



2011-2012 ANNUAL REPORT

BUILDING A
LEGACY



CHRISTIAN
ACTIVITIES
COUNCIL

BREAKING BARRIERS, BUILDING COMMUNITIES.

CHRISTIAN ACTIVITIES COUNCIL

Annual Report 2011-2012



**CHRISTIAN
ACTIVITIES
COUNCIL**

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*

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Mission Statement

Christian Activities Council

The mission of the Christian Activities Council is to serve and empower the poor, the disenfranchised, the stranger and persons with special needs while promoting social, economic and racial justice in the Hartford region. This has been the CAC's calling since its founding in 1851.

Working in collaboration with its sponsoring urban and suburban congregations along with other partners, the CAC seeks to:

- Foster the development of empowering resources for those in need;
- Promote human equality and social justice;
- And work toward constructive reform by providing concrete, demonstrable models of compassionate engagement in the core city and the metropolitan region.



CAC Headquarters at the Mack Center on Vine Street

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.

President's Report

Rev. Michael C. Williams

To The Christian Activities Council Community

It is with mixed emotions that I write my final annual report as President of the Board of Directors of the Christian Activities Council. I have a great sense of pride and satisfaction as I reflect on the CAC's tremendous achievements of the past couple of years. There are numerous accomplishments that stand out as examples of the hard work and dedication many of the board and staff has towards realizing our mission. The various activities ranging from housing development to home ownership opportunities for low and moderate income families; exciting summer activities in the Upper Albany community for young people throughout the Hartford region; continued justice immersions for laity and medical professionals; and, ongoing engagement with neighborhood leaders in our comprehensive community development initiative. As President of the Board of Directors, I have great pride in serving such an outstanding organization completely committed to social change.

My emotions are mixed because not only does this end my tenure as chair, but it also brings an end to an era of executive leadership by Reverend Don Steinle. This marks the end to a very impressive chapter in the CAC's history with Don's steady and focused leadership guiding the organization through some of the turbulent winds of change to create the organization that we know today. However, because change in our society is so rapid and forceful, we know that the CAC of tomorrow will look very different than that of today. So, the call for Board leadership is a critical call for the times ahead of us and new visions must guide us through the future so that the CAC can seize the moment of transformative change that lies ahead.

I look forward to participating in a different way on the board and pledge my commitment and support to the new leadership that will emerge. Clearly, the CAC is an organization that has a very specific divine call to do a very specific divine work among us in the greater Hartford community. It is my hope and prayer that the God of justice and peace will sustain us through the pending change and guide us through the tomorrows that will come.

Peace,



Rev. Michael C. Williams
President

Executive Director's Report

Rev. Donald R. Steinle

There is an old song entitled: "The Long and Winding Road". That seems an apt description of my 31 years as Executive Director of the CAC. This journey is about to come to an end for me as I will be retiring from this position at the end of 2012. Thus, I want to reflect a little not only about this past year, but briefly about the whole experience.

It has been sometimes arduous, most times exciting, but always filled with challenges and opportunities. On a personal note, I have devoted a major part of my life to the CAC for over 3 decades. I have celebrated its accomplishments, mourned its losses, including the deaths of key staff members and the departure of others, and anguished over its struggles. Overall it has been a joyful journey!

Now as to the past year; It could very well be called the "year of the consultant"! We have received the assistance of a variety of outside experts, largely through the largesse of the Hartford Foundation for Public Giving (HFPG) and the Local Initiative Support Corporation (LISC). We worked on an intensive assessment of our "financial management" systems (Michael Negron) which will eventually result in additional outside assistance in improving our current financial analysis and reporting. In the meantime, we are awaiting the results of an assessment of our Comprehensive Community Development initiative by a consultant (Diane Gordon) funded by LISC. Additionally, we were among 10 groups selected by LISC to develop a business plan under the tutelage of a nationally renowned consultant (Robert Santucci). Finally, we are gearing up to work with the Transition Guides and one of their network consultants (Lisa Burford) to assist in preparing for the imminent executive transition we are facing, again to be funded by HFPG. All this has been preceded by other consultant assistance in the past few years leading to the development of a strategic plan and the upgrading of our aging technology, again funded by the Non-Profit Support program of HFPG.

We also receive direct financial support for several staff positions and programs from LISC, HFPG and the Universal Health Care Foundation. We simply could not maintain the depth and breadth of our mission without the generous support of these major funders. We are deeply grateful to all of them and to a variety of others including public support from the City of Hartford, the State of Connecticut, the CT. Housing Finance Authority (CHFA), the Connecticut Housing Investment Fund (CHIF) and the U.S. Department of Housing and Urban Development (HUD).

Lest you think we have done nothing but plan, please review the extensive program reports elsewhere in this Annual Report. What a magnificent organization this is and what outstanding contributions our superb staff, Board, Council and other supporters make every day to improving lives of the people and communities with whom we work.

The specific future of the CAC is difficult to ascertain. What I can say is that all of us, especially the Board of Directors, the special "Sustainability Committee" recently appointed and the leadership are working diligently to make sure the CAC remains a stable, viable, creative and faithful organization. What is certain is that major transitions and change will characterize our future... Meanwhile I have always believed this organization and its mission would continue and thrive. I believe it still. As a faith based organization we continue to seek God's guidance and direction in the midst of all our planning. Thanks to all of you who have been so supportive in the past. Join us in assuring that the future is full of promise.

Associate Director's Report

Rev. Edwin O. Ayala

This year has been one of many creative challenges as **Associate Director, Director of the Metropolitan Advancement Training Institute (MTAI)** and as **Director of Adventures in The City Summer (AIC) Educational and Enrichment Program**. CAC's Strategic Plan has been very helpful in keeping us focused working toward clear mission objectives but with the flexibility to be able to respond to emerging new needs and challenges.

My work included the following primary strategies:

- Support the work of our Executive Director and respond to specific assigned tasks, such as representing him in different settings, committees, etc.
- Provide leadership and coordination details for 10 immersion experiences (MTAI)
- Facilitate and coordinate two immersions for St. Francis Family Medicine Residents, including a week long experience in Puerto Rico working under the theme "Women Economic Empowerment Initiatives in the Island".
- Facilitate and lead two anti-racism and diversity training events.
- Empowerment and support to new immigrant initiatives including, Asian, Brazilian and Latino groups.
- Active involvement in support of inter-faith initiatives including Interfaith Coalition for Equity and Justice and Inter Faith initiative pro health care reform.
- Active involvement with "CT UCC Health Care Reform Ministry Team".
- Preaching and teaching at CAC partner churches.

- Workshop leader at 8 different events, including "Project Matria Micro-Enterprises Training event for Hartford's Latina Women"
- Supporting as staff liaison the work of CAC Church External Relations Committee.
- Supervise the work of Charmaine Simpson my assistant at CAC.
- Support the work of other staff including Marketing Director Damaris Whittaker, Director of Housing Ralph Knighton, Comprehensive Community Development Director Denise Best, and other staff. Synergy, staff development and collaboration strategies have been and continue to be explored.
- Active participant in the development of CAC Housing Business Plan 2012-2016.
- Active participant in CAC's Transition Sustainability Committee.
- Developed a detailed "Transition Plan" with specific target administrative goals regarding the Interim Executive Director work that I've been asked by the Board to do in the year 2013.
- Coordinate and facilitate all fundraising, programmatic and administrative details related to Adventures in the City Summer Educational Enrichment Program.

I will continue to support the work and: initiatives of this great organization, with Integrity and passion, as we intentionally continue to work professionally toward "breaking barriers and building communities"!

"Gracias & Adelante"

Report of the Director of Marketing and Development

Rev. Damaris Whittaker

The continued growth of our development program is an important element to accomplish our mission at the Christian Activities Council and it secures our sustainability in the future, to accomplish such. We have taken a major step in growing our development efforts this year. We have formed a development committee that will work on fundraising strategies. This committee has already started its first fundraising initiative by implementing the "Birdies for Charity" campaign and is moving full steam ahead with several other fundraising activities. Our goal is to have three main fundraising efforts throughout this year.

Our marketing efforts continue to move forward. In this fast changing technological environment, we are primarily implementing a higher usage of social media as a way to keep our constituents informed and up to date. This includes our own Facebook page as well as leveraging our efforts by working in partnership with the CT Conference of the United Church of Christ and healthcare4every1 of the Universal Health Care Foundation. This being a time of transition at the Christian Activities Council, we are also moving ahead in the planning of refreshing some of our marketing tools, including, but not limited to videos and presentation boards.

As you know, in the life of the non-profit organization, none of us are subject to only our responsibilities, as described by our title. Many of my responsibilities fall outside the perimeters of marketing and development, i.e., my health care advocacy efforts. This legislative session proved to be an unexpectedly challenging one.

We worked towards putting more consumer and small business members on the Exchange Board and we advocated for the legislature to approve a Basic Health Program for Connecticut that is identical to Medicaid and HUSKY in its coverage and cost for individuals and families.

Further, we continue to encourage the Sustinet Cabinet to provide Governor Malloy with a business plan by October for a public option that is ready for implementation.

Healthcare reform also requires responsible industry practices. That's why through my work as a co-chair of the Interfaith Fellowship for Health Care and armed with a proxy, I attended the Cigna Shareholder's Annual Meeting. While protesters marched outside, we spoke against and opposed the excessive compensation of the Chief Executive Officer. Our efforts are now being nationally considered as a model for implementation.

In addition I continue to support the work of our sponsoring churches, hence not by only preaching when requested or invited, but also in various ways as to fulfill their immediate need as indicated by their community.

As it relates to my work, I would agree with Steve Jobs when he said, "Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work." I continue to move forward striving for excellence.

Reverend Joseph Zezzo House

Rev. John Selders, Jr., Program Coordinator

Zezzo House continues to provide safe, secure and affordable housing for our residents. Over this past program year we observed the important landmark of 10 years of service with a wonderful event in December 2011. We honored The Rev. Paul Ritter and The Rev. Don Steinle for their significant contribution to Zezzo House and its founding. We have entered into a new relationship with DeMarco Management Corporation who now serves as our property management.

The Board of Directors, chaired by Ms. Patricia Thomas Camp, has engaged in a wide range of discussions and activities that will enhance the capacity of staff and residents to improve the quality of life and living for our community. We are grateful for the continued support of the CAC.

AMISTAD United Church of Christ

Bishop John 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 the past decade, we've been the grateful recipients of support from the CAC. Ten years of faithful commitment to the vision of our small yet important urban ministry. CAC has been right there to aid us on our journey. Thank you so much! Much appreciation goes to The Rev. Don Steinle, Executive Director, for his kind leadership and advice offered to us. Don, you are a living example of how friendship and collegiality manifest. Don, you are a tremendous gift to us! We embrace the challenge of the future as we reckon with the prospect of your retirement at the end of this year. May God continue to bless you and yours. We honor and celebrate with you. Glad to share the journey with you.

This last year has been another year of transition for our congregation with the loss of several of our most committed and faithful members. Yet, we continue to thrive as a community of faith. Last fall, we became the resident congregation at the Hartford Seminary. For the first time in our history, we now meet for worship at 10 am on Sundays. Through our Media Ministry, we produce a weekly, local cable access television show, "The Voice of Freedom Telecast," on Hartford's Public Access Television, features the

weekly messages that are preached. We've made the commitment to use today's technology to advance our presence to a wider audience. We redesigned our website, www.amistaducc.org. You can follow us on facebook, <http://www.facebook.com/pages/Amistad-UCC-Hartford-CT> or twitter, AmistadUCCHtdC. We continue to provide leadership to several faith based organizations here locally and within the Connecticut Conference of the United Church of Christ and representation at the UCC's General Synod last year. All Praise Be to God.

On behalf of the leadership and entire congregation of Amistad UCC, I'd like to 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 for the sake of the Gospel!

Report on Housing Counseling and Financial Literacy Services

Tori Hamilton, Housing Counseling Specialist

With the housing bubble of 2008, the housing counseling and financial literacy division has seen a decrease in funding as many members of Congress have misplaced the blame for the housing crisis on low-income families "who should've never been in a house". There are a myriad of reasons for the housing problem that we now face, none of which has to do with a pool of educated buyers. In fact, recent studies have shown that the educated homebuyer is more likely to receive better mortgage terms, and is most likely not to be affected by the increased foreclosure action adversely affecting our community.

Over the past year, our agency has been tapped to work with the Hartford Community Loan Fund to address the lack of financial literacy and the dismal credit scores in some of Hartford's poorest neighborhoods. Together we have introduced the credit rebuilder loan to help low income client's gain a positive trade line on their credit reports which will help increase credit scores and get people well on their way to homeownership.

In addition, I have begun working with Catholic Family Charities Family Centers on a financial literacy campaign with their clients at the Parker Memorial Family Center. The venture has been so successful that we will replicate these services to two other family centers in the city over the next year.

The CAC Housing Counseling and Financial Literacy program has also been asked by City officials to reintroduce post-purchase training. There had not been any post-purchase offerings by any housing counseling agency in the city of Hartford since 2008. We held a class in March which was well attended. We plan to offer these much needed services on a regular basis.

Due to the misrepresentation of the value of housing counseling, as well as the dearth of grant funding coming in for our housing counseling services, I met with the Executive Director in late 2011 to introduce a plan of action to take the lead in garnering more funding for the beleaguered program. This has been a successful effort as we have received word that the program will be funded for the next year through the Department of Housing and Urban Development. In addition, we are expecting to receive a round of funding through the Community Development Block Grant to further our housing counseling and financial literacy efforts through 2013. This is a testament to our tireless work, as both of these funding sources chose not to fund CAC in the last fiscal year.

I would like to take this opportunity to thank our Executive Director for understanding the importance of the housing counseling program as well as the need for my leadership in garnering funding. I would also like to thank the following employees for their assistance in helping to make this grant cycle a winning one: Ralph Knighton, Michelle Roberts, Denise Best and Damaris Whittaker. Thank you for your team spirit and your commitment to housing.

CAC Affordable Housing Development

Ralph Knighton, Director of Housing Development

During the past year the CAC has sold 4 homeownership properties in Hartford. These units consist of the following:

270 Capen Street- a two family house consisting of three bedrooms for each unit

100-110 Earle Street -three two family homes with three bedrooms in each unit

It should be noted that the CAC continues to market 54-56 Edgewood Street Condominiums and Unit 5 Pinewood Condominium.

At this point in time the CAC has proposed plans for properties at:

50 Edgewood Street (Open Space for residents of 54-56 Edgewood Street, a conceptual plan has been developed including picnic equipment and fixtures).

34-36 Cabot Street (proposed new construction of a 2 family ownership housing).

54-56 Deerfield Avenue (purchased a three family home to be rehabilitated and converted to 2 family homeownership housing).

36-38 Edgewood Street (a vacant privately owned 6 family in need of rehabilitation. CAC is in contact with owner for possible purchase).

The CAC has identified various properties as potential candidates for development within the Upper Albany, Northeast, and Clay Arsenal neighborhoods.

This initiative to expand beyond the Upper Albany neighborhood is the result of the development of a five year Business Plan prepared, by Rev. Edwin Ayala, Associate Director and Ralph Knighton, Director of Housing Development.

Church External Relations Committee

David A Weaver, Jr. Chairperson

This year our outreach as a Committee has been mainly through the contributions of the Rev. Edwin O. Ayala and the Rev. Damaris Whittaker. Once the Committee decided to go out to our partner congregations to communicate our mission and to explore creative partnerships they followed up through preaching, teaching, workshops and creative conversations. Immersion trips into the City of Hartford have continued as a way of educating our partner congregations in respect to our urban realities. We are grateful that the Rev. Mark Deters is moving from being a member of the Church External Relations Committee to his being nominated in becoming our next President of the CAC Board. We are also looking forward to being present at the coming Spring Conference of the Connecticut UCC. It is our intention to continue to cultivate this relationship

with this state-wide United Church of Christ Conference.

At the present moment we are exploring the Rev. Gary Dorrien, professor of Social Ethics, as a potential resource for a special event sponsored by our Metropolitan Training Institute, connecting social ethics and social justice for our partner churches.

As a Committee we celebrate Rev. Don R. Steinle's 30 years of transformational ministry as our Executive Director.

We will continue to explore creative ways of connecting to our partner congregations, always interested in listening to their needs and interests. We must find common justice initiatives that will mutually help congregations as well as the CAC in order for us to "break barriers and build communities" together.

Universal Health Care Initiative: the healthcare4every1 Campaign

Michele Mudrick, Congregational Organizer

Since last June, the CAC has worked on advancing the healthcare4every1 campaign by engaging in a variety of exciting activities and events. We believe that these efforts, along with the hard work of our partners and allies, have helped to set the stage for meaningful health care reform in our State.

In 2011, CAC continued its outreach to UCC congregations as well as Interfaith Congregations by making educational presentations about the current state of health care reform in Connecticut. This included a presentation at First Presbyterian Church in New Haven and presentations to Enfield Interfaith Association and the Religious Association of Greater New London. CAC continued its outreach to include visitations with mission and social justice committees, and holding second hour presentations. We also provided updates on the healthcare4everyone campaign in the CAC newsletter and on the CAC website.

We conducted 55 one to one meetings with UCC clergy throughout the state educating them on the healthcare4every1 campaign. We recruited new UCC clergy for the UCC Universal Health Care Ministry Team. We started the team in June 2011 with 5 members and as of April 2012 we have 11. The Team is made up of clergy and lay leaders throughout the state. We plan to continue to grow our UCC Universal Health Care Ministry team in 2012.

We continued our close relationship with the Interfaith Fellowship for Universal Health Care. Reverend Damaris Whittaker is one of the group's co-chairs, representing our denomination. She is also a member of the Governor's Health Care Cabinet. CAC staff also attended the Interfaith Fellowship meetings and actively participated in their endeavors. We recruited UCC Clergy and lay leaders for participation at the Monthly Cabinet Meetings and the Monthly Prayer Vigils outside the Health Care Cabinet meetings. Several church school groups made valentine cards that were delivered to the Governor's office after the February 14th Cabinet meeting. We are currently working on getting 150 UCC clergy signed on to the "Called by God" initiative for advocating for quality affordable health care for everyone.

In 2011 CAC also continued to work closely with the Connecticut Conference of the United Church of Christ. We made two presentations to staff updating them on the healthcare4every1 campaign and getting them involved in the "I Can't Wait for Health Care Reform" Book. We met with Regional Ministers of the Connecticut Conference staff and periodically gave them written updates on healthcare reform to disseminate to their respective churches. We also met with Reverend Da Vita McCallister from the Connecticut Conference exploring the possibility of working with the youth and young adults on health care reform. We benefited from the hard work of Reverend Eric Anderson, Minister of Communications and Technology for the Connecticut Conference. Reverend Anderson attended actions at the Capitol, and other healthcare4every1 events, took pictures and wrote stories about them for the Connecticut Conference web page. CAC Attended the CT Conference Fall and Spring Annual Meetings, set up booths, provided informational handouts at the meetings and made a brief presentation during the speak out session at the Fall Annual meeting in Guilford. We also have made presentations at Connecticut Conference Association Meetings and have several presentations set for the Connecticut Conference Spring 2012 Association Meetings.

CAC has been working with the Greater Hartford Interfaith Coalition for Equity and Justice (GHICEJ) in educating and engaging them in the health care4every1 campaign. We made a presentation to GHICEJ members and several members have participated in healthcare4every1 events at the Capitol. We will continue to explore new avenues in getting more GHICEJ members involved in health care reform.

CAC worked closely with the Universal Health Care Foundation. We participated along with several UCC clergy and lay leaders in the Thank You Dinner on June 28, 2011 organized by the Universal Healthcare Foundation. We attended monthly organizer meetings and participated in numerous conference calls with the Universal Health Care Foundation. We participated along with members of the UCC Universal Health Care ministry team, in a training series that was offered on the first Friday of several months.

UHCF came out with an online survey for small businesses and we distributed the survey both online and in hard copy.

We worked on getting clergy and lay leaders to many Universal Health Care Foundation events including visibility at the state capitol during the Special Session on Jobs on October 26, 2011, at all the Health Insurance Exchange meetings the 3rd Thursday of the month and have spoken during one of the public comment portions of the Health Insurance Exchange Meeting. We also attended press conferences, recruited and prepared 3 people to testify for the State Basic Health Program and we recruited 44 people (the highest turnout!) to attend the February 8, 2012 Visibility Session at the Capitol on for the first day of the legislative session. We also organized a prayer circle on February 8, 2012 outside the Governor's office which was attended by over 50 people.

One of our proudest accomplishment was the creation and publication of the "I Can't Wait for Health Care Reform" book. We collected 198 pictures of folks from all over the state; each person held up a sign with a phrase explaining why they can't wait for health care reform. The UCC Universal Health Care Ministry team met with the Lieutenant Governor during Holy Week on April 3 to present her with the book. She promised to share the book with the Governor, the Health Care Cabinet, and the Health Insurance Exchange Board. She even had her picture taken to be part of the book.

We also joined the CAC Health Care Task force representing the Upper Albany, Clay Arsenal, Blue Hills and Asylum Hill Neighborhoods. We plan to become more involved in this important work.

While the work is difficult and challenging, we are seeing results. In June 2011, an act concerning healthcare reform passed in the State Senate. As a result of this law, the Governor's Sustinet Health Care Cabinet, an Office of Health Care Reform and Innovation, a Consumer Advisory Board and a Connecticut Health Insurance Exchange were formed. These are important steps on the road to real health care reform in our State.

However there is much more to be done. As I write this our Legislature is currently considering the creation of a State Basic Health Program. We will continue our efforts to mobilize the collective resources of the UCC and our allies to support this and other critical initiatives.

Horace Bushnell Congregate Homes

Yvonne Deal Chandler, Executive Director, Better Quality Management

This has been a fascinating year! HBCH has continued to flourish and move forward. We have completed:

- Replaced the four hallway carpeting with tile flooring which makes keeping the building clean much easier.
- Replaced all of the hallway ceiling tiles.
- Painted all of the hallway walls.
- Replaced all of the hallway lighting with new energy efficient motion detectors.

- Similar lighting was installed in the stairwells
- A new flower garden has been installed at HBCH and an updated flower garden at the Mack Center

HBCH has applied for a new ALCP Grant as well as a new Nutrition Grant.

The wonderful staff at HBCH should be commended as well as the Board of Directors. And as always we appreciate all of our funders and supporters for their continued commitment.

Long-range Planning Committee

Phil Duke, Chair

The Christian Activities Council is currently in the third year of its five year plan. Year three priorities are listed below:

CHRISTIAN ACTIVITIES COUNCIL STRATEGIC PLAN 2009-2014

YEAR THREE IMPLEMENTATION PRIORITIES

GOAL ONE: Be an empowering presence and a catalytic force committed to addressing the ravages of poverty and improving the lives of the poor and down-trodden in Greater Hartford

- Regularly consult community stakeholders regarding needs, and base CAC's economic empowerment, health and wellness, and children's education initiatives on identified community priorities
- Encourage all member churches to view CAC as their mission partner, and provide opportunities for selected churches to do mission work, in the city or in the suburbs, that supports CAC's programmatic priorities
- Increase attendance at housing counseling sessions by 100% and summer program by 50% with special emphasis on residents in our multi-neighborhood initiative. Continue to evaluate, revamp, re-staff and revise schedule for summer program 2012.
- Capitalize on interest of First Glastonbury Church in utilizing volunteer services and implement work with construction crew and financial expertise.
- Renew contracts with neighborhood leaders to re-engage interests as part of CCD.

GOAL TWO: Expand efforts to address disparities in and remove systemic barriers to housing, health care, education, and employment in the Greater Hartford region

- Sustain and, as appropriate, expand CAC's involvement in the healthcare4every1 coalition in support of universal health care initiatives; secure the support of at least 10 new organizations/churches in 2012; continue to have a presence in the movement as Sustinet moves towards implementation.
- Maintain medical immersion program with Saint Francis Family Medicine.
- Develop plan to complete up to 10 affordable housing units in the target neighborhood.
- Quality of life Assessment of the target neighborhood as a follow-up tool to the Healthy-Homes program.
- Implement CCD Task Force goals in each of the task force areas.

GOAL THREE: Leverage existing and build new strategic alliances to advance goals relating to community stabilization and neighborhood revitalization

- Expand CAC's target area to include all of Upper Albany, and integrate the Asylum Hill and Blue Hills neighborhoods as partners in CAC's neighborhood revitalization efforts; increasing our relationships in these neighborhoods, especially with institutional leaders.
- Working with LISC and other partners, develop and implement a comprehensive community development initiative, to include expanded community organizing and relationship building effort, in CAC's new multi-neighborhood target area (Upper Albany, Asylum Hill, Blue Hills and Clay Arsenal).

GOAL FOUR: Expand and fortify the CAC's reputation for leadership in urban ministry as an advocate for the poor, a prophetic voice for social justice, and a builder of coalitions to address issues of common concern

- Provide regular opportunities for people of faith to gather for the purpose of promoting awareness and activism relating to selected and concrete social justice issues with special emphasis in five(5) sponsoring congregations
- Give meaning and credibility to CAC's "breaking barriers, building communities" tag line through stories that make clear what CAC does and why it matters
- Bolster CAC's visibility and reputation, especially in the areas of affordable housing and homeownership training, health care advocacy, urban mission, neighborhood revitalization and youth education

GOAL FIVE: Build sustainable organizational capacity - human, financial, and physical resources - that supports attainment of the CAC's goals and enhances its value-added impact in the community

- Begin to implement succession plan for executive director by the end of 2012

- Strengthen relationships with current corporate and foundation supporters, and cultivate relationships with (10) potential new funders, especially for operating support.
- Strengthen relationships with member churches in ways that demonstrate unique value-added and prompt churches to view us as a partner in social justice issues. Cultivate congregations as potential donors to increase their financial support and volunteer participation.
- Reduce printing and postage expenses by aggressively and creatively utilizing CAC's enhanced web site and other electronic media to communicate with key constituencies
- Faithfully assess and document the impact of CAC programs and initiatives; design and implement effective evaluation according to the logic models.
- Build an increased donor base through active marketing initiative

2011 Investment Committee Report

David A. Roozen, Chair

Regular and thorough readers of the CAC annual report may recall that last year I ventured that the Investment committee may be the only CAC committee that prefers *boring*. Indeed, that it is our ideal. Boring meaning that our investment policies and the investment markets were just purring along as designed and hoped, and were comfortably and uneventfully supporting the work of the CAC. And, boring meaning that our quarterly meetings with our two advisors (The Private Capital Group and Bank of America) would be relaxed occasions for pro forma business and good fellowship.

Last year's readers will also recall that *2010 was not a boring year* for the Investment Committee as we completed the implementation of new and more diversified allocation guidelines, struggled with the wisdom and implementation of a special draw to cover past year operating budget deficits, and sought Solomonic wisdom when we discovered that we had not been using the same annual draw rate with each of our two investment managers/advisors for several years.

In stark contrast, **2011 was back to boring!** Indeed,

with the exception of the double downgrade of U.S. bonds late in the summer that temporarily drove the market down about 13%, even the market had a relatively boring year -- the S&P500 ending the year virtually unchanged (actually up 0.23%). And for the committee and our advisors it was basically a year of monitoring and tweaking the new allocation guidelines and related investment vehicles we had put in place the year before. The end result can be seen in the following table.

The market value of our endowment ended the year down just over 6%, which is basically our 5% draw for the annual operating budget, plus a slight underperformance of our portfolio benchmark target by each advisor. The underperformance was primarily due to, in retrospect, overly cautious forward estimates regarding the bond market (which among other things kept us overweighed in cash in our PCG portfolio), and to a lesser extent the conservative lean to our equity guidelines which tend to lag a bit in the volatile, global economic dynamics that characterized 2011 and continue into 2012 (e.g., the continuing European liquidity crisis and Chinese recession).

Investment Performance			
	----- \$1,000s -----		
	PCG	BOA	TOTAL
Market Value 12/31/11	\$2,691	\$3,274	\$5,965
Market Value 12/31/10	\$2,890	\$3,485	\$6,375
Actual Increase/Decrease After Draw*	-7.0%	-6.05%	-6.43%
Total Return Without Draw or Deposits	-2.93%	-0.43%	
Total Return - Composite Index**			0.70%
Portfolio Allocation			Policy
	----- 12/31/11 -----		Range
Equities	60.5%	59.8%	50-65%
Fixed	20.0%	31.1%	25-45%
Cash	11.0%	3.1%	
Alternative Investments	8.1%	5.5%	0-10%
<p>* Dollar values are actual, after fees, CAC monthly draw and deposits. CAC Total Return is net of manager fees but before CAC draw or deposits. Maximum CAC withdrawals from the Fund for program/operating expenses during 2010, by policy guidelines of 5% of total market value for the training 20 quarters, equaled \$357,429.</p> <p>** Composite Index: 34% S&P 500; 4% Russell 2000; .5% Russell Midcap, 14% EAFE; 35% Barclays Capital Intermediate US Government/Credit Index, 4% Dow Jones US Select Reit TR, and 4% Dow Jones-UBS Commodity Index Total Return.</p>			

Bottom line and all things considered, the investment committee is very pleased with where the year ended, with the performance of our advisors, and with the strategy we put in place two years ago - the slight underperformance of benchmarks for the year notwithstanding. As chair and on behalf of the CAC, I would like to thank both my committee members and our advisors. And I would also like to once again express my deep appreciation that the spirit of thoughtful, thorough, honest and mutual conversations and consideration continues to infuse the work of the committee and our work with our managers/advisors.

The investment committee submits a quarterly report to the CAC Board that contains more detail about our investment policies, advisors, committee members, current status of investments and trends. If you would like a copy of the most recent report or have questions or comments, please email me at roozen@hartsem.edu.

Family Life Education, Inc.

Candida Flores, Executive Director

Goal 1) To provide assistance to young families from backgrounds of severe poverty, substance abuse and violence, to achieve healthy lifestyles and improved self-efficacy.

Results: Intensive individual case management services brought young parents into a trusting relationship with the Family Support Worker at Family Life Education. Through this relationship, young mothers successfully addressed critical issues such as getting back into school; learning ways to avoid and address domestic violence and substance abuse in the family; and developing skills to advocate for themselves and their children so as to reduce welfare dependence and encourage long-term self-sufficiency.

Goal 2) To provide a support system for the development of life, leadership and efficacy skills for teen and young parents.

Results: Last summer, FLE was approached by the Hartford Action Plan (HAP) to run a group in North Hartford, for which they would recruit young mothers. At the same time, FLE had received referrals of families who were living in North Hartford or had recently

moved to Bloomfield. Three meetings were held in July at the HAP site in North Hartford.

Also, FLE ran an on-site group at Bulkeley High School. School staff recruited young participants during the fall and the weekly support group began on February 14, 2012. To date, three sessions have been held. Group sessions are held on Tuesdays for one hour each. The group consists of five young women, two of whom are pregnant. Several participants have children at home. The number of participants is growing; seven attended the most recent meeting. A field trip is planned to FLE to introduce participants to our facility, staff and services.

Goal 3) To improve child health, safety and development.

Results: Young parents benefited from guidance in the above areas through individual sessions during home visits, completion of the ASQ (Ages and Stages Questionnaire) developmental screening/child development tool, tracking of well child care, and assurance of enrollment of all 3-year-olds in preschool settings.

EDUCATIONAL FAMILY SUPPORT GROUPS

Name of GROUP	# of GROUP SESSIONS	# PARTICIPANTS in Group	CHILDREN IN GROUP	# CASEWORK OUTREACH ONLY	TOTAL
Career Paths	13	12	23	8 mothers 9 children	20 mothers 32 children
High School	20	11	8	1 mother 1 father 1 child	12 mothers 1 father 9 children
TOTAL	33	23	31	9 families	32 mothers 1 father 41 children

The Christian Activities Council's support comprised a vital part of funding needed to operate last year's Teen and Young Parent Support Program. Without it, Family Life Education would have had to decrease the number of participants served and/or reduced time devoted to young families.

The Christian Activities Council's support also made a substantial difference in the lives of the young mothers and children served by the Teen and Young Parent Support Program. A total of 74 individuals were served: 32 mothers, one father, and 41 children. Of these, 82% were in school and/or working, and 100% did not have additional children.

Comprehensive Community Development Report

By Denise T. Best

Strategy #1 — Increase capacity of community task forces; economic development, education, health, housing, public safety, youth initiatives.

1) *Meet with and monitor progress of each task force:*

- Held monthly joint meetings of five task forces; Economic Development; Education, Health, Housing, Public Safety, and weekly meetings of the Youth Task Force.
- Installed additional members to each of the five task forces, including Brandon McGee, Urban Alliance, T.J. Clark, the Mayor's Office, Don Chapman, City of Hartford's Planning division, and Corey Fleming, Senior Branch Manager, Albany Branch Library.
- Disseminates information weekly to 91 community agencies/stakeholders.
- Discussed monthly and disseminated to each task force leader or convener, including:
 - Mayor's updates
 - Hartford Police Updates
 - Town Center Project
 - Sheldon Oak Central/Vine St. Housing Project
 - Blue Hills Post Office Closing
 - Route 44 Safety and Streetscape Project
 - MDC Clean Water Project

2) **Provide each task force with technical assistance on community organizing and community building**

- Guest speakers at the monthly meetings have been:
 - Madeline Vasquez, Community Partnership Liaison, Board of Education
 - Daniel Kintz, Northstar Job Training Program
 - Gabe Engeland - Assistant, Office of the COO, City of Hartford
 - Samaria Smith, City of Hartford Commission on Human Rights
 - George Cruz, Bright Horizons, (May)
 - State Representative Matt Ritter (June)

- Referred task force members to the following events:

- The Harsh Reality of Bullying Workshop
- Teen Pregnancy & STI Prevention forum
- CBIA Academic Skills Enhancement for Energy-related Careers Training Program
- Community Development in A Cross-Cultural/Human Development Framework

3) **Identify interested community partners to develop and provide youth leadership training.**

- Jamiah Tappin, UCONN graduate and Brian Lightfoot, Capital Community College, are providing leadership training for the youth task force. Future guest speakers include Mayor Pedro Segarra, and City Councilman Luis Cotto.
- Peter Lisi, Executive Director for the Salvation Army, is interested in a partnership with the Youth Task Force this year.
- Charmaine Craig of Knox Parks will be working with YTF to make planters for a neighborhood beautification project.
- Carl Hardick, YMCA, partnered with the YTF on Community Clean-up Day in Clay Arsenal.

Strategy #2 — Build a framework to link community stakeholders, resources and launch initiatives.

1) **Attend appropriate community meetings:**

- City Council Meetings on budget and capital improvements, CDBG meetings, Clay Arsenal and Upper Albany NRZs, Upper Albany Weed and Seed Steering Committee, Planning and Zoning, Zoning Board of Appeals, Friends of Keney Park, Friends of the Library (Albany Branch), CT Trust for Historic Preservation, Upper Albany Development, Inc., City of Hartford's Livable, Sustainable Neighborhood Initiative (LSNI), and Neighborhood Revitalization Strategy Areas (NRSA), MDC's Citizen's Advisory Committee, State of CT Conservation and Development.

2) Develop partnerships

- The Housing Task Force, under the leadership of Ralph Knighton, has created a partnership with the City of Hartford's Gus Espinoza, Senior Project Manager, Licensing and Inspections, and Gabriel Engeland, Assistant Chief Operating Officer, Kevin Morrison, Habitat for Humanity, and Paul Fraleigh, 1st Church of Glastonbury to formalize a strategy to reduce blight and secure the streets immediately surrounding the Milner Core Education Academy. This partnership is a result of the trip to Olneyville, R.I. in September, 2011, financed by LISC.
- The Youth Task Force collaborated with Charmaine Craig, Knox Parks, to work with on a beautification project in the target neighborhoods. The Salvation Army and local YMCA are interested in partnering with the YTF as well.
- Collaboration with Pat Johnson, VP of Development with Johnson Weinholtz LLC, and Pat Williams, Upper Albany Neighborhood Collaborative to successfully repopulate and reenergize the Upper Albany NRZ. With twelve new board members, representing residents and other neighborhood stakeholders, the NRZ is updating its strategic plan, has applied for and received a ½ million dollar brownfield grant, and is planning a spring board retreat.

3) Organize Community Stakeholders

- Worked with Pauline Dean, American Postal Workers Union President, Matt Lebeau, Aide to Senator Blumenthal, and Pat Williams, Upper Albany Neighborhood Collaborative, organized residents and stakeholders to keep the Blue Hills Post Office open.
- Working with the Public Safety Task force, our new P.T. organizer, Jamiah Tappin to organize target area residents to form a neighborhood block watch called the "Neighborhood Alliance". Signage for the Neighborhood Alliance will be provided by the HPD, through Officer Kevin O'Brien, Public Safety Task Force leader.
- The Economic Development Task Force continues to partner with the Upper Albany Merchants Association and Upper Albany Main Street to stabilize and enhance the commercial district.
- Supervised the work of two interns, Natosha Jackson, UCONN, School of Social Work and Nicole Javier, St. Joseph University, with Hartford Parents Organization Council (HPOC), and St. Francis Children's Advocacy Center.

Minutes of the Annual Meeting of the Christian Activities Council, June 13, 2011

Submitted by Bebe Dudley, Secretary

In Attendance: Michael Williams, Edwin Ayala, Sara Batchelder, Denise Best, Steven Camp, Thomas Dean, Mark Deters, Bebe Dudley, Phil Duke, Steve Erickson, Flora Foster, Sandra Foster, Paul Fraleigh, Shirley Fulton, James Funderburk, Linda Funderburk, Tori Hamilton, Shawn Holloway, Ralph Knighton, Helen Lansberg, Gwen Lewis, Hugh McLean, Kate McLean, George Merrick, Susanne Morrill, Michele Mudrick, Michelle Roberts, John Selders, Kathleen Service, Charmaine Simpson, Don Steinle, John Stevens, Jamiah Tappin, Tyrone Walker, David Weaver, Damaris Whittaker.

The meeting was called to order at 6:20 PM, President Michael Williams presiding.

Reverend Damaris Whittaker gave the invocation.

Minutes: The Annual Report was reviewed. It was noted that Thomas Dean's name needed to be added to the attendance list. A motion was made and seconded to approve the amended minutes from the June 2010 Annual Meeting. The motion was passed unanimously.

President Williams noted that the CAC's community building and housing efforts were impressive.

Treasurer's Report: George Merrick, Treasurer, reviewed the Treasurer's Report on page 18 of the Annual Report. He noted that church contributions were up \$ 30,000 this year. It was also noted that there was a lot of catching up activity in 2010, because of the financial disaster in 2008-2009.

Auditor's Report: Steve Erickson of Whittlesey & Hadley reviewed the auditor's report. He noted that 87 cents of every dollar raised by the CAC goes into programs, whereas the standard is 70 cents.

A motion to accept the auditor's report was made, seconded, and was passed unanimously.

Nominating Committee: Chairperson Shirley Fulton presented the slate for council members. A motion was made, seconded, and passed to accept the recommended slate as presented.

Staff Announcements: Michele Mudrick presented the status of the Sustinet initiative.

Executive Director Don Steinle invited people to attend a July 4th weekend celebration of the 160th anniversary of the CAC and his 72nd birthday.

Executive Director's Remarks: Executive Director Steinle noted that the CAC's 160 year longevity record attests to its ability to meet challenges. He announced that Michelle Rhee was being considered as the keynote speaker at the annual dinner in the fall.

Associate Director's Remarks: Reverend Edwin Ayala presented an update of the Adventures in the City fundraising efforts.

Reverend Edwin Ayala offered the closing prayer.

The meeting was adjourned at 7:27 PM.

Contributions and Support

For the Year Ending December 31, 2011

Church Contributions

Avon Congregational Church	822.00
Broadview Community Church	250.00
Buckingham Congregational Church	6,279.37
Congregational Church of South Glastonbury	5,000.00
East Granby Congregational Church	3,040.00
Elmwood Community Church	250.00
Faith Congregational Church	1,000.00
Farmington Valley Association, UCC	1,000.00
First Church in Windsor	1,700.00
First Church of Christ, Cong, Farmington	500.00
First Church of Christ, Hartford	675.00
First Church of Christ, Simsbury	3,000.00
First Church, East Hartford	200.00
First Church, East Hartford South	1,025.00
First Church, Glastonbury	2,084.00
First Congregational Church Canton Center	950.00
First Congregational Church of Granby	500.00
First Congregational Church Bloomfield	2,000.00
Flagg Road United Church of Christ	2,000.00
Grace Evangelical Lutheran Church	1,000.00
Hartford Association UCC	3,000.00
Immanuel Congregational Church	2,000.00
Rocky Hill Congregational Church	5,500.00
Somers Congregational Church	250.00
South Congregational Church, Granby	200.00

TOTAL	\$44,225.37
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Contributions and Support

for the Year Ending December 31, 2011

Foundations, Corporate and Public Support

Aetna Foundation, Inc.
J. Walton Bissell Foundation
City of Hartford, Community Development Block Grant
City of Hartford, Housing Opportunities for People with Aids (HOPWA)
City of Hartford - Office for Youth Services
City of Hartford, Weed and Seed
Connecticut Children Medical Center
Connecticut Housing Finance Authority
Connecticut Housing Investment Fund
Edwin H. Bingham Estate
Ellen Jeanne Goldfarb Memorial Trust
Ensworth Charitable Foundation
Greater Hartford Community Foundation
Hartford Foundation for Public Giving
Hoffman Mabel Charitable Foundation
Irene Hills Estate
Local Initiatives Support Corporation
Long Foundation
New Hope Church
Schwab Charitable Fund
State of Connecticut, Department of Economic & Community Development
State of Connecticut, Department of Social Services
The Fund for Greater Hartford
TD Charitable Foundation
Universal Health Care Foundation of Connecticut
University of Conn. School of Medicine
U.S. Dept. of Housing & Urban Development
Webster Bank
Weston Estate
J. Harold Williams Estate

Contributions and Support

For the Year Ending December 31, 2011

Friends Contributions

Adil, Seymour
Allen, Joyce H.
Ayala, Rev. Edwin O.
Bagnall, James
Batchelder, Sara Jackson
Belzer, Leonard
Berrios, Luz
Berry, Deveria
Best, Denise
Better Quality Management
Bigelow, Mark D.
Bishop, Marjorie N.
Bobbitt, Paul D.
Buckingham, Harold and Joyce
Burton, Carolyn Brooks
Cake, Deborah
Calvin, Marie M.
Camp, Patricia
Collura, Carol
Corporation for Independent Living
Cruz-Velez, Carmen
Cushman, Robert A.
Dahill, Edwin M.
Davis, Marjorie H.
Decker, Dr. Robert O.
Dudley, Fred & Bebe
Duke, Phil
Erickson, Steven C.
Everets, Pamela
Foster, Flora
Foster, Sandra
Foster, Sara
Fraleigh, Paul R.
Freuden, Neal B.
Fulton, Shirley M.
Funderburk, James & Linda
Galvin, Susan
Gerber, William H.
Gourlie, Kathleen P.
G.H.C.F.-Birdies for Charity Campaign
Hafner, Robert D.
Hamilton, Tori
Hansen, Theodore
Hepworth, Jeri
Hikel, Jane
Hoopes, David S.

Joannis, Diane
Johnson, Kenneth D.
Kantor, Robert
Kidwell, John & Donna
Lansberg, Helen
Lewis, Gwen
Locke, Arthur B.
Lueckel, Charlotte
Manocchio, Donna K.
Marsted, Marcia
McLean, Hugh C.
Merrick, Judith & George
Mitchell, Rev. Ineke
Mudrick, Michele H.
Ouellette, Janet R.
Owens, David
Pawlich-Pagliccio, Richard
Poppe, Kenneth A.
Potter, Amy Lang
Reid, Elenor
Roberts, Michelle S.
Roth, Helen
Roy, Roberta L.
Scaramozza, James M.
Schein, Selma & Irving
Schwartz, Robert
Shafer, Marc
Simpson, Charmaine
Sinapi, Linda M.
Steinle, Donald R.
Stevens, John
Stott, Robert and Barbara
Tall, Christine
Thompson, Shirley W.
Toll, Jessica
Trajicevski, Lou
Truesdell, Miriam C.
Urrows, Susan T.
Walker, Tyrone
Whittaker, Sabas & Damaris
Wiesner, Betty A.
Williams, Michael C.
Wootten, Douglas
York, Amy
Zwerling, Stephen

Nominating Committee, Board, Council Members 2011-2012

Shirley Fulton, Chair of Nominating Committee

Christian Activities Council

BOARD OF DIRECTORS

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Rev. Mark Diters

Vice President

Rev. Michael C. Williams

Treasurer

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David A. Weaver

Chair, Long Range Planning Committee

Phil Duke

Chair, Nominating Committee

Shirley Fulton

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Carolyn Brooks-Burton

William Gerber

Tyrone Walker

Paul Fraleigh

Fernando Morales

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Vice President

Rev. Michael C. Williams

Treasurer

George Merrick

Secretary

Bebe Dudley

Chair, Investment Committee

Dr. David Roozen

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Dr. David Roozen

Phil Duke

Hugh & Kate McLean

Rev. Michael C. Williams

Thomas Dean

Class of 2014

Carolyn Brooks-Burton

Gwendolyn Lewis

James Funderburk

Rev. Paulo Franca

Rev. Ineke K. Mitchell

Shirley Fulton

Class of 2015

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Rev. Mark Diters

Marilyn L. Risi

Fernando Morales

Lyle Fulton

Rev. Stephen Camp

Life Members

Rev. Dr. Robert O. Decker

Helen Lansberg

Douglas H. Wootten

Urban Suburban Affordables

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John Stevens, President

Adrian Walton, Vice President

Nyanda Robinson, Secretary

Althea Cordner

Helen Lansberg

Michelle McFarland

Roberto Pena

Kathleen Service

Sponsoring Churches and Church Delegates

2011-2012

Avon

Avon Congregational Church
Lee Eacott

West Avon Congregational Church
Daryl Ann Ballantyne

Bloomfield

First Congregational Church in
Bloomfield
David A. Weaver

Canton

First Congregational Church,
Canton Center
Missions and Stewardship Committee

East Granby

First Congregational Church of
East Granby

East Hartford

First Congregational Church of
East Hartford

South Congregational Church

Farmington

First Church of Christ, Congregational
Pat Reville

Glastonbury

Congregational Church of South
Glastonbury
Linda Funderburk

Buckingham Congregational Church of UCC
Bebe Dudley

First Church of Christ, Congregational
Paul Fraleigh

Granby

First Congregational Church of Granby

South Congregational Church of
Granby

Hartford

Amistad UCC Church
Tyrone Walker

Asylum Hill Congregational Church
Raymond C. Ferrari

Broadview Community Church
Barbara Stott

Faith Congregational Church
Helga Gordon

First Church of Christ in Hartford
(Center Church)
Harry Mitchell

Immanuel Congregational Church
William Gerber

South Congregational Church
Frank P. Lockard

Warburton Community Church

Manchester

Center Congregational Church
Douglas Wootten

Newington

Church of Christ, Congregational

Rocky Hill

Rocky Hill Congregational Church
Richard Pawlich-Pagliccio

Simsbury

First Church of Chris
Sara J. Batchelder

South Windsor

Wapping Community Church

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/Tom Finlay

Poquonock Community
Church, Congregational

Staff, Related Staff and Life Members

Staff

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Director of MTAI

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NOTES



**CHRISTIAN
ACTIVITIES
COUNCIL**

Founded in 1851
www.christianactivities.org