



## 2012-2013 ANNUAL REPORT



CHRISTIAN  
ACTIVITIES  
COUNCIL

**BREAKING BARRIERS  
BUILDING COMMUNITIES**

# CHRISTIAN ACTIVITIES COUNCIL

## Annual Report 2012-2013



**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

**T**he 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. Mark Diters

Where does one start? This past year our Christian Activities Council has experienced a remarkable period of transition and development; some of it expected...some of it, not so much.

Anticipated...The Rev. Donald Steinle ended his 31 year tenure as the Executive Director, with a highlight being the Annual Awards Dinner in the fall. The evening focused upon Don's long and oftentimes visionary work on behalf of the Council serving Hartford's poor and disenfranchised spanning three decades. Don received accolades from state and city officials and dignitaries, gifts from the Board and the Staff. (And he also received a very humorous roasting offered by his older brother who came from the Deep South to share in the evening.)

Not so anticipated...In August, the Reverend Damaris Whittaker received and accepted a call to become Senior Minister at Center Church in Hartford. Though saddened to lose her marvelous energy and talent, we wish her great success in her new position!

Also not so anticipated...The Reverend Edwin Ayala became our Executive Director, rather than our Interim Executive Director. This was the result of a change in his retirement plans allowing him to take on the permanent position. This has enabled the CAC to continue the full scope of its ministry with strength and creativity. It also has sent a message to our funders, partners and stake holders that we are actively moving forward in housing initiatives, community development and youth work.

In September, the Council received the report of an intensive eight month assessment regarding the CAC and sustainability with the assistance of *Transition Guides* out of Silver Springs, Maryland. This work resulted in recommendations regarding the CAC's sustainability going forward. It also developed a number of new and updated guidelines and procedures related to smooth and efficient operations anticipating Rev. Donald Steinle's retirement and subsequent search for a new Executive Director. Reverend Ayala's acceptance of the permanent Executive Director's position has eased the urgency of our search process, but the work done has provided essential groundwork which will inform our next search process when the time comes to seek our next Director.

One of the results of the Sustainability Study concluded that the time had come for the Zezzo House to emerge as independent of the CAC. The Zezzo House

has a strong Board of Directors which is ready and able to assume greater responsibility and supervisory roles. It has been a time honored and healthy practice of the CAC to nurture it's initiatives into a place of maturity and strength so that they may become their own venture. In July, oversight and control of the Zezzo House program and staff will shift to the Zezzo House Board. Bravo!

This past year has seen our Board of Directors work to be more deeply involved in much of the work of the CAC. This has been done hoping to signal a sign of support to our staff and for the Board to have a more accurate handle on our mission within this community. Bravo!

Before I conclude, a word about the staff...we are blessed with a very talented, experienced and passionate staff that care deeply about our calling to serve. Their dedication to their work and connections within the City are invaluable to our future. My personal thanks to each one of them, as they are the embodiment of our mission here in Hartford. Bravo!

We have faced some very real challenges this year: the transition between Executive Directors, the shaky ground of Housing Development in such an unsure economy, the financial pressure that the overall economic downturn has caused all non-profits, and the seemingly always expanding need we witness in the neighborhoods we serve. And yet we continue to thrive as one of the longest serving, faith-based mission groups in the country. Bravo! Again, Bravo!

The Reverend Michael Piazza recently urged a gathering of lay people and clergy at the Northeast Ecumenical Stewardship Council to make note of the mistakes they may have made personally as well as collectively over the past year. He stressed that if you had not made at least a couple of real humdingers over that time period that you might consider whether or not you were living up to the purposes God has called you toward. If you are not making mistakes, he was saying, "What on earth are you doing then?"

The Christian Activities Council is moving forward with strength, vitality and vision. Along the way there are bound to be moments when we can look back and say, "Hmm, maybe we should have tried this a little differently..." Yet we are called to go serve boldly and with purpose. We are called to listen to our community and seek out its needs. We are called to create new ways in which we can build bridges and to break down barriers. Thanks be to God!



# Executive Director's Report

*Rev. Edwin O. Ayala*

**T**his past year has been a year of leadership, transition and creative challenges.

During 2012, the Christian Activities Council worked with "Transition Guides", a consultant group funded by the Hartford Foundation for Public Giving, who assisted us in preparing the organization for its executive transition. Strategic priorities and financial challenges were analyzed and the working framework for a new Executive Director was clarified.

The 2012 year ended with two important highlights. First, the CAC 2012 Annual Dinner was devoted to honoring and celebrating the 31 years of executive leadership of Rev. Donald R. Steinle. Secondly, Rev. Edwin O. Ayala informed the CAC Board that he was available to stay on not as interim Executive Director, but as the permanent director, for the next two or three years. The Board of Directors voted, and on January 1, 2013 Rev. Edwin O. Ayala became CAC's fifth Executive Director after being Associate Director for 16 years.

The first half of 2013 was not only challenged by having a new Executive Director, but by the reality of a financial shortfall due to the inability to sell our condominium units at 54-56 Edgewood St. in Hartford. As a result, our housing development activities were delayed as we developed strategies to address the situation. On a more positive note, the City of Hartford approved \$141,000 grant to support CAC in its financial difficulties.

The Christian Activities Council is one of six organizations receiving financial support from The Universal Health Care Foundation. This is a testament to the effective work that Michele Mudrick, our Congregational Organizer, is doing around the state.

Thanks to the diligence of Charmaine Simpson, and our incredible teaching staff, Adventures in the City, our five-week summer enrichment program, (see report), was very effective in 2012 and has great expectations for 2013. In addition, our summer arts program gave 30 neighborhood children a chance to work with local artists, and, thanks to Board Member Paul Fraleigh and the First Church of Glastonbury who provided transportation, for a field trip to the Norman Rockwell Museum.

In spite of its challenges, the organization continues to make significant contributions to our urban work. Our Comprehensive Community Development strategy supported by LISC, has had a very positive impact. In collaboration with CAC staff, Upper Albany Main Street has applied for an Urban Action Grant to implement a façade program and develop a design guide for the revitalization of the historic Albany Avenue. The façade program is a "complete street" initiative designed to complement the Route 44 Safety Improvement and Streetscape Project scheduled to commence in spring 2015. Other activities include, but are not limited to, the development of a community block watch group, the Neighborhood Alliance, The Murals, Arts, and Athletics Program (MAAP), an athletic-focused mural project for the North End Little League, designed to integrate research, socio-emotional, and problem-solving skills, for youth ages 5-18, and continued work on the Town Center Project, the creation of a designation development at the Woodland-Albany site, worthy of complementing the other investments in arts, culture and entertainment in the area. In collaboration with the St. Francis Hospital's Children's Advocacy Center, the CAC Health Task Force has created "Under Our Wings", using local artists to raise awareness and knowledge of child sexual abuse. It is impressive to see how our CAC staff, Tori Hamilton, Denise Best, and Ralph Knighton continue to provide very effective leadership in housing counseling, financial literacy, community advocacy, and economic development in Hartford's North End.

Finally, our office management staff, Michelle Roberts and Flora Foster, continues to upgrade our operational systems in very effective ways. Our consultants are excellent, our partners continue to be very committed, our community visibility and receptivity is real and the involvement of CAC Board and Council is fantastic!

Yes, there are challenges and yes, our commitment to "breaking barriers and building communities" is stronger than ever. Join us in assuring that the Christian Activities Council has a promising future!

## Reverend Joseph Zezzo House

*Rev. John Selders, Jr., Program Coordinator*

**Z**ezzo House has had a very good and challenging year! While we remain committed to providing safe, secure and affordable housing for our residents, we've had significant change. We have greatly benefitted from the relationship we entered into a little more than a year ago with DeMarco Management Corporation. DeMarco serves as our property management firm who has provided very fine services to our residents. We have new staff in place and we have reconfigured roles and responsibilities to meet the challenges of our future as we transition the social services program from CAC's direct supervision to the Zezzo House Board of Directors.

We have taking on several ambitious projects, one of which we are extremely proud of, has been the

purchase and installation of brand new energy efficient boilers and hot water heaters.

The Board of Directors, chaired by Ms. Patricia Thomas Camp, has worked very hard and consistent this year to prepare for the task of fully carrying on the work of Zezzo House. With the support of staff and the property management, we will continue to enrich the quality of life and living of our residents and their families along with the entire community here at Zezzo House. As we enter a brand new season of service, thank you Christian Activities Council for your partnership with us.

## AMISTAD United Church of Christ

*Bishop John Selders, Jr., Pastor*

**T**o The Officers, Board of Directors and Council Members, Friends, Well Wishers and Supporters of the work and ministry of the Christian Activities Council, Congregational.

Again, we greet you in the name of our elder brother, Jesus! We have been grateful recipients of support from The Christian Activities Council. The CAC has been right there to aid us on our journey. Thank you so much! Much appreciation goes to Rev. Edwin Ayala as Executive Director along with The Rev. Mark Ditters and the Board of Directors for your continued commitment to us.

We continue to grow and go as a community of faith. Our relationship with the Hartford Seminary continues to thrive. Our Media Ministry, produces a weekly local cable access television show, "The Voice of Freedom Telecast," on Hartford's Public Access Television, which features the weekly messages that are preached. We've also produced special shows that have

aired both on Public Access Television, as well as internet special shows. We've made the commitment to use today's technology to advance our presence to a wider attendance. You can learn the latest information regarding the ministry at our website,

[www.amistaducc.org](http://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. 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 pray for you.

We remain Partners in the work of Urban Ministry for the sake of the Gospel!

# Report on Housing Counseling and Financial Literacy Program (HCFLP)

*Tori Hamilton, Housing Counseling Specialist*

The program completed a successful 4-week financial literacy series with Catholic Charities; Family Center at Parker Memorial. Fifteen Hartford residents attended and received instruction and materials to increase their financial knowledge.

HCFLP continues to work with the Hartford Community Loan Fund Credit Rebuilder program to increase access to affordable credit to greater Hartford residents. To date, five participants have been accepted and increased their credit scores on average of 67 points due to this program. So far, this year, six more residents are being considered for this loan.

HCFLP has helped over 25 residents become first time homeowners in 2012.

With the assistance of grant writer, Erica Roggeveen Byrne, the program has submitted proposals to HUD, Wells Fargo, United Methodist Women and CDBG for housing counseling assistance.

The CAC was not awarded funding this round from HUD. HUD officials have indicated that they have scaled down direct grants to local housing counseling agencies that are not a part of an intermediary for creation of a seamless pass through of federal funding.

I have reached out to our local intermediary, Connecticut Housing Finance Authority (CHFA) and national intermediary, National Community Reinvestment Coalition to begin conversations on which would be the better choice for the agency. There is an annual fee for membership with the National Community Reinvestment Coalition. CHFA will consider collaboration in 2014.

The CAC HCFL was recently awarded \$6,000 in grant funding from the City of Hartford's CDBG program for work to begin July 1, 2013. The Program also received an invitation to apply for funding for housing counseling from the Hartford Larrabee Fund, and was awarded \$15,000 to help further our efforts. In addition, we have secured funding from the Corporation for Independent Living to provide housing counseling for prospective clients of the Capewell Townhome Project.

We continue to work with prospective buyers of units at Edgewood Gardens, and Capewell Townhomes.

The program recently hired an Intake Specialist, Tasha Galbreath, to assist the housing counseling program with part-time administrative duties. Tasha has been a valuable addition to our program as we seek to increase housing opportunities in the greater Hartford region.

## CAC Housing Report

*Ralph Knighton, Director of Housing*

During the last year, the housing activities have been limited to resolving outstanding issues associated with Edgewood Gardens and the Pinewood Condominiums.

The rehabilitation of 54-56 Deerfield Avenue and the construction of 32-34 Irving Street, have been placed on hold until the issues associated with the previous projects are resolved.

Other community activities that involve the Director of Housing include the creation of a community garden at 34-36 Cabot Street in conjunction with Hartford Food System.

The Director of Housing provided technical assistance to Upper Albany Main Street to obtain an Urban ACT Grant, to implement a Commercial Façade Program for Albany Avenue and Homestead Avenue, including development guidelines and design standards.

In March, the CAC Housing Task Force facilitated a Housing forum entitled, *How to Maintain Your Home*. It was well attended and Paul Fraleigh of the CAC Board gave a presentation on insurance and its impact on home values and mortgage requirements.

# Horace Bushnell Congregate Homes

*Yvonne Deal Chandler, Executive Director, Better Quality Management*

**W**e're at it again!!! Horace Bushnell Congregate Homes has just received a \$2.3 million dollar grant from HUD to renovate 12 more units and install two new elevators. We are beyond excited!!!

Our daily lunch program is back! We have partnered with the South End Senior Center and through funding from North Central Area Agency on Aging, meals are served five days a week. Chair Yoga twice a week is very well received and is provided through West Hartford Yoga. Weight Training twice a week with Jeffrey Sheeley is a big hit. Morning Coffee, weekly Bingo, dominoes, various card games and on and on and on keeps us on our toes. We are busy fulfilling our mission to create and sustain a vibrant community for our residents.

Our flower garden as well as the CAC garden was designed by Upper Albany resident Nicola Allen. She has done a marvelous job. The residents are very pleased!

Many thanks to the great staff at HBCH, Mary Coleman, Joel Proffitt, Beatrice Hite, Lois Stevenson and the rest of the staff.

This year we are saying goodbye to many of the members of the Board of Directors who have over the last several years, created the change that has produced the only Low-Income Assisted Living development in the North End of Hartford. James Bagnall, Rita Bagnall, Ann Jennings, Flora Washington-Spears have certainly earned the gratitude of everyone!

Congratulations to Rev. Edwin Ayala on being named the new Executive Director of the Christian Activities Council!!!

## Report of the Church External Relations Committee for 2012-2013

*David A Weaver, Jr. Chairperson*

**T**he Church External Relations Committee has the role to support the churches within the Council. That support this year has been done by the Directors and Staff of the Council. Since last year, the membership of the Committee decreased as some members found new leadership roles that reducing the size of the Committee.

Historically members of the Committee represent the Council by visiting member churches and being visible at Connecticut UCC gatherings. We need to create ways in which we can renew ourselves in our commitment to being more visible and supportive to our churches.



# Universal Health Care Initiative with the Universal Care Foundation

*Michele Mudrick, Congregational Organizer*

CAC has worked closely with the Universal Health Care Foundation on health care reform for Connecticut. We have built many relationships with UCC pastors and lay leaders throughout Connecticut by conducting many one-on-one meetings and making several presentations to a variety of groups throughout the state.

We participated in a Health Care Action Day at the Capitol with many of our partners and allies. We also spent time educating our elected officials on the importance of health care reform, and had several small group meetings with State Senators. We worked on three bills this Legislative session. One, which passed the House of Representatives unanimously, would have added two small business representatives and two consumers to the Health Insurance Exchange Board. Unfortunately, the Legislative session ended before our bills made it to the Senate floor for a vote.

Our United Church of Christ Universal Health Care Ministry Team has meetings every other month at First Congregational Church in Meriden. Our Team is made up of clergy and lay leaders from throughout Connecticut. Several members of our Ministry Team presented a workshop at the Connecticut Conference Annual Meeting in Suffield in May 2012. Our team has increased in number and we plan to continue its growth.

We spent a great deal of time and effort planning and organizing seven regional meetings throughout Connecticut in the summer and fall of 2012. We had regional meetings in Norwalk, Hartford, Niantic, Willimantic, Meriden, Danbury and North Haven. We planned those meetings with several other groups in Connecticut. Our regional meeting in Hartford was held on June 28, 2012, the same date the United States Supreme Court upheld the Affordable Care Act. Because we had 101 people in attendance at Immanuel United Church of Christ, there was much to celebrate! Several attendees of the regional meetings planned outreach meetings in their communities which we helped to organize.

We continue to be involved with the Interfaith Fellowship for Universal Health Care and support their endeavors such as having pastors sign the "Called by God" cards and attending the Health Care

Cabinet monthly prayer vigils at the Legislative Office Building.

We participated in social media campaigns such as the "I am a health care voter" campaign during the election season in October and November. We are also working on getting more friends on CAC's Facebook page.

CAC also worked on getting people to attend and speak at the eleven "Healthy Chats" that the Health Insurance Exchange (now called Access Health Connecticut) sponsored around the state.

We continue to work with the Connecticut Conference of the United Church of Christ and update them on our work. We benefited from the hard work of Reverend Eric Anderson, Minister of Communications and Technology for the Connecticut Conference, in getting the word out about our work.

Our main emphasis now is to promote the Universal Health Care Foundation's goal of outreach and education. While our activities at the Capitol during the 2013 Legislative Session were relatively limited, we were pleased to see that HealthyCT received its license to be part of Access Health Connecticut so there will be at least one nonprofit health insurance option, HealthyCT, available when Connecticut's Health Insurance Marketplace opens in October 2013 for enrollment in January 2014.

We used the documentary film "Escape Fire: The Fight to Rescue American Healthcare" as a vehicle for outreach and education. We have been planning the showing of the film at many congregations throughout Connecticut.

We will continue our efforts to mobilize the collective resources of the UCC and our allies to support health care reform for Connecticut. We will continue to reach out to social justice committees, the Associations of the Connecticut Conference of the United Church of Christ, interfaith clergy groups, lay leaders, pastors and others to educate them about health care reform in Connecticut and encourage them to advocate for our goal of getting everyone in Connecticut access to affordable, quality, health care.

# Long-range Planning Committee

*Phil Duke, Chair*

## CHRISTIAN ACTIVITIES COUNCIL STRATEGIC PLAN, 2009-2016

**T**he Christian Activities Council is currently in the Fourth year of its strategic plan. Proposed priorities for the year are as follows:

### YEAR-FOUR 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 and financial literacy sessions by 25% and maintain summer program participation with special emphasis on residents in our multi-neighborhood initiative. Continue to evaluate, revamp, re-staff and revise schedule for summer program 2013.
- Capitalize on the interest of First Glastonbury Church, Rocky Hill Congregational Church and others in utilizing volunteer services and implementing work with construction crews and financial experts.
- Promote conversations with neighborhood leaders to encourage interest in collaborative initiatives.
- Explore support and collaborate with existing family life centers in Hartford's North End

- Support public murals initiative that raises hope and challenges the development of the North End community
- Reconnect to Horace Bushnell Congregate Homes elders and connect them to initiatives such as Adventures in the City.
- Support existing community initiatives, explore more collaborations & partnerships

**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 with The Universal Health Care Foundation in support of universal health care initiatives; continue the support of new organizations, churches; continue to have a presence in the movement as The Universal Health Care Foundation's move towards implementation.
- 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. Encourage Hartford to implement a code enforcement program in collaboration with other community development organizations.
- Implement CCD Task Force goals in each of the task force areas.
- Support the stabilization of our target communities both by promoting affordable housing and quality rental housing development.
- Develop a strategy for the creation of housing pre-development funds (critical for housing business plan implementation)

**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; increase our relationships in these neighborhoods, especially with institutional leaders.
- Work with LISC and other partners to develop and implement a comprehensive community development initiative, to include expanded community organizing and relationship building in CAC's new multi-neighborhood target area (Upper Albany, Asylum Hill, Blue Hills and Clay Arsenal.
- Promote and Support efforts by Hartford to increase pride in their neighborhoods (mural initiative & community gardens.)

**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, 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 the attainment of the CAC's goals and enhances its value-added impact in the community*

- 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 more 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 an active marketing initiative
- Charge the Board of Directors with evaluating the impact and effectiveness and relevance of existing CAC programs.
- Create forums for dialogue between the Board of Directors (CAC) and staff as a way of having a better understanding of community needs and its relationship to existing programs sponsored by CAC, to be sponsored by CAC or be co-sponsored with other existing organizations.

# 2012 Investment Committee Report

*David A. Roozen, Chair*

**F**inancially and investment-wise it was a generally, uneventful year. Yes, partisan bickering continued to produce fiscal drama in D.C.; the European economy continued to thrive on brinkmanship; and China's sudden found fiscal constraint slowed global growth. But the U.S. financial markets (and, accordingly, the CAC endowment) were up big during the first quarter of 2012, dipped a bit during the second quarter, climbed back up during the third, and virtually stayed there until yearend. The net result was the S&P 500 up 16% for the year, and the diversified CAC benchmark index up just over 11% for the year. In such a market, the primary strategic task of the investment committee was to monitor and fine-tune, with the assistance of our two investment managers, the implementation of the investment allocation guidelines the board revised in September of 2009.

There was, however, a bigger challenge for the year. It was helping the board deal with continuing budget and cash flow stress created primarily by the, continued unwinding of the housing development downturn lingering on from the 2008 recession. The Investment

Committee did support the board's request in spring 2012 for a special draw against the endowment to help clear deficit and cash flow problems. More importantly from the committee's perspective was the unprecedented and hopefully now precedent-setting agreement to repay the endowment for this special draw. Specifically, the enabling board motion read:

The Investment Committee recommends that the 2012 special draw from the endowment be paid back with 6% interest according to the following schedule, beginning in the 2013 fiscal year:

- A. 20% of the 2012 special draw total in each of the five years 2013, 14, 15, 16 and 17;
- B. Compounded balance interest paid in 2018.

The special draw meant that although our investment benchmark index was up over 11% for the year, between the regular and special draws, the overall value of the endowment only increased by 1.2% for the year, as shown in the table below.

<b>Investment Performance</b>			
	----- \$1,000s -----		
	<u>PCG</u>	<u>BOA</u>	<u>TOTAL</u>
<b>Market Value 12/31/12</b>	<b>\$2,715</b>	<b>\$3,320</b>	<b>\$6,035</b>
<b>Market Value 12/31/11</b>	<b>\$2,692</b>	<b>\$3,274</b>	<b>\$5,966</b>
Actual Increase/Decrease After Regular and Special Draws*	0.9%	1.4%	1.2%
Total Return Without Draw or Deposits	<b>11.16%</b>	<b>11.5%</b>	
Total Return - Composite Index**			<b>11.54%</b>
Portfolio Allocation			Policy
	----- 12/31/12 -----		<u>Range</u>
Equities	63.3%	59.5%	50-65%
Fixed	22.0%	32.6%	25-45%
Cash	6.5%	3.6%	
Alternative Investments	8.1%	4.2%	0-10%
* 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 2012, by policy guidelines of 5% of total market value for the training 20 quarters, equaled \$39,568.			
** 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.			

2012 also included several noteworthy transitions for the committee. Don Steinle's retirement from the CAC directorship also meant his retirement from the investment committee. ]We hope that his 20 plus years of service on the Committee helped him steward his own retirement resources, as a small repayment for over 200 quarterly Investment Committee meetings he graced with his presence. As new director, we welcomed Rev. Edwin Ayala to the committee, with Edwin beginning to meet with the committee several months before Don's retirement to help with the transition.

As the corporate world turns, our Bank of America investment managers were merged and restructured to, U.S Trust, Bank of America Corporation. In theory and thus far in practice, there are no noticeable changes in functioning. The Private Capital Group continues as our second manager/advisor.

The last transition I note actually happened in the opening months of 2013, but is important to the committee and the CAC in so many ways that it is worth remembering. Specifically, in March we were saddened to learn of Dr. William Gerber's passing. His position on the committee is being taken by Lyle Fulton.

As chair, and on behalf of the CAC, I would like to thank both my Committee members and our advisors. 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, our work with our managers/advisors and our relationship with the broader CAC board.

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](mailto:roozen@hartsem.edu).



# Comprehensive Community Development Highlights

*Denise T. Best, Coordinator*

**H**artford was selected as one of four cities nation-wide for the Urban Land Institute (ULI) Daniel Rose Fellowship program. This is a year-long planning project focused on the Upper Albany neighborhood. The ULI is a non-profit education and research institute with a focus on land use in creating and sustaining thriving communities. CAC took part in a four-day study of Upper Albany, specifically the Albany Avenue and Homestead Avenue corridors. The panel of experts represents the entire spectrum of real estate development, economic development and land use disciplines. The meetings were attended by members of each of the CAC Task Forces.

As a member of the Upper Albany Development, Inc., CAC continues to work with the “tentative developer”, Sheldon Oak Central/Konover/Klewin, and the Hartford Redevelopment Agency staff and Commissioners on the Town Center Project. The overall objective of the project is to stimulate economic growth through branding the Upper Albany/Route 44 neighborhood as an arts, education, entertainment and culture area of destination, capitalizing on the new library, the Artists Collective, the University of Hartford’s Handel Performing Arts Center, and the John E. Rogers Museum.

The Neighborhood Alliance, the community block watch group, holds monthly meetings to review conditions in our neighborhoods. In January 2013 we were joined by Deputy Chief Emory Hightower, a welcome addition to our group, who will oversee the CSO’s and foot patrol officers in Upper Albany. At our meetings thus far this year were are working on the pros and cons of traffic calming, the CAC-sponsored sub-station on Edgewood St., police presence in our area schools, and our Neighborhood Alliance signs, that will be put up by the HPD’s City Sign Shop this spring.

We are partnered with George Cruz, Hartford’s boxing luminary and Executive Director of the San Juan Center, Sports, to spearhead an African-American/Latino Alliance. Participants include members of the clergy, State Representatives and the City Council.

CAC partnered with the Albany Branch Library to co-sponsor an essay writing contest entitled *Read, Write and Win*, for elementary and middle school students grades K through eight. The writing contest was designed to encourage our local youth to learn more about famous African-Americans during Black History Month. The winners received \$25.00 gift card for Barnes and Noble.

The Murals, Arts, and Athletics Program (MAAP) is designed for children and youth ages 5-18+. The focus of this program is to integrate athletics, artistic, cultural, academic, and social development, and learning through fun-filled activities, and includes the painting of a mural in Waverly Park. The program will engage the process of developing an athletic-focused mural project, designed with and by the process of research, participation and inclusion of participating children, youth, families and community. This process is known as Performance Ethnography. The Christian Activities Council has developed the MAAP concept and implementation framework in collaboration with Patricia Johnson, the renowned artist, Michael Borders, local artists of the Connecticut Artists Initiative, the Hartford North End Little League, and the City of Hartford’s Marketing, Events and Cultural Affairs Office. The project will commence this spring with a mid-September program culmination of mural unveiling, artistic performances, and community celebration.

Under the direction of Ralph Knighton, the Housing Task Force held an informative Housing Forum on Saturday, March 16th. CAC collaborated with Fraleigh & Gray Insurance, Blue Hills Civic Association, the City of Hartford, Habitat for Humanity, and People’s United Bank. Participants learned about programs offered through the City and Habitat for Humanity that provide funds, and other useful information to assist homeowners in maintaining their homes.

The Health Task Force held its first and extremely demonstrative fundraiser, “From Rage to Reclamation: Art Responds to Child Sexual Abuse”. Twenty-five local artists came together in song, dance, poetry and prayer to start a movement; to raise awareness and knowledge of child sexual abuse. “Under Our Wings”

is a collaboration of the CAC Health Task Force, the St. Francis Children's Advocacy Center staff, medical providers, state agency workers, local artists, judicial workers, City employees and other volunteers from various backgrounds.

Under the leadership of local entrepreneur, Dr. Richard Fichman, the Economic Development Task Force members would like to see Upper Albany Avenue buildings renovated and repaired to encourage unique businesses to move in and train and hire local residents. The task force is working with representatives of HEDCO, Capital Workforce Partners and the City Of Hartford staff to bring these ideas to fruition.

The Public Safety Task Force is disturbed by the alarming number of sex offenders residing in Hartford. Nationwide there are around 500,000 sex offenders, 5,400 in CT and 641 living in the Hartford area. A group of twenty including Hartford Police Officers, City and State officials and victim's advocates are working with the Task Force to discuss systems, methods and legislation to ensure the safety and well-being of the community.

## Report on Adventures in the City 2012-2013

*Charmaine Simpson, Adventures in the City Coordinator*

**I**n 2012-2013, Adventures, as in previous years, was an exciting educational and enrichment experience designed to impact Hartford's children and youth during the summer months.

Here is a summary of 2012 program plus projections for our 2013 summer Adventures in the City:

### **2012:**

- Theme: Health and Physical Fitness.
- Program Director: Ms. Deveria Berry.
- Sites: North United Church, Grace Lutheran Church, Milner and Maria Sanchez Elementary School; plus six special programs.
- As requested by our funder, the Hartford Foundation for Public Giving, we offered a special program for **23** children and youth in East Hartford, CT.
- Children served in Hartford: **846**.
- Youth served in Hartford: **30**.

- Total children and youth served: **899 (8 week program)**.
- Income received to support Adventures in the City 2012: \$102,000
- Total supporters in 2012: 53 (Foundations, Churches, Friends, City of Hartford).
- Highlights: three weeks early program; 4 weeks school program, plus 1 week art camp, field trips including Norman Rockwell Museum trip.
- Priorities: Educational component in the mornings and enrichment in the afternoons.
- Program ended with a Vine Street Fair for children, youth and families with over 200 people in attendance.

### **2013 projections:**

- Theme: Hartford: Diversity at its Best!
- Goal is to serve at least 500 children!

# Minutes of the Annual Meeting of the Christian Activities Council, June 18, 2012

*Submitted by Bebe Dudley, Secretary*

*In Attendance:* Michael Williams, Edwin Ayala, Sara Batchelder, Denise Best, Carolyn Brooks-Burton, Steven Camp, Robert Cushman, Thomas Dean, Mark Deters, Bebe Dudley, Phil Duke, Steve Erickson, Flora Foster, Paul Fraleigh, Shirley Fulton, Kyle Fulton, James Funderburk, Linda Funderburk, Bill Gerber, Tori Hamilton, John Higham, Ralph Knighton, Helen Lansberg, Gwen Lewis, George Merrick, Ineke Mitchell, Susanne Morrill, Michelle Roberts, Nyandah Robinson, Dave Roozen, John Selders, Kathleen Service, Charmaine Simpson, Don Steinle, John Stevens, Tyrone Walker, David Weaver, Damaris Whittaker.

The meeting was called to order at 6:25 PM, President Michael Williams presiding. It was noted that this is Rev. Don Steinle's last annual meeting as Director of the CAC, marking the end of an outstanding tenure of leadership.

*Minutes:* The Annual Report was reviewed. Reverend Damaris Whittaker, Director of Marketing and Development, noted the new format for the newsletter and the work on healthcare reform.

Reverend John Selders thanked the CAC for its ten year support of the Amistad United Church of Christ

Tori Hamilton reported on the housing and financial literacy services offered this year.

Ralph Knighton, Director of Housing Development, reviewed the housing initiatives, with special mention of the net-zero energy properties on Earle Street.

Reverend Edwin Ayala highlighted the Adventures in the City program, which will be in its 30th year. He also mentioned the continuing collaboration of MTAI with Saint Francis Hospital

*Treasurer's Report:* In George Merrick's absence, Reverend Steinle noted the Consolidated Financial Statement put together by our auditors, Whittlesey and Hadley, and reviewed the Treasurer's Report on page 20 of the Annual Report.

*Auditor's Report:* Steve Erickson of Whittlesey & Hadley reviewed the auditor's report. He made special note that the CAC's ratio of program expenses to total expenses is 75 %, also noting that the industry average is 70 %.

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

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

*Staff Announcements:* Reverend Damaris Whittaker discussed the CAC's status for Birdies for Charities.

On June 28th, Emmanuel Congregational Church will host an information meeting on Healthcare; everyone was encouraged to attend.

On October 26, 2012, the annual awards dinner will be held at the Hartford Hilton. Reverend Steinle will be honored at this event.

*Executive Director's Remarks:* Director Steinle remarked on the CAC's capacity to keep many plates spinning and to work effectively with many consultants. He characterized the CAC as "a gift provided by God to the community it serves."

The meeting was adjourned at 7:09 PM.

# Treasurer's Report

*Summary of Operating Public Support, Revenue, Transfers and Expenses for the Year Ended December 31, 2012*

*George Merrick, CAC Treasurer*

## Public Support, Revenues, and Transfers:

	<u>2012</u>	<u>2011</u>
Endowment Funds Income (Transfers) .....	\$579,569	\$349,294
Estate Income Distributions .....	18,601	23,719
Church Contributions .....	19,916	21,448
Individual Contributions .....	10,077	7,284
Administrative Fees - Urban Suburban Affordables .....	40,000	40,000
Interest Income .....	169	170
Summer Program .....	101,785	111,564
M.T.A.I. Contributions .....	2,329	2,905
C.A.C. Financial Services .....	38,175	8,200
Developer fees .....	18,343	101,660
Housing Program Grant Income .....	57,000	841,113
Other Grant Income .....	223,652	362,193
Other Income .....	19,856	—
Total Public Support, Revenues and Transfers .....	<u>1,129,472</u>	<u>1,869,550</u>

## Expenditures:

Salary and Housing .....	593,379	498,162
Payroll Taxes and Benefits .....	196,464	175,375
Office .....	165,361	121,920
Utilities .....	7,529	9,195
Insurance .....	20,967	16,153
Professional Fees .....	34,450	11,098
Staff and Program Development .....	1,100	
1,017		
M.T.A.I. Program .....	—	3,497
Church and Organization Support .....	12,500	19,500
Summer Program .....	50,307	104,296
Housing Program Expenses .....	—	781,177
Other Grant-related Expenses .....	<u>46,471</u>	<u>170,183</u>

Net Income .....	<u>\$</u>	<u>944</u>	<u>\$ (42,023)</u>
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The above information is a summary of the operating support, revenue, transfers and expenses for the year ended December 31, 2012. The complete financial statements including the opinion of our independent certified accountant, Whittlesey & Hadley, P.C., are available upon request.

# Contributions and Support

*For the Year Ending December 31, 2012*

## *Church Contributions*

Avon Congregational Church .....	582.00
Broadview Community Church .....	250.00
Buckingham Congregational Church .....	500.00
Congregational Church of Marlborough .....	330.50
Congregational Church of South Glastonbury .....	5,000.00
East Granby Congregational Church .....	2,750.00
Elmwood Community Church .....	250.00
Faith Congregational Church .....	800.00
Farmington Valley Association, UCC .....	1,000.00
First Church in Windsor .....	5,500.00
First Church of Christ, Simsbury .....	1,500.00
First Church of Christ, Suffield .....	449.00
First Church, East Hartford .....	200.00
First Church, Glastonbury .....	2,500.00
First Congregational Church Canton Center .....	475.00
First Congregational Church of Granby .....	500.00
First Congregational Church Bloomfield .....	2,200.00
Flagg Road United Church of Christ .....	700.00
Grace Evangelical Lutheran Church .....	500.00
Hartford Association UCC .....	3,000.00
Immanuel Congregational Church .....	1,500.00
Rocky Hill Congregational Church .....	5,625.24
Somers Congregational Church .....	250.00
South Congregational Church of East Hartford .....	905.00
<b>TOTAL .....</b>	<b>\$37,266.74</b>



# Contributions and Support

*for the Year Ending December 31, 2012*

## *Foundations, Corporate and Public Support*

Aetna Foundation, Inc.  
J. Walton Bissell Foundation  
Charles Nelson Robinson Foundation  
City of Hartford, Community Development Block Grant  
City of Hartford, Department of Housing  
City of Hartford, Housing Opportunities for People with Aids (HOPWA)  
City of Hartford - Office for Youth Services  
Connecticut Children's Medical Center  
Connecticut Housing Finance Authority  
Connecticut Housing Investment Fund  
Corporation for Independent Living  
Edwin H. Bingham Estate  
Ellen Jeanne Goldfarb Memorial Trust  
Fisher Foundation  
Hartford Foundation for Public Giving  
Irene Hills Estate  
Larabee Fund  
Local Initiatives Support Corporation  
Long Foundation  
New Alliance Foundation  
Schwab Foundation  
State of Connecticut, Department of Social Services  
Travelers  
United Way of the Capital Area  
Universal Health Care Foundation of Connecticut  
University of Conn. School of Medicine  
U.S. Dept. of Housing & Urban Development  
Weston Estate

# Contributions and Support

*For the Year Ending December 31, 2012*

## *Friends Contributions*

Allen, Joyce H.  
Ayala, Rev. Edwin O.  
Bagnall, James  
Batchelder, Sara Jackson  
Batterson-Bigelow, Kim  
Berry, Charlotte M.  
Berry, Deveria  
Best, Denise  
Buckingham, Harold and Joyce  
Cake, M.I.  
Connecticut Business Systems  
Cruz-Velez, Carmen  
Cushman, Robert A.  
Dahill, Edwin M.  
Decker, Dr. Robert O.  
Duke, Phil  
Foster, Flora  
Foster, Sandra  
Foster, Sara  
Fraleigh, Paul R.  
Freuden, Neal B.  
Fulton, Shirley M.  
Funderburk, James & Linda  
Gerber, William H.  
Gilson, Cecile  
Gourlie, Kathleen P.  
Greater Hartford Community Foundation  
Juan Figueroa & Helene  
Kurykowski, Linda

Lansberg, Helen  
Locke, Arthur B.  
Lueckel, Charlotte  
McLean, Hugh C.  
McLean, Rev. J. Alan  
Merrick, George & Judith A.  
Mitchell, Rev. Ineke  
Mudrick, Michele H.  
Owens, David  
Pawlich, Richard  
Poppe, Kenneth A.  
Ramsey, Normal F.  
Rausch, Melaine  
Roberts, Michelle  
Roth, Helen  
Scaramozza, James M.  
Schwartz Charitable Fund  
Schwartz, Robert  
Simpson, Charmaine  
Sinapi, Linda M  
Stewart, Joh B.  
Stott, Robert and Barbara  
Thompson, Shirley W.  
Travelers  
Truesdell, Miriam C.  
Walker, Tyrone  
Weaver, David  
Wiesner, Betty A.  
Wootten, Douglas

# Nominating Committee, Board, Council Members 2012-2013

*Shirley Fulton, Chair of Nominating Committee*

## *Christian Activities Council*

### **BOARD OF DIRECTORS**

#### ***President***

Rev. Mark Diters

#### ***Vice President***

Carolyn Brooks-Burton

#### ***Treasurer***

George Merrick

#### ***Secretary***

Sara Batchelder

#### ***Chair, Investment Committee***

Dr. David Roozen

#### ***Chair, External Relations Committee***

David A. Weaver

#### ***Chair, Long Range Planning Committee***

Phil Duke

#### ***Chair, Nominating Committee***

Shirley Fulton

### **DIRECTORS AT LARGE**

Richard Pawlich-Pagliccio

Bebe Dudley

Tyrone Walker

Paul Fraleigh

Gwendolyn Lewis

### **EXECUTIVE COMMITTEE**

#### **President**

Rev. Mark Diters

#### **Vice President**

Carolyn Brooks-Burton

#### **Treasurer**

George Merrick

#### **Secretary**

Sara Batchelder

#### **Chair, Investment Committee**

Dr. David Roozen

### **MEMBERS AT LARGE**

#### ***Class of 2014***

Carolyn Brooks-Burton

Gwendolyn Lewis

James Funderburk

Justin Hughes

Joy Monroe

Shirley Fulton

#### ***Class of 2015***

Pete Reynolds

Rev. Mark Diters

Marilyn Risi

Francisco Rosa

Lyle Fulton

Rev. Stephen Camp

#### ***Class of 2016***

Dr. Robert A. Cushman

Dr. David Roozen

Phil Duke

Pataricia Williams

Babe Dudley

Thomas Dean

#### **Life Members**

Rev. Dr. Robert O. Decker

Helen Lansberg

Douglas H. Wootten

## *Urban Suburban Affordables*

### **BOARD OF DIRECTORS**

John Stevens, President

Adrian Walton, Vice President

Nyandah Robinson, Secretary

Althea Cordner

Helen Lansberg

Michelle McFarland

Roberto Pena

Kathleen Service

# Sponsoring Churches and Church Delegates

2012-2013

## *Avon*

Avon Congregational Church  
*Nick Noyes*

West Avon Congregational Church  
*Daryl Ann Ballantyne*

## *Bloomfield*

First Congregational Church in  
Bloomfield  
*David A. Weaver*

## *Canton*

First Congregational Church,  
Canton Center  
*Pete Reynolds*

## *East Granby*

East Granby Congregational Church

## *East Hartford*

First Congregational Church of  
East Hartford  
*Valerie McCarthy/Chuck Holmes*

South Congregational Church

## *Farmington*

First Church of Christ, Congregational  
*Pat Reville/MI Cake (Honorary)*

## *Glastonbury*

Congregational Church of South  
Glastonbury  
*James and 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  
*Roz Wiggins*

First Church of Christ in Hartford  
(Center Church)  
*Harry Mitchell/Willie Mae Geter/  
Damaris Whittaker*

Immanuel Congregational Church  
*Cecile Gibson*

South Congregational Church  
*Frank P. Lockard*

Warburton Community Church  
*Robert Martin*

## *Manchester*

Center Congregational Church  
*Douglas Wootten/Chris Bailey*

## *Newington*

Church of Christ, Congregational  
*Patricia Lavery/Anne Marino/  
Terry DeFrancis*

## *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  
*Brenda Worth*

Flagg Road United Church of  
Christ  
*Mary Whitney*

## *Windsor*

First Church in Windsor  
*George Merrick/Tom Finlay*

Poquonock Community Church,  
Congregational

Wapping Community Church  
*John Drake/Hank Syphers*

# Christian Activities Council Staff

## ***Staff***

### **Rev. Edwin O. Ayala**

*Executive Director*

eayala@christianactivities.org

### **Michelle Roberts**

*Office Manager*

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*Adventures in the City Coordinator*

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### **Denise Best, MA**

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### **Michele Mudrick**

*Congregational Organizer/Universal Health Care Initiative*

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### **Flora Foster**

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### **Tasha Galbreath**

*Intake Specialist, Housing*

### **Tori Hamilton**

*Housing Counseling Specialist*

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### **Ralph Knighton**

*Housing Development Director*

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### **Rev. John L. Selders, Jr.**

*Program Coordinator, Zezzo House*

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## NOTES

## NOTES



CHRISTIAN  
ACTIVITIES  
COUNCIL

Founded in 1851  
[www.christianactivities.org](http://www.christianactivities.org)