in supporting the development of universal health care in the State of Connecticut. We established contact with the Universal Health Care Foundation of Connecticut and its Executive Director Juan Figueroa, an old friend and colleague, who provided us with a small grant to begin our efforts to mobilize the church community on important justice issue.

Our annual awards dinner, with Juan Figueroa as the featured speaker, was again a wonderful and inspiring event. The addition of a “silent auction” was hugely successful and we all owe a vote of thanks to Sharon Steinle and her committee for bringing this off.

Finally, we have been blessed with the addition of new staff resources. Nancy Allen has been with us since last September to assist Edwin Ayala in his multiple roles and enterprises. Nancy is well on her way to

being ordained as a UCC clergy and we will act as her ordaining body along with Immanuel Congregational Church. Beyond this, our friends and partners at LISC have provided us with a two year “capacity building” grant under the terms of which we have hired Ralph Knighton as a part-time consultant to assist in strengthening and expanding our development and neighborhood revitalization efforts. Ralph has a long and fruitful association with the CAC and we all look forward to working with him.

We are now poised to make two new advances and expansions of mission efforts in the areas of universal health care and resident organizing in Upper Albany.

Ongoing conversations are being held with the Universal Health Care Foundation and the Casey Family Foundation in hopes of providing support for these important efforts.

I hope you will read the remainder of this report to discover the many other ways in which the CAC is engaged in mission with and among the poor in the Hartford region. Our commitment to justice and empowerment is unflagging. Thanks to all of you who support this mission, especially to the dedicated Board of Directors and outstanding staff. God bless all of you in this exciting journey of faith.

Associate Director's Report

Rev. Edwin O. Ayala

My areas of responsibility at the Christian Activities Council require that I pay particular attention to the Metropolitan Training Advancement Institute, Adventures in the City (fundraising and administration) and responding to assigned tasks from our executive director. The past year has brought many challenges in all three areas, challenges that brought great opportunities to serve and required creativity and intentional management—challenges that helped us respond to the priorities and strategies of the Christian Activities Council with integrity, passion and joy.

Metropolitan Training Advancement Institute

- Twelve church group immersions
- Three immersions to agencies and community organizations in Hartford
- Seven workshops related to issues of empowerment, anti-racism training and diversity training
- Empowerment and support of the Asian (Vietnamese, Cambodian, Laotian) and Brazilian communities
- Five preaching commitments
- Support to teen pregnancy prevention strategy
- Partnership and support of Center for Conflict Transformation
- Full year anti-racism program for Greater Hartford Interfaith Coalition for Equity and Justice (GHICEJ) in partnership with Rev. Michael Williams and the Center for Conflict Transformation
- Special immersion program designed for Family Medicine residents at St. Francis Hospital, including taking 11 of them to Puerto Rico

Key Highlights:

- Active involvement with GHICEJ. I strongly recommend that we continue our collaboration with this creative coalition!
- Active involvement in the *Universal Health Care 4 Initiative*, serving on their

state-wide steering committee. There is a potential grant implication for the CAC that would allow us to coordinate a larger UCC strategy if granted funds.

Adventures in the City

- Total number of children served in 2006 was 814, the highest number since the inception of the program 26 years ago.
- For the tenth year in a row, we met and over passed our budget.
- We provided an extended day program at two sites (working parents could drop their children at 7AM and pick them up at 5PM).
- Special support to programs at Milner and Sands Elementary Schools.
- Financial support for Milner School's after-school special program was provided for the full year.

Special Programs

Adventures in the City developed a strategy targeting Asian and Brazilian children, children of single mothers, children with disabilities plus children exposed to violence and underserved children!

Delegated Tasks

- Supporting the work of the External Relations Committee was a great pleasure.
- Responding to many delegated tasks of our executive director was a great privilege.
- Working on creative collaboration initiatives with the Connecticut UCC was also very important, including preaching at their annual meeting.

Finally I must mention what a great privilege it has been to work with so many good, competent and committed leaders and partners, such as staff, board and council members, pastors, justice partners, churches, school system, parents, agencies and organizations, community leaders. We can't do it alone, but together we are truly empowering and serving the poor; together we have made a difference; together we will make a difference!

"Gracias!"

Report of the Director of Housing Ventures

Yvonne Deal Chandler

First of all I got married and changed my name!

Urban Suburban Affordables, Inc.

The American Dream Downpayment Initiative (ADDI) is in full swing. We have already helped countless applicants achieve their goal of homeownership through the tireless counseling from Tori Hamilton. In addition, ADDI has been able to provide nine families with downpayment and closing cost assistance.

USA/CAC is in the final stages of completing the merger of USA with West Hartford Interfaith Coalition. We are in the process of adding the assets of WHIHC to USA. We are also moving forward to add board members from WHIHC to the board of directors of USA.

Currently USA has 216 ground leases or silent second mortgages. Resales have been moving forward; we presently have several in progress.

Upper Albany Revitalization Initiative

I continue to meet with the Deerfield Avenue residents when possible; they continue to meet on a monthly basis with Shawn Holloway from Neighborhoods of Hartford. Denise Best, a Deerfield Avenue resident, continues to lead her block towards excellence. The deer (Sunshine) was dedicated in October! Major funding for the replacement of the deer came from First Church of Christ Congregational, Farmington. We are very grateful for their generosity. We also received support from Neighborhoods of Hartford, the City of Hartford and Deerfield Avenue residents. Of course, our greatest contributor was Ms. Karen Peterson, sculptress.

Construction of the three two-family houses on Irving Street is complete. These homes were funded in part by generous donations from First Church Farmington and Rocky Hill Congregational Church. Both congregations worked on Saturdays along with Dresca Construction. Two houses are presently being constructed on Vine Street. All five of the homes on Irving and Vine streets are sold.

Edgewood Street is next on our radar screen. Construction for two of the three buildings that we own will begin this fall. Both buildings will house four two-family homes. The third building will become phase one of a condominium development.

What an honor and privilege to work with such great staff. Michele Roberts, my assistant, is a joy and "Auntie" Flora Foster, keeps us calm.

Horace Bushnell Management Resources

Yvonne Deal Chandler, Executive Director

Horace Bushnell Congregate Homes

HBCH is currently working on three main areas:

1. Converting to assisted housing through a grant from U.S. Department of Housing and Urban Development. Marconi Construction has been chosen as the general contractor. We are looking to begin construction this summer.
2. Securing an additional rent increase in order to pay delinquent bills and provide for the immediate future.
3. Replacement of all of the windows, as well as the cleaning and sealing of the building.

This year the board of directors under the leadership of James Bagnall has worked to continue to provide quality housing for the elderly and disabled. New members of the board include DL Chandler and Otis Wade.

Many thanks to property manager Mary Coleman, occupancy specialist Beatrice Hite, maintenance staff Colleen Smith and James Boyd, and resident services coordinator Gerald Waite. Their work providing services for residents is invaluable. Our security staff under the leadership of William Evans is of course outstanding.

Rev. Joseph Zezzo House, Inc.

We recently lost a valuable member of the Zezzo House community. Bryant Jones left us to join his maker on May 3. Bryant was a member of the Rev. Joseph Zezzo House Board of Directors as well as a member of the board of directors of Horace Bushnell Management Resources. He will be greatly missed.

Sandra Foster continues to serve on the Mayor's Commission on AIDS for the City of Hartford. Rev. John Selders continues to provide counseling and programming for the residents. Our new Board President Maryland Grier continues to address the needs of our community.

Horace Bushnell Apartments LLP

Beginning November 2005, HBMR began management of the 89 units of housing from 4-40 Vine Street. This property is currently owned by the Urban League of Greater Hartford Development Corporation.

This property has many, many challenges, and we are working diligently to turn it around. Currently we are renting the property and working with the Hartford Police Department to curb the violence and illegal drug activity on the property.

I really need to give credit where it is due: the HBMR staff is great! Mary Coleman is an awesome property manager and her 30 years of property management experience is serving the property and the residents well. Beatrice Hite, who has one of the most pleasing personalities, is a great addition to our staff. Her enthusiasm is contagious. At Horace Bushnell Apartments, Lawrence Rice and his staff—Johnnie Walker, Colleen Smith and Debra Bell—are doing an outstanding job.

Edwin Guzman at Rev. Zezzo House is doing a wonderful job. The staff at Horace Bushnell Congregate Homes has stepped up to the plate and Brother Freeman, Cecilia Diaz, Miss Carrie, Mr. Johnson, Steve Green, Leroy Kerr and Damien Scarborough are keeping the residents safe and secure as well as clean.

Finally, the leadership of Vincent Bish, president of the Board of Directors is invaluable.

Long-Range Planning Committee

Phil Duke, Chair

Five-year Strategic Plan Ending 2007

*Adopted Fall 2002, Revised June 2004, Second Revision January 2006,
Third Revision November 2006*

Mission Statement

The mission and purpose of the Christian Activities Council (CAC), working in partnership with its sponsoring urban and suburban congregations, is to foster the development of empowering resources for those in need and to work toward the reform of social structures by providing concrete, demonstrable models of Christian engagement in the core city and the metropolitan region. This mission is undergirded and informed by the faith of the Christian community and a sensitive awareness of common regional concerns, needs and interests. By encouraging stronger ties among suburban and urban member churches and by establishing instruments and structures for lay involvement, the CAC seeks to create a practical vision of social witness, social development and social reform.

Vision Statement

The consistent mission of the Christian Activities Council is to serve and empower the poor in the Hartford region. It has been thus for over 150 years. However, the specifics of this mission change periodically and are embodied in the attached strategic plan concluding in the year 2006 and updated as needed during this time period.

Fundamentally, the means for carrying out this mission are captured in such phrases as "Breaking Barriers/Building Communities." Other such slogans captured in this phrase include "Empowering People/Transforming Perspectives/Promoting Justice, Strengthening Relationships." This is how the CAC proceeds in its work and it does so with faith, passion and commitment.

Though the CAC remains a regional organization concerned with the broader metropolitan area of greater Hartford, there

is a distinct change of emphasis in this strategic plan from those prevailing during the 1990s. The focus for at least the next five years is the development and implementation of a model of comprehensive resources in a targeted 15-block inner city neighborhood within the Upper Albany community. This will require significant expenditures of time, people, energy and dollars if it is to be successful. It will require persistence and courage, but the end result could be a tremendous sign of hope for all who long to "seek the welfare of the city" in the words of Isaiah. Though this new initiative begins with housing development, it must also encompass employment, health, education, rights and culture if the cycle of poverty is to be broken for the people of this neighborhood.

At the same time, CAC intends to continue with a number of activities remaining at the core of its existence, such as the Adventures in the City summer program for youth, the Urban Suburban Affordables (USA) scattered site land-lease homeownership program, and urban immersions and training events sponsored by the Metropolitan Training Advancement Institute (MTAI).

Legend of Performance

- * Slow 0 to 5% Growth
- ** Modest 5 to 10% Growth
- *** Excellent Double Digit Growth

Affordable Housing

Long Range Goals and Objectives:

- 1) To increase the stock of low and moderate income housing in the region with special emphasis on the Upper Albany neighborhood. ***
 - a) To form a partnership with at least one member church in sponsoring a subur-

ban affordable housing development.

b) To implement a block-by-block housing redevelopment and revitalization plan in a targeted 15-block area of Upper Albany in order to promote homeownership opportunities.

c) To maintain and administer a housing assistance fund for emergency needs of families in Upper Albany.

2) To provide homeownership opportunities for low and moderate income families throughout the region. ***

a) To make available homeownership opportunities for up to 150 families through the scattered site homeownership program.

b) To secure a stable, dependable funding source to maintain and continue the scattered site homeownership program at least at the same level of homeownership transactions experienced in 2003.

c) To explore the development of programs and relationships with scattered site homeowner families.

d) See 1), b).

e) To develop and maintain a homeownership training and counseling program in relationship to our scattered site homeownership efforts along with the Hartford Housing Authority and other homeownership programs.

f) To seek recognition and funding from HUD and other groups as a certified housing counseling agency.

3) To break down racial and economic barriers in housing patterns throughout the region, thus stimulating the development of more diverse communities. *

a) To respond to other towns in the region regarding the promotion of first time home buyer programs.

b) To maintain membership and participate in the legislative advocacy efforts of the State Housing Coalition.

c) See 1), a).

4) To assist other closely related non-profit housing organizations and developments. ***

a) To assist North Hartford Development Corporation in determining its future direction.

b) To maintain a supportive relationship to various closely associated housing developments, including Horace Bushnell Congregate Homes, Rehoboth Place Cooperative, The Concord Building, Pinewood Condominiums, and the Zizzo House.

c) To provide staff and leadership for the Urban Suburban Affordables board.

d) To provide staff support and leadership for Horace Bushnell Management Resources.

Youth Education

Long Range Goals and Objectives:

1) To support efforts to promote and secure for each individual child in the region the services, connections and opportunities to empower each child to gain to his/her fullest potential the knowledge, insights and critical thinking capabilities needed as an adult to maximize independence and control over his/her environment, sense of self worth and capacity to contribute to the welfare of the community. *

a) To join in the coalition efforts to implement Sheff vs. O'Neill.

2) To improve the education and enrichment opportunities for targeted groups of Hartford youth through supplementary programming with primary focus on Upper Albany. ***

a) To continue sponsoring a summer educational program—Adventures in the City—for at least 250 inner city youth, including those with special needs, at both church and school based sites.

b) To market the model of this summer program so it can be more widely replicated throughout the city.

c) To raise a minimum of \$110,000 per

Performance Legend

* Slow
(0–5%)

** Modest
(5%–10%)

*** Excellent
(10%+)

year to support this summer program.

d) To support initiatives that provide follow-up tutorial programs to supplement the CAC summer program.

e) To continue and expand the extended day program as part of Adventures in the City.

f) To collaborate with others in exploring the development of a Boys and Girls Club in Upper Albany.

3) Develop partnerships with schools, churches, organizations, and individuals to improve public education in Hartford with special emphasis on Upper Albany. *

a) To develop and implement a plan for relating sponsoring churches of the CAC to city schools, especially in Upper Albany, using a partnership model.

b) To maintain a close working relationship and partnership with Milner School.

Mission Education and Leadership Development

Long Range Goals and Objectives:

1) To increase the awareness and understanding concerning the reality, etiology and consequences of systemic poverty and promote potential social solutions, especially among UCC and other religious laity and clergy, together with other concerned persons in the region. ***

a) To conduct a church-based immersion program with at least two churches per year.

b) To maintain the training program with physicians for the next five years.

c) To develop a training program for educators during the next two year period.

d) To conduct an orientation for CAC delegates as needed.

e) To conduct special events and "mini-immersions" with various groups at least four times a year.

f) To make presentations regarding the

CAC and its ministries to at least seven sponsoring churches per year.

g) To add experiences with other new immigrant groups as part of an expanded MTAI curriculum.

h) To disseminate information and calls for action regarding criminal justice and prison reform issues.

i) To disseminate information and calls for action regarding effects to curb teen pregnancy in the Hartford region.

2) To train and equip lay and clergy leadership for effective social justice ministry in the region. **

a) To support creative partnerships with the Center for Conflict Transformation in Hartford.

b) To train and create a volunteer network to assist in the work of the CAC.

3) To provide, coordinate, and support education and training initiatives for inner city residents and neighborhood groups that will equip them to meet the challenges of urban life. *

a) See 2), a).

b) To develop plans for a new training facility on the land next to the Mack Center.

Church Support and Neighborhood Empowerment

Long Range Goals and Objectives:

1) To strengthen UCC presence and mission with the poor through support of inner city churches and community organizations that use a reciprocal and collaborative approach. *

a) To provide annual financial assistance for each supported church and organization.

b) To develop a specific liaison relationship utilizing a CAC volunteer with each supported group.

c) To conduct an annual evaluation of the effectiveness of each supported group.

- d) To add new supported groups as opportunities and resources permit.
- e) To establish a covenant relationship with clear lines of accountability with each group.
- f) To provide technical assistance and work with our supported churches and organizations as they become effective and faithful agents of social change in their communities.
- g) To build supportive and covenantal relationships with immigrant support groups including Asian, Brazilian, Eastern European, Somali, and Liberian.

- 2) To develop and implement a long term, comprehensive neighborhood revitalization initiative in a targeted area of Upper Albany which will serve as a model community-based urban empowerment vehicle addressing all areas of the "cycle of poverty" (education, employment, housing, health care, rights and culture) along with special emphasis on public safety. ***

- a) To develop a model of comprehensive revitalization in a 15-block area of Upper Albany bounded by Garden Street, Homestead Avenue, Woodland Street, and Greenfield Street.
- b) To implement this model in collaboration and partnership with residents and other organizations.
- c) To organize block watch and resident organizations on every street in this target neighborhood.
- d) To participate in and support the "Weed and Seed" program in Upper Albany.

Organizational Development

Long Range Goals and Objectives:

- 1) To strengthen the financial resources of the CAC for the sake of its mission. **
 - a) To increase church giving to over \$30,000 annually.
 - b) To double individual giving in this

planning period.

- c) To develop and implement a comprehensive planned giving program for the CAC.

- d) To double the combined housing developer fees, administrative fees, and land lease fees during this planning period.

- e) To maintain special income for the summer program of at least \$110,000 and for MTAI of at least \$5,000.

- f) To double the annual fees for CAC financial services and increase staff as fees allow.

- g) To increase the value of the CAC endowments by at least six percent per year with a proportionate increase in the annual budgetary draw.

- h) To secure an active delegate and financial support from every sponsoring congregation.

- i) To build the capacity of the organization in broadening its funding base from a variety of sources.

- 2) To strengthen the human resources of the CAC for the sake of its mission. ***

- a) See 1), h).

- b) To maintain the staff evaluation process along with plans for staff training and advancement.

- c) To nurture and strengthen Board leadership in the CAC and USA.

- d) To nurture and utilize the volunteer network of the CAC to strengthen its mission effectiveness.

- 3) To strengthen the organizational resources of the CAC for the sake of its mission. **

- a) To recruit all eligible UCC congregations in the region to become sponsoring churches of the CAC.

- b) To establish a specific covenant relationship with the Connecticut Conference of the UCC and its related regional structures.

Performance Legend

- * Slow (0–5%)
- ** Modest (5%–10%)
- *** Excellent (10%+)

- c) To strengthen the public relations efforts of the CAC by developing a comprehensive communications strategy including regularizing the newsletter and producing new educational materials including brochures and an adequate website.
- d) To expand computer technology to cover all work areas of the CAC and train staff in utilizing this technology as needed.
- e) To nurture relationships with every sponsoring UCC congregation by regular contact with pastors and mission committees.
- f) To develop a retirement, transition, and succession plan for the Executive Director by 2005.
- g) To revise and update the personnel manual of the CAC.
- h) To revise and update job descriptions for all CAC staff as needed.
- i) To establish covenant relationships with faith coalitions organized around specific community issues and with interfaith organizations consistent with a justice agenda.

Investment Committee

David A. Roozen, Chair

The stock market had a very good 2006, and so did the CAC Endowment as summarized in the investment performance table below. Indeed, our fund managers slightly beat the composite index we use to monitor performance. Total return (dividends, interest and appreciation) for the year-end holdings of roughly 70 percent equities and 30 percent bonds was 12.59 percent. This total return, minus withdrawals from the Endowment for program and operating expenses during the year, brought the year ending market value of the Endowment to just under \$7.7 million. The 2006 draw was about \$342,000; the 2007 draw is budgeted at \$340,000; and we anticipate the 2008 draw will top \$350,000.

Our Endowment is invested in funds rather than individual stocks, and we utilize two investment firms in order to expose ourselves to two different investment styles and ideas. One firm is the Private Capital Group, located in West Hartford with Benjamin D. Kille managing our account. The second is Bank of America with Patrick Staffaroni serving as our account manager and Daniel M. Glenney serving as portfolio manager.

The investment committee meets with each of our account managers quarterly to review past performance, assess future economic trends, make decisions about portfolio adjustments, and brief the account managers on anticipated CAC cash flow needs. Because of the bull (positive) run of the equities market, a recurrent theme during the year was reducing the percentage of our funds in equities, either using the sell off to raise cash for the monthly draw or to increase our percentage of bonds. For example, the 70 percent year-end percentage in equities exceeds our investment policy guideline of 65 percent so we agreed with our account managers in early 2007 to redirect about 5 percent to bonds and cash. Our investment policy guidelines are summarized in each quarterly report to the CAC council, the investment committee takes the guidelines discipline extremely seriously, and I would happy to share a copy with anyone interested in seeing them (just email me at roozen@hartsem.edu).

Our Bank of America account includes two staff mortgages, and three small loans for housing development. We also have negotiated a margin loan with the Private Capital Group should we need bridge funding for housing development during 2007.

Investment Performance

| | BOA | PCG | Total |
|-----------------------------------|---------|---------|---------|
| Market Value 12/31/06 | \$3,427 | \$4,260 | \$7,687 |
| Market Value 12/31/05 | \$3,283 | \$4,001 | \$7,284 |
| Net Increase/Decrease* | 4.38% | 6.48% | 5.54% |
| Total Return CAC* | 12.06% | 13.03% | 12.59% |
| Total Return - Composite Index** | n/a | n/a | 12.46% |
| S & P 500 Stock Index | n/a | n/a | 15.80% |
| EAFE (International Equity Index) | n/a | n/a | 26.34% |
| Lehman Govt/Credit (Fixed Index) | n/a | n/a | 3.77% |
| Port. Alloc Equities: 12/31/06 | 76.7% | 65.3% | 70.4% |
| Port. Alloc Fixed: 12/31/06 | 22.4% | 32.7% | 28.1% |
| Port. Alloc Cash: 12/31/06 | 0.8% | 2.1% | 1.5% |

* Dollar values are actual, after fees and CAC monthly draw. CAC Total Return is net of manager fees but before CAC draw. Maximum CAC withdrawals from the Fund for program/operating expenses during 2006, by policy guidelines of 5% of total market value for the training 20 quarters, equaled \$341,688.

** Composite Index: .44 S&P 500; .07 Russell 2000; .10 EAFE; and .39 Lehman Inter

Church External Relations

Sara Batchelder

Our focus is on strengthening and nurturing the relationships between the CAC and UCC congregations. We have kept churches informed of the ways in which the CAC can assist them in developing their social justice agendas. We encourage every church to have an active delegate who keeps the church members informed of CAC activities.

This year we have sponsored several immersion trips into Hartford, which give church members and others the opportunity to see Hartford through new eyes and learn about the many signs of hope that are emerging there.

We promote “mission moments” in our churches, which provide church members with better understanding of the mission and opportunities the CAC has to offer. We also encourage member churches to invite Don or Edwin to preach about social justice issues.

We are currently making available to individual congregations *The Power of Asset Mapping*, a method by which a congregation or any organization can assess its own strengths and use them to develop their justice agenda. This is a very exciting concept, and Nancy Allen is available to present it to congregations upon request.

We also assisted the Universal Healthcare Foundation in promoting the Healthcare Rally in Bushnell Park, which was attended by several thousand people who support healthcare for all.

Our commitment is to bring the mission of the CAC to all member congregations as well as the greater community and to involve more and more people in working for social justice.

Amistad UCC Church

Bishop John L. Selders, Jr., Pastor

Thank you, officers, board of directors and council members, friends, well wishers and supporters of the work and ministry of the Christian Activities Council, Congregational.

For nearly six years, our ministry has been blessed by the faithful support of the CAC. Words are not adequate to expression our gratitude for such support over the years. Much appreciation goes to the Rev. Don Steinle, Executive Director. You are a living example of how friendship and collegueship manifest. Don, you are a tremendous gift to us! May God continue to bless you and yours. You are one of our heroes.

We’ve had an exciting year for the ministry. We continue to worship and have office space at Elmwood Community Church.

Our shared ministry has allowed us to share a number of joint worship services in the year. We successfully sponsored our second annual conference, “Liberation Conversations, 2006,” and we look forward to doing it again later this month. God has been good to us. We continue to provide leadership to several faith-based organizations here locally and within the Connecticut Conference of the United Church of Christ and we will have several key opportunities during General Synod this year. All praise be to God.

On behalf of the leadership and entire congregation of Amistad UCC, I’d like thank you for all your help and support. Continue to pray for us and we will you.

We remain partners in the work of urban ministry.

Iglesia Cristiana Nueva Esperanza, UCC (New Hope Hispanic Christian Church)

Rev. Edwin O. Ayala

We at Iglesia Cristiana Nueva Esperanza-UCC are very grateful to the Christian Activities Council and its staff for its support and for challenging us to pursue the justice agenda essential to our ministry and witness as a United Church of Christ congregation.

This last year has been a transition year for our community of faith. As a Latino community of faith, we see struggles also as opportunities. Here are some of the challenges, opportunities and ministries that are helping us move ahead in pursuit of excellence:

- Our pastor of many years, Rev. Persida Rivera-Mendez, responding to God's calling, moved to Cleveland to join the staff of our national UCC church. In a small congregation, pastoral changes are critical.
- Rev. Edwin Ayala and Rev. Damaris Whittaker have given us precious quality time in preaching and basic pastoral work helping us to explore our next steps.
- Our average attendance is in the 40s, serving families from Mexico, Guatemala,

Honduras, Dominican Republic, Peru, Bolivia and Puerto Rico.

- There is a beautiful group of children, a dynamic youth group, a women's group, a worship group, and a family focus group that is contagious and inspiring.
- The congregation has been involved in issues such as immigration, universal health care, HIV education and support, and affordable housing explorations (four families have bought their homes).
- The congregation is also part of the Greater Hartford Interfaith Coalition for Equity and Justice.
- *Finding a physical space for worship and justice ministries has become a high priority for our congregation—your ideas and suggestions are welcome!*

The Christian Activities Council's investment of time, energy and resources is enhancing this community in creative ways. You have been a great partner...we are grateful!

Gracias!

CAC Financial Services

Michelle Roberts, Manager

CAC Financial Services has completed ten years of providing financial services to the nonprofit or faith-based community. We are still expanding.

Our low-cost and hands-on service enables our customers maintain their financial stability. We hope to continue to support our customers with quality bookkeeping services as much as we hope to continue to grow and prosper.

Minutes of the Annual Meeting of the Christian Activities Council, June 12, 2006

Submitted by Thomas Dean, Secretary

The Christian Activities Council held its 2006 Annual Meeting on June 12, 2006, with Robert A. Cushman, President, CAC, presiding.

Also in attendance (CAC): Sara Batchelder, Carolyn Brooks-Burton, M. I. Cake, Andrea Davey-Mercer, Francis Davila, Thomas Dean, Bebe Dudley, Philip Duke, Shirley Fulton, James Funderburk, Linda Funderburk, Ernie Gardow, Helen Lansberg (CAC and USA), Susanne Morrill, David Owens, Richard Pawlich-Pagliccio, Pat Reville, Rev. Persida Rivera-Mendez, David Roozen, Barbara Stott, James Trail, Tyrone Walker, David Weaver, Michael Williams, Douglas Wootten.

CAC Staff and Associates Attending: Rev. Edwin Ayala, Candy Bordonaro, Damaris DeLeon, Sandra Foster, Tori Hamilton, Yvonne Deal Chandler, Michelle Roberts, Rev. Donald Steinle.

Honored Guests and Visitors: Wanda Colon (USA), Vonda Powell (USA), Kathleen Service (USA), John Stevens (USA), Tracy Natal (USA), Cynthia Williams (USA), Steve Erickson representing Whittlesey & Hadley, and Marge Gardow (wife of a delegate).

The meeting was called to order at 6:05 PM, President Robert Cushman presiding. President Cushman called upon the Rev. Michael Williams to give the invocation. Following the invocation, the president led the proceedings with his opening remarks, attending to a review of the reports contained in the *Annual Report*, offering citations and comments regarding various contents therein.

Thereafter, he invited all to introduce themselves.

President Cushman then redirected the attention of the attendees to the agenda and reports contained in the *Annual Report*, asked for any questions or comments

pertaining thereto, and hearing none, proceeded into the business session of the meeting, as follows:

Minutes of the June 6, 2005, Annual Meeting.

A motion to approve the minutes as submitted and contained in the *Annual Report* was recognized. The motion received a second. The matter was called and the motion was approved without dissent.

Treasurer's Report: Mr. Douglas Wootten, treasurer, summarized the report, referring attendees to the written report contained in the *Annual Report* that was distributed to attendees. He indicated that the past year (ending December 31, 2005) was a good year, fiscally. Funds coming in exceeded funds going out. He referred attendees to his written report in the *Annual Report* and to the separate Audit Report.

Before Mr. Wootten could return to his seat President Cushman interjected to report to the assembly that Mr. Wootten was the outgoing CAC treasurer, that after 20 years of service as a CAC officer and board member, including as president and treasurer, Mr. Wootten was retiring from his post upon the election of his successor at this meeting. President Cushman offered his thanks, and those of the entire CAC, to Mr. Wootten for his years of dedicated service.

New Business

Nominating Committee. Chairperson, Shirley Fulton, presenting. Ms. Fulton indicated that the committee's nominees for the officers, board members and open posts for at-large delegate members for the CAC were listed in the committee's entry in the *Annual Report*. She asked the proposed new members nominated by the committee to stand up and be recognized, and then asked the president to open the matter for nominations from the floor. The matter was so opened, but no floor nominations were received. Hearing none, Ms. Fulton then requested CAC assembly affirmation of the committee's nominees as so listed. A motion

was heard to the effect that a single voice ballot be taken to approve the committee's nominees, as presented. The motion received a second. The question was called and the motion was approved without dissent.

Announcements

Notice—Proposed Revision, By-laws. President Cushman announced that the CAC has received notification that HUD requires entities receiving HUD funds for housing counseling services make explicit reference to such services in the purpose statements contained in the organization's Articles of Incorporation, Charter or By-laws. The issue is intended to be addressed at the September 2006 council meeting. Written notice will be forthcoming to all delegates and members prior to the meeting.

Meeting, GHICEJ. Associate Director Ayala informed the assembled delegates about the Greater Hartford Interfaith Coalition for Equity and Justice "2006 Issues Assembly" scheduled for June 15.

Audit Report

Auditor's Comments, FY2005 Audit Report. Steve Erickson, of Whittlesey and Hadley, PC, the CAC's auditor, was recognized to offer his comments to the Audit Report presented to the meeting. Mr. Erickson reviewed the high points of the audit, referencing significant footnotes contained in the report. He indicated it was a "clean audit," with no irregularities found. He stated that the report shows that some 80 percent of CAC revenues go to the support of its programs. This contrasts with the average nonprofit, where about 60 percent of the revenue is dedicated to program support.

Other

Executive Director's Remarks. Executive Director Steinle was recognized to provide his summary of significant recent events.

- The Rev. Persida Rivera-Mendez, pastor for the Iglesia Christiana Nueva Esperanza, UCC (New Hope Hispanic Christian Church), will be leaving her current post in the near future to accept an offer to serve on the national staff of the UCC. The CAC staff and membership

extend its congratulations and pray for her success in her new assignment.

- Yvonne Deal Chandler, the CAC's Director of Housing Ventures, recently married. Congratulations are in order and the best wishes of the CAC, its staff, members and affiliates are offered to her and her husband.
- Executive Director Steinle referenced various aspects of the Annual Report to demonstrate the depth and breadth of CAC support and programs in carrying out its mission and ministry.
- Executive Director Steinle stated that specific acts and language are required by the assembly with respect to the Nominating Committee report, beyond that contained in the motion adopted, above. The assembly needs to vote specifically to endorse the two groups of people identified on the right hand column of the Nominating Committee report (CAC Members at Large and the Urban Suburban Affordables Board of Directors) as a single ballot. A motion was recognized to so accept, endorse and elect the individuals listed and nominated by the Nominating Committee by a single ballot voice vote for the CAC Members at Large and the Urban Suburban Affordables board of directors. The motion received a second. The question was called. The motion was adopted without dissent.
- Executive Director Steinle then reviewed and summarized the upcoming activities of the CAC and its staff for CAC programs for the summer and through the coming year.

The President. President Cushman offered his closing remarks to the gathered assembly. President Cushman opened the floor for any other business for consideration. Hearing none, he thereupon adjourned the meeting at 6:41 P.M. Associate Director, the Reverend Edwin O. Ayala, was prevailed upon to recite the closing benediction.

Treasurer's Report

David Weaver

The past year has been an educational experience for this treasurer.

Following in the footsteps of Doug Wootten, I have been supported by both Don Steinle, our executive director, and Candy Bordonaro, the CAC's office manager, who have worked with me through on-the-job training. I have learned humility—how much I did not know and how much I have to learn, much too much without further formal education.

I am grateful for the opportunity to have served as treasurer, to have been part of the Budget Committee, the Executive Committee and the Investment Committee.

Many thanks to those who covered for me in my absence from scheduled meetings.

This was the first year in which the CAC had a shortfall as one of the houses that should have closed in fiscal year 2006 did not close until fiscal year 2007. As we faced fiscal year 2007, it was decided to reconsider the budget status later in the year. With Don's leadership, fiscal year 2007 is improved.

We are blessed with an excellent staff. May I express my gratitude for their service as the Christian Activities Council moves forward in its mission.

Summary of Operating Public Support, Revenue, Transfers and Expires for the Year Ended December 31, 2006

Public Support, Revenues, and Transfers:

| | |
|--|------------|
| Endowment Funds Income (Transfers) | \$ 342,000 |
| Estate Income Distributions | 21,166 |
| Church Contributions | 20,330 |
| Individual Contributions | 10,420 |
| Administrative Fees - Urban Suburban Affordables | 50,000 |
| Interest Income | 1,061 |
| Summer Program | 129,548 |
| M.T.A.I. Contributions | 8,821 |
| C.A.C. Financial Services | 35,500 |
| Developer fees | 72,269 |
| Grant Income | 307,499 |
| Other Income | 840 |
| Total Public Support, Revenues and Transfers | 999,454 |

Expenditures:

| | |
|---------------------------------------|-----------|
| Salary and Housing | 380,372 |
| Payroll Taxes and Benefits | 134,705 |
| Office | 89,559 |
| Utilities | 14,443 |
| Insurance | 5,142 |
| Professional Fees | 8,524 |
| Staff and Program Development | 1,758 |
| Housing Program Expenses | 236,042 |
| M.T.I. Program | 6,966 |
| Church and Organization Support | 43,500 |
| Summer Program | 126,039 |
| Total Expenditures | 1,047,050 |

Net Income \$ (47,596)

The above information is a summary of the operating support, revenue, transfers and expenses for the year ended December 31, 2006. The complete financial statements including the opinion of our independent certified accountant, Whittlesey & Hadley, P.C., are available upon request.

Respectfully submitted,

David Weaver

Treasurer, Christian Activities Council

Contributions and Support

for the Year Ended December 31, 2006

Church Contributions

| | |
|--|--------------|
| Asylum Hill Congregational Church | \$ 3,700.00 |
| Avon Congregational Church | \$ 1,597.00 |
| Broadview Community Church | \$ 500.00 |
| Church of Christ, Congregational, Newington | \$ 275.00 |
| Congregational Church of Marlborough | \$ 281.00 |
| Congregational Church of South Glastonbury | \$ 4,100.00 |
| East Granby Congregational Church | \$ 3,900.00 |
| Elmwood Community Church | \$ 450.00 |
| Faith Congregational Church | \$ 1,500.00 |
| Farmington Valley Association, UCC | \$ 1,000.00 |
| First Church in Windsor | \$ 1,000.00 |
| First Church of Christ, Congregational, Farmington | \$ 2,000.00 |
| First Church of Christ, Hartford | \$ 1,600.00 |
| First Church of Christ, Simsbury | \$ 4,909.66 |
| First Church of Christ, Suffield | \$ 658.00 |
| First Church of Christ, West Hartford | \$ 1,200.00 |
| First Church, East Hartford | \$ 200.00 |
| First Church, Glastonbury | \$ 1,500.00 |
| First Congregational Church Canton Center | \$ 1,125.00 |
| First Congregational Church of Granby | \$ 1,200.00 |
| First Congregational Church, Bloomfield | \$ 900.00 |
| Flagg Road United Church of Christ | \$ 502.00 |
| Hartford Association, UCC | \$ 3,000.00 |
| Immanuel Congregational Church | \$ 3,000.00 |
| New Hope Hispanic Church | \$ 300.00 |
| Poquonock Community Church | \$ 329.00 |
| Rocky Hill Congregational Church | \$ 2,000.00 |
| South Congregational Church East Hartford | \$ 980.00 |
| South Congregational Church, Granby | \$ 1,000.00 |
| West Avon Congregational Church | \$ 1,353.00 |
| Wilson Congregational Church of Windsor | \$ 100.00 |
| TOTAL: | \$ 46,159.66 |

Foundations and Corporate Support

Aetna Foundation, Inc.
Charles Robinson Foundation
City of Hartford, Appraisal Gap Funds
City of Hartford, Housing Opportunities for
People with Aids (HOPWA)
Connecticut Housing Finance Authority
Connecticut Housing Investment Fund
Edwin H. Bingham Estate
Ensworth Charitable Foundation
Fisher Foundation, Inc.
Hartford Courant Foundation
Hartford Foundation for Public Giving
Hartford Making Connections

Irene Hills Estate
J. Walton Bissell Foundation
Lincoln Financial Services
Local Initiatives Support Corporation
Long Foundation
MassMutual Financial Group
Neighborhoods of Hartford, Inc.
St. Paul Travelers
State of Connecticut, Department of Economic
and Community Development
State of Connecticut, Department of Social
Services
Weston Estate

Friends Contributing

Joyce H. Allen
R. Regner Arvidson
Rev. Edwin O. Ayala
James and Rita Bagnall
Sara Jackson Batchelder
Rev. Gordon S. Bates
Dorothy A. Benko
Luz N. Berrios-Taveras
John W. Bisset
Paul D. Bobbitt
Robinson Buck
Harold and Joyce Buckingham
Roger Bunker
M. I. Cake
Anne S. Carey
Douglas G. Christie
Corporation for Independent Living
Alastair Clark
Lois M. Comstock
Carmen Cruz-Velez
Dr. Robert A. Cushman
Edwin M. Dahill
Dr. Robert O. Decker
Fred and Bebe Dudley
John and Karen Dugan
Eagle Advisors
Elizabeth B. Eliason
Steven C. Erickson
Robert and Alice Evans
Carole C. Fay
Sandra Foster
Neal B. Freuden
James and Linda Funderburk
Valorie Gaines
Kathleen P. Gourlie
Horace Bushnell Management Resources
George and Gladys Hernandez

Janet S. Hill
David S. Hoopes
John and Donna Kidwell
Helen Lansberg
Arthur B. Locke
Charlotte Lueckel
Marconi Construction Co.
Mayo Crowe, LLC
Hugh C. McLean
David Owens
Kenneth A. Poppe
Robert K. Rath
Renae Reese
Michael L. Roy
Jack Ryan
Jean T. Sargent
James M. Scaramozza
George A. Schoen
Rev. J. Richard Sherlock
Linda M. Sinapi
St. Paul Travelers
Rev. Donald R. Steinle
John M. Stevens
Robert and Barbara Stott
Anne P. Streeter
Cheryl Thomas
Roxie Thompson
Shirley W. Thompson
Miriam C. Truesdell
Judith Walter
Fred L. Ward
Whitlesey & Hadley, P.C.
Betty A. Wiesner
Cynthia Williams
Nathan D. Woodberry
Douglas H. Wootten

Nominating Committee, Board and Council Members

2006-2007

Christian Activities Council

BOARD OF DIRECTORS

President

Dr. Robert A. Cushman

Vice President

Rev. Michael C. Williams

Treasurer

George Merrick

Secretary

Thomas Dean

Chair, Investment Committee

Dr. David Roozen

Chair, Church External Relations

Sara J. Batchelder

Chair, Long Range Planning

Phil Duke

Chair, Nominating Committee

Shirley Fulton

Directors at Large

Carolyn Brooks-Burton

Francis Davila

Susanne Morrill

Richard Pawlich-Pagliccio

Tyrone Walker

David Weaver

EXECUTIVE COMMITTEE

President

Dr. Robert A. Cushman

Vice President

Rev. Michael C. Williams

Treasurer

George Merrick

Secretary

Thomas Dean

Chair, Investment Committee

Dr. David Roozen

MEMBERS AT LARGE

Class of 2008

Rev. Gordon Bates

Carolyn Brooks-Burton

Shirley Fulton

James Funderbunk

Gwen Lewis

Cheryl Thomas

Class of 2009

M.I. Cake

Bebe Dudley

Helen Lansberg

Damaris Whittaker

Rev. William Warner-Prouty

Rev. R. Michael Winters

Douglas H. Wootten

Class of 2010

Dr. Robert A. Cushman

David Roozen

Francis Davila

James Trail

Phil Duke

Rev. Michael C. Williams

Thomas Dean

Urban Suburban Affordables

BOARD OF DIRECTORS

Noel McGregor, President

John Stevens, Vice President

Tracey Natal, Secretary

Althea Cordner

Neiina Edwards

Helen Lansberg

Michelle McFarland

Roberto Pena

Vonda Powell

Kathleen Service

Adrian Walton

Respectfully Submitted,

Shirley Fulton, Chair of Nominating Committee

Sponsoring Churches and Church Delegates

2006-2007

Avon

Avon Congregational Church
Lee Eacott

West Avon Congregational
Church
Meryl Lancaster

Bloomfield

First Congregational Church
in Bloomfield
David A. Weaver

Canton

First Congregational Church,
Canton Center
Mission and Stewardship Committee

East Granby

First Congregational Church of
East Granby

East Hartford

First Congregational Church
of East Hartford

New Hope Hispanic Church

South Congregational Church
Nancy Fitzgerald

Farmington

First Church of Christ,
Congregational
Pat Reville

Glastonbury

Buckingham Congregational
Church of UCC

Congregational Church of South
Glastonbury
Linda Funderburk

First Church of Christ,
Congregational

Granby

First Congregational Church of
Granby
Ernie Gardow

South Congregational Church of
Granby

Hartford

Amistad UCC Church
Tyrone Walker

Asylum Hill Congregational
Church

Broadview Community Church
Barbara Stott

Faith Congregational Church
Andrea Davey-Mercer

First Church of Christ in Hartford
(Center Church)
David Owens

Immanuel Congregational
Church

South Congregational Church,
National Assn. of Congregational
Christian Churches
Frank P. Lockard

Warburton Community Church

Manchester

Center Congregational Church

Newington

Church of Christ, Congregational

Rocky Hill

Rocky Hill Congregational
Church
Richard Pawlich-Pagliccio

Simsbury

First Church of Christ
Sara J. Batchelder

Vernon

First Congregational Church of
Vernon

West Hartford

Covenant Congregational Church
of West Hartford

Elmwood Community Church

First Church of Christ,
Congregational

Flagg Road United Church of
Christ
Susanne Morrill

Windsor

First Church in Windsor
George Merrick

Poquonock Community Church,
Congregational

Wapping Community Church

Wilson Congregational Church

Staff, Related Staff and Life Members

Staff

Rev. Donald R. Steinle

Executive Director
dsteinle@christianactivities.org

Rev. Edwin O. Ayala

Associate Director CAC
Director of the Metropolitan
Training Advancement Institute
eayala@christianactivities.org

Yvonne Deal Chandler

Director of Housing Ventures
yprice@christianactivities.org

Michelle Roberts

Manager, CAC Financial Services
Assistant to the Director of
Housing Ventures
mroberts@christianactivities.org

Rev. John L. Selders, Jr.

Program Coordinator, Zezzo House
jselders@christianactivities.org

Sandra Foster

Resident Resource Specialist, Zezzo House
sfoster@christianactivities.org

Tori Hamilton

Housing Counseling Specialist
thamilton@christianactivities.org

Mrs. Shirley Thompson

Program Coordinator,
Adventures in the City
wmtswt@aol.com

Candy Bordonaro

Office Manager
candy@christianactivities.org

Flora Foster

Office Assistant
ffoster@christianactivities.org

Nancy Allen

Assistant to Associate Director
nallen@christianactivities.org

Related Staff & Consultants

Kathy Simpson

Communications Consultant
katsimpson@comcast.net

Ralph Knighton

Housing Development Consultant

Life Members

Rev. Dr. Robert O. Decker

Helen Lansberg

Douglas H. Wootten