

# CHRISTIAN ACTIVITIES COUNCIL

## Annual Report 2009–2010



***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 and purpose of the Christian Activities Council (CAC), working in partnership with its sponsoring urban and suburban congregations, is:

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



*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, President*

**A**s we reflect on the past year of service the Christian Activities Council provided to the Greater Hartford community, two words characterize the year: change and challenge. The year 2009 brought a series of changes and challenges to the CAC that caused us to be reflective and intentional about our vision, mission and work.

Significant change occurred within the Board and governance structure of the CAC that merits our pause to express gratitude. We are grateful for Dr. Robert Cushman who provided five years of solid board leadership as the president and continues to serve the organization by giving expert advice and wisdom during the transition of leadership. We are grateful for the tireless efforts and dedication of long time board members Tom Dean and Sara Batchelder who both ended their tenure as board members but continue to offer their support to the CAC. As the new secretary and president of the board, Bebe Dudley and I are honored to have been selected to follow in your footsteps and hope we are able to serve at the standard of leadership you all set.

With change comes challenge. The financial crisis of this nation caused severe pain for many people, businesses and organizations—nationally, statewide and locally in Hartford. The CAC was not exempt from the painful impact of the financial crises. This was a year where the CAC had to make extraordinary financial decisions about staffing, programs and services that are critical to our mission. Every decision was made with the greatest sensitivity placed on the impact to those we are called to serve and the reminder that we are a faith-based organization and our actions are guided by our faith.

To that end and in spite of the financial challenges we faced, we continued developing quality, affordable housing in the targeted area of Upper Albany; we

continued organizing our community around affordable healthcare for all in Connecticut and Sustinet was passed by the General Assembly in 2009; we continued experiencing full occupancy in our Zezzo House due to the high quality housing and supports provided by the staff in this program and evidenced by the highest ranking an organization can receive from an independent review panel of such programs; we continued to provide one of the best summer experiences for children in the greater Hartford community through our Adventures in the City program and through expanding our service to a greater diversity of immigrants to the city of Hartford; and finally, we embarked upon an extremely challenging initiative of starting a visioning project for four neighborhoods in Hartford's Northend. All these programs and services were done without the ability to increase staff size but through the increase of staff commitment and dedication.

With such success mentioned above during extremely difficult times, we can only imagine what lies ahead for the CAC as we serve the greater Hartford community. We know from our experience that if we remain faith focused, mission driven, strategically positioned and unwavering in our commitment to justice for those who are marginalized and disenfranchised among us, we will always succeed in every endeavor and undertaking. The challenges make us stronger and the change renews our strength. It is with this, we look forward to a new year.

# Executive Director's Report

*Rev. Donald R. Steinle*

**A**nother challenging and exhilarating program year (June 2009–June 2010) has come to an end.

It was a year in which we finished many initiatives while beginning new ones. Rarely have I seen so many projects completed and fresh starts begun in a single year. Let me do broad stroke summaries while there are more detailed reports elsewhere.

We concluded our efforts to implement foreclosure prevention counseling, deciding that it was far too time consuming with few concrete results. In a staff realignment, we began a fresh venture with marketing and financial development with Damaris Whittaker at the helm. Though we finished the intensive strategic planning process last year, Linda Campanella developed a marketing plan which has provided guidance as the last part of her contract. She also assisted in preparing a first-year priorities document which we have begun to implement. (This does not include core program priorities such as Adventures in the City; please see attached report.)

No sooner than Linda finished her work, we were provided with additional technical assistance by two consultants funded by LISC. Urban Ventures assisted us in developing a data driven plan while Jim Caprao and Associates from Chicago led us down a path called comprehensive community development and encouraged us to expand our relationships and partnerships with three adjacent neighborhoods, Asylum Hill, Blue Hills and Clay Arsenal.

Our staff completed nearly 70 interviews with neighborhood stakeholders and we convened a major neighborhood gathering on April 17 that has resulted in a vision statement and several task forces charged with implementing specific improvements in all four communities (see attached documents and articles). We recently had an opportunity to present the results of our work with these consultants to a group of

nearly 20 funders gathered by LISC. We hope this will result in major new resources available to us.

This spring we have been provided with yet another consultant by the Hartford Foundation to develop a technology plan which should result in a grant to replace and improve our aging technology infrastructure.

In the affordable housing and neighborhood revitalization arenas, we finally concluded our work at 19 and 29 Edgewood with the sale of all four side-by-side two-family houses. What a third-quarter year struggle this has been, but we now look forward to working with these fine families to improve the rest of Edgewood. We are now moving to produce six condo units at 54 Edgewood, a project that has been delayed until now due to the difficult housing market. Most funding is in place to proceed.

As I look to the future of our work I have three major hopes and dreams that are very long term:

- To fully implement our four neighborhood strategy using comprehensive community development as our model;
- To eventually re-develop the whole stretch of Edgewood Street between Homestead and Albany Avenue into a model street much like Deerfield;
- To assist in developing a plan for the renewal of the Albany Avenue commercial corridor in order to provide much needed goods and services to our neighborhood residents.

Of course the specifics of all this need to be developed and approved by our Board. Moreover it will require vast new resources from outside entities and it will challenge our will and ability. Still, I have never known the CAC to shrink from bold initiatives and faithful enterprises!

I give thanks daily for all of you and especially our magnificent staff. God willing, let's carry on.

# Associate Director's Report

Rev. Edwin O. Ayala

**T**his year, my responsibilities were challenging as our staff continued to work on assigned responsibilities while being challenged to refocus on our new five-year strategic plan. My work included strategies such as:

## **Metropolitan Training Advancement Institute** *(without the assistance of Rev. Nancy Allen who has been recovering from a serious health condition)*

- Four immersions to church groups
- Two immersions to community organizations in Hartford, including St. Francis Family Medicine Residents
- Two workshops related to issues of empowerment, anti-racism training and diversity training
- Empowerment and support of the Asian and Brazilian community
- Twenty five preaching commitments
- Support substance abuse education and prevention strategies in partnership with Latino Community Services
- Coordinator for community health fair at Zezzo House
- Partnership and support of Center for Conflict Transformation, Greater Hartford Coalition for Equity and Justice, and Clergy Coalition
- Active involvement in support of Universal Health Care for all initiatives regionally and state wide
- Support to New Hope Hispanic UCC Church in Hartford

## **Adventures in the City 2009**

- Served 440 children at three sites
- Two church sites: Grace Lutheran and North United Churches; one school site: Milner Elementary School

- Programs at Milner and Sands Elementary Schools
- Financial support for Milner School's after-school special program
- Extended day program at two sites (working parents could drop their children off at 7 a.m. and pick them up at 5 p.m.)
- Two special program sites, including Heads Up Hartford, a program for high school youth
- Financial support from foundations and corporation was less than expected in 2009, causing a \$9,000 deficit.

## Delegated Tasks

- Supporting the work of the Church External Relations Committee was again a great pleasure
- Overseeing maintenance of 19 Edgewood rehabilitation project
- Coordination of grant request to CT Health Foundation on health disparities
- Other tasks as assigned by executive director

*Note: In 2009 I took one month of sabbatical; the other two months will be taken in 2010 and 2011.*

As in previous years, I will continue to collaborate with churches, laity, agencies, organizations, council and board members, and staff and community leaders supporting initiatives and strategies that will "break barriers and build community." It is a great privilege to do ministry and respond to God's calling in the context of the justice work of the Christian Activities Council.

*"Gracias & Adelante"*



# Report of the Director of Marketing & Development

*Rev. Damaris Whittaker*

**T**his past year has been eventful, and full of opportunities and excitement. In January 2010, my position changed from Homeownership Opportunities Coordinator to Director of Marketing and Development. The latter is consistent with my educational background and experience. It has been an interesting and most challenging change. However, I'm having the time of my life!

## **Development**

From day to day, I am heavily engaged in proposal writing, marketing strategies and evaluating the work ahead. Since January 2010, I have written over 15 proposals and/or letters of intent to different funders for our different programs. The competition is strong but we continue to press on.

Responding to our need for a stronger donor base and relationships, we are participating in the "Birdies for Charity" program, in connection with the Travelers Championship and J.H. Cohn. I want to thank the members of the board and staff who have collected pledges and submitted them to date.

I am currently working in the design of a volunteer program tailored to the needs of the staff. We currently have a high school student who frequently helps with filing, flyers and other assignments.

## **Marketing**

I am working with our consultant, Linda Campanella, to put the marketing plan established by the board into action.

- I continue to work with our webmaster to keep our website up-to-date.
- I started a CAC Facebook page. Please visit us and become a fan!
- I have met with the Church External Relations Committee and begun conversations to identify public relations,

marketing and relationship building strategies.

- I do regular presentations to other churches and organizations about the CAC and its programs.
- We have retained a graphic design intern who is committed to CAC for 400 hours. Some of the assignments I have identified for him include but are not limited to: new brochure design, website, e-newsletters and the development of other marketing materials.
- I support the organization's special events and program promotions as needed.

## **Other Areas of Work**

- Urban Suburban Affordables – I continue to manage the program and work with homeowners.
- Financial Literacy – Occasionally, I offer financial literacy classes to Spanish-speaking groups.
- Latino Faith Partnership Prevention Program – I support this program with Rev. Edwin Ayala.
- Healthcare Ministry Team – I am part of the healthcare ministry team of the Connecticut Conference UCC.
- Adventures in the City – In the absence of my colleague, Rev. Nancy Allen, I have served as a resource and help in terms of the program's development needs.

In view of all of the work done and the work we still have ahead, I am confident that we will continue to meet the challenges with hope, faith and steadfastness.

# Report of the Director of Housing Ventures

*Ralph Knighton, Director of Community Development*

**A**s the director of community development I'm responsible for the following:

- Assisting in the coordination of the new Comprehensive Community Development Initiative (sponsored by LISC) in conjunction with the executive director.
- Act as lead staff representing the CAC in the City of Hartford's Neighborhood Stabilization Program which focuses on foreclosed or abandoned properties.
- Representing the CAC in the implementation of the Healthy Homes Program and providing administrative oversight to staff assigned to the project.
- Assessing the short- and long-term housing development opportunities and sharing same with the executive director.
- Assist in grant writing and reporting responsibilities relative to community development initiatives.

During the reporting period I've met with staff on a regular basis to implement the Comprehensive Community Development Initiative, conducted interviews with stakeholders and residents regarding the strengths, weaknesses, opportunities, and threats confronting the Upper Albany neighborhood. These efforts culminated in a community visioning meeting on April 17, 2010 that resulted in five task forces focused on economic development, education, health, housing and public safety. These task forces will develop strategies and resources to address the given subject matter.

In an effort to implement the Neighborhood Stabilization Program, the executive director and staff have reviewed several properties with little success in acquiring them due to the competitiveness of private investors. However, we have secured a property at 270-272 Capen Street

we hope to rehabilitate and sell to a low income family.

The Healthy Homes Program has assessed more than 80 homes for safety and health related issues which trigger asthma and other allergies.

In assessing the short- and long-term housing development opportunities for the CAC, it was determined that we would continue to provide homeownership opportunities by developing vacant lots and rehabilitating vacant and foreclosed properties. Another issue identified during the assessment is the need for funds to address the deferred maintenance found in the housing stock in Upper Albany.

Over the past year, I've also:

- Assisted in writing grants for the Zizzo House via the City of Hartford Community Development Block Grant (CDBG) program, and worked to finalize the Housing Tax Credit Contributions Grant with CL&P, the firm that purchased the credits.
- Engaged in building relationships with neighboring communities to address common issues and concerns.
- Worked with the City of Hartford in an effort to stabilize properties at risk.
- Responded to initiatives created by funding sources such as LISC, and worked with the Housing Coalition to develop the OCA Assessment Tool.

In summary the year was full of activity. The CAC sold properties on Edgewood Street and continued the rehabilitation of 54-56 Edgewood Street, a six-unit condominium complex.

# Horace Bushnell Congregate Homes

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

**H**orace Bushnell Congregate Homes (HBCH) has come a long way in the last year. We've made many accomplishments:

- Completed \$500,000 upgrade in the heat, hot water and air-conditioning systems in the building thereby eliminating the "sick building" syndrome.
- Completed the renovation of the lobby, the congregate dining room and the commercial kitchen.
- Opened a "convenience store" in the dining room for the residents.
- Renovated the recreation room and installed a new flat screen television.
- Hired an additional resident services coordinator to work part-time in the evenings and on weekends.
- We're now serving lunch Monday through Friday in the dining room thanks to a grant from the North Central

Area Agency on Aging.

- We're hosting several on-going weekly activities, such as Zumba Gold, Bingo, Dominoes, daily coffee hour, etc.
- Replaced and enlarged the parking lot.
- Installed a canopy over the newly created patio on the front of the building.

In the coming year we will replace the ceilings, floors and lighting in the hallways as well as the majority of the carpeting in the apartments. We hope to plant a beautiful flower garden and set up a vegetable garden for those residents that are interested.

The roof will be replaced and with a little help from the CAC we will install solar panels on the roof to help with the cost of electricity in the building.

We are busy, busy, busy. Come by and visit when you can! The board of directors is looking for new members, call me if you are interested at (860) 231-6255, ext 1124.

# Reverend Joseph Zezzo House

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

**T**his year has been full of accomplishments and sadness. We lost several residents to illness and welcomed new and exciting personalities to the community.

John Selders and Sandra Foster continue to provide great services to the residents as well as coming in with another 100 percent in the Connecticut Airs Resources Audit this year.

Eddie Guzman, the superintendent, can be credited with keeping the grounds and buildings immaculate and beautiful. This year we hired a neighborhood gardener

Nicola Allen, to design and re-design the flower gardens at Zezzo House. The result this spring was breathtaking as the 500-plus bulbs and shrubs came into bloom. Cars pulled over and took pictures.

We continue to flourish and learn more and more. The Zezzo House Corporation Board of Directors is looking for new board members; anyone who would be interested should call me at (860) 231-6255, extension 1124.



# Urban Suburban Affordables, Inc.

*Damaris Whittaker*

**U**SA has 216 ground leases or second mortgages. This year, we have seen the effects of the economic downturn as it affected some of our homeowners. We continue to respond to the needs of our homeowners by exclusively offering them foreclosure prevention assistance.

We are also arranging flexible payment plans for the ground lease fees. I am also

happy to report that we are noticing a slow turnaround for some homeowners who are making larger payments to get their land lease commitments up to date.

Lastly, our commitment remains to help homeowners retain their homes.

## Church External Relations

*Dave Weaver*

**T**his year could be perceived as a year of the Church "Internal" Relations Committee. New attending members this year have included the Reverends Ineka Mitchell and Mark Diters. For this writer, more clergy than laity have been present at committee meetings for the first time under the leadership of the Rev. Edwin Ayala and also, newly arrived, the Rev. Damaris Whittaker.

Our efforts have included looking at the Five Year Strategic Plan (2009-2014) and defining the committee's goals within it. The goals we decided we would attack were to:

- Improve the lives of the poor
- Engage member churches as partners in outreach ministries
- Increase focus on immigrants, teenagers and young adults
- Engage faith-based organizations regionally in urban-suburban coalitions addressing social justice issues
- Focus advocacy efforts on one/two priority areas to mobilize collective action by regional churches

- Equip more people for social justice ministries.

We are focused on how we will take on this task within the scope of the committee.

Rev. Damaris Whittaker, as director of marketing and development, has suggested that the committee clarify how much we want to be involved, how to best use CAC delegates in marketing the CAC image and work with our member churches, and how to best connect with our churches. She also suggested that we identify target churches and best strategies to approach them.

As one member has suggested, it's clear that the committee needs to define a plan of action. We are still in the planning stage of defining the specifics of our action plan, including what it will be, what it will take to accomplish it, who is going to do it, and when it will occur.

We are a new committee recognizing the immensity of our task, and we are working on strategies for connecting formally with our churches.

In short, "you ain't seen nothin' yet!" and "the best is yet to come!"

# Universal Health Care Initiative

*Ken Esposito, Congregational Organizer*

In June of last year, the governor vetoed Sustinet, the affordable health care reform legislation that was passed overwhelming by the State House and Senate. But the governor's veto did not stand, in part because of the network the Christian Activities Council has organized within the Connecticut Conference of the United Church of Christ and its member congregations, and our ability to mobilize people into the healthcare4every1 campaign. On July 22, the State House and Senate overrode the governor's veto and catapulted Connecticut to the forefront of healthcare reform.

When fully implemented, Sustinet will create a public, non-profit health care plan to provide peace of mind for families and businesses by:

- Offering quality health care choices for us all
- Providing more health care for our money
- Keeping us healthy and caring for us when we are sick

In August, Kevin Limbo, state health care advocate, and Nancy Wyman, state comptroller of the currency, were appointed as co-chairs to the Sustinet Board. Since then, the 11 board members and over 160 volunteers—many of them UCC members recruited by CAC—have been actively creating an implementation plan to present to our state legislature for consideration during the 2011 Legislative Session.

After the passage of Sustinet, we focused attention and organizing effort on national health care reform. UCC members attended health care town hall meetings in the five congressional districts. We helped organize and lead the prayer vigil for National Health Care Reform in Stamford, Connecticut, attracting 600 people and

generating news media articles throughout the state. In November, 15 UCC clergy met with Fifth District Congressman Chris Murphy to discuss the U.S. House Health Care Reform legislation. Numerous letters to the editors and calls to legislators were also generated outlining the urgency of the issue.

National health care reform became a reality in March of this year. Since then, we have been conducting forums and presentations at UCC association meetings and other church events to educate folks about Sustinet and national reform and, how combined, they put Connecticut in the front of the line to leverage more federal resources to boost the state's economy, create jobs, and help achieve quality, affordable health care we can count on.

Finally, our efforts focused on institutionalizing the continued involvement of the CT Conference in health care justice issues. To accomplish this, we created the Universal Health Care Ministry Team which has received the official blessing of the Board of Directors of the Connecticut Conference.

Our ability to organize a powerful base and provide leadership to health care reform efforts have been recognized by the Universal Health Care Foundation of Connecticut (UHCF). This year, even with the negative impact the economy has had on foundation endowments, the UHCF increased our grant amount.

# Long-range Planning Committee

*Phil Duke, Chair*

**T**he implementation of the new strategic plan began by defining the first year priorities and structuring a reporting system. Year one's priorities were reviewed against the resource requirement by the Long Range Planning Committee. The committee concluded that the skills necessary to achieve success were already in house or had been contracted for. The strategic plan and results for year one are found below.

## Five-year Strategic Plan 2009-2014

The highest "must-do" priorities for year one include the following.

**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 downtrodden in Greater Hartford.

- *Strategy:* Regularly consult community stakeholders regarding needs, and base CAC's economic empowerment, health and wellness, and children's education initiatives on identified community priorities.  
*Progress:* Have interviewed over 40 neighborhood residents regarding strengths, weaknesses, opportunities and threats as part of comprehensive community development initiative. Planning on a four-neighborhood meeting with at least 100 participants on April 17, 2010.
- *Strategy:* Encourage all member churches to view CAC as their mission partner, and provide opportunities for churches to do mission work, in the city or in the suburbs, that supports CAC's programmatic priorities.  
*Progress:* Major immersion with First Church Glastonbury attended by 25 people and followup providing interested members with mission opportunities in neighborhood. Edwin preached at Glastonbury and he and Damaris did Lenten presentation. Don met with group from Flagg Road Church to

discuss CAC mission opportunities.

- *Strategy:* Make Upper Albany residents more aware of CAC's housing counseling services and Adventures in the City.  
*Progress:* Flyers are being drafted for distribution in the spring.
- *Strategy:* Participate in the HUD-funded "healthy homes" program in collaboration with Hartford Hospital and the City of Hartford.  
*Progress:* Major initiative is ongoing with home assessments and remediation.

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

- *Strategy:* Sustain and, as appropriate, expand CAC's involvement in the healthcare4every1 coalition in support of universal health care initiatives.  
*Progress:* Work is ongoing and Universal Health Care Foundation has approved a new grant for 2010.
- *Strategy:* Expand CAC's medical immersion program beyond St. Francis Family Practice to include personnel from Hartford Hospital, Charter Oak Health Center, and the Adult Drug and Recovery Center.  
*Progress:* Proposal to Ct. Health Foundation is in preparation stage. Due March 15. Grant has been submitted.

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

- *Strategy:* 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.  
*Progress:* This comprehensive community development is moving full steam ahead. Have expanded to include Clay Arsenal.

- *Strategy:* Working with LISC and other partners, develop and implement a comprehensive community development initiative, to include expanded community organizing efforts, in CAC's new tri-neighborhood target area (Upper Albany, Asylum Hill, Blue Hills).  
*Progress:* See above.

**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.

- *Strategy:* Provide regular opportunities for people of faith to gather for the purpose of promoting awareness and activism relating to social justice issues.  
*Progress:* Council meetings are primary structure for this.
- *Strategy:* Become a "go-to" resource or information clearinghouse for faith-based organizations seeking to build or strengthen social justice ministries.  
*Progress:* Work with sponsoring churches continues, such as Glastonbury and Asylum Hill.
- *Strategy:* 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.  
*Progress:* Steinle sermon on Martin Luther King celebration focused on this. Web site additions will add more.
- *Strategy:* Bolster CAC's visibility and reputation, especially in the areas of affordable housing and foreclosure prevention, health care advocacy, urban advocacy, neighborhood revitalization.  
*Progress:* Ongoing effort. Web site is one of the keys. Also published year end newsletter.

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

- *Strategy:* Develop succession plans for all

key staff positions and prepare for smooth transition following planned retirement of executive director.

*Progress:* Transition planning for ED is complete.

- *Strategy:* Strengthen relationships with current corporate and foundation supporters, and cultivate relationships with potential new funders.  
*Progress:* New proposals for summer program funding. Damaris Whittaker to assume marketing and development position which will focus on this.
- *Strategy:* Strengthen relationships with member churches in ways that demonstrate unique value-added and prompt churches to increase their financial support.  
*Progress:* Work with Glastonbury and Asylum Hill are two major initiatives. Rocky Hill is providing major support this year.
- *Strategy:* 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.  
*Progress:* Work is underway.
- *Strategy:* Faithfully assess and document the impact of CAC programs and initiatives.  
*Progress:* Reporting in all areas of our work is ongoing with regular quarterly reports to funders and partners.

The priority list was determined in July 2009 based on rankings done by staff members, taking into consideration strategic impact, feasibility and sustainability, and also affordability of all key initiatives included in CAC's strategic plan.

# Investment Committee

David A. Roozen, Chair

**I**t is nice to have nothing but good news to report this year — about two things in particular. First, the year's rocky start and as can be seen in the chart below, our investments fully

participated in the market as it finally pulled out of its deep recession. Indeed, both our investment managers beat our benchmark composite index.

<b>Investment Performance</b>		<i>in \$1,000s</i>		
		<b>PCG</b>	<b>BOA</b>	<b>TOTAL</b>
Market Value 12/31/09		\$2,940	\$3,596	\$6,536
Market Value 12/31/08		\$2,600	\$3,072	\$5,672
Increase After Draw*		13.10%	17.10%	15.20%
Total Return Before Draw		22.16%	22.73%	
Total Return – Composite Index**		n/a	n/a	20.69%
Portfolio Allocation 12/31/09	Equities	60.9%	57.5%	51.5%
	Fixed	18.5%	31.1%	35.1%
	Cash	20.6%	7.5%	13.4%
	Alternative Investments	.4%	4.0%	

\* Dollar values are actual, after fees and CAC monthly draw. CAC Total Return is net of manager fees but before CAC draw. Maximum CAC withdrawals from the Fund for program/operating expenses during 2009, by policy guidelines of 5% of total market value for the training 20 quarters, equaled \$366,609.

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

Second is the deep appreciation I have for the way our advisors and my colleagues on the Investment Committee have balanced, as we struggled with the downturn, a disciplined commitment to our investment policies and a probing exploration of alternatives. It has been an education and we have a much greater understanding and appreciation of each other, of the market and of our job as stewards of the Council's investments.

This led us to propose the following four revisions to the CAC's investment policies, which the board approved at its September 28, 2009 meeting.

- 1) Change in asset allocation targets (see Table 1 on the next page)
- 2) To guarantee transparency and protect liquidity, alternative investments may only be held through mutual funds, closed end funds, or exchange traded funds.

- 3) The investment return for the portfolio as a whole shall be measured against a revised benchmark index (see Table 2 on the next page)
- 4) Change from policy specified asset class benchmarks to "benchmarks appropriate to an asset class"

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).

**Table 1: Asset Allocation Changes**

FROM:		TO:	
<b>Total Equity</b>	<b>55-65%</b>	<b>Total Equity</b>	<b>50-65%</b>
Large Cap U.S. Equity	30-40%	Large Cap U.S. Equity	25-40%
Mid-Cap U.S. Equity	0-15%	Mid-Cap U.S. Equity	5-15%
Small Cap U.S. Equity	5-10%	Small Cap U.S. Equity	0-10%
U.S. REIT Funds	0-5%		
International Equity	5-15%	International Equity	5-20%
<b>Total Fixed Income</b>	<b>35-45%</b>	<b>Total Fixed Income</b>	<b>25-45%</b>
Short Term	5-8%	Investment Grade Bond	25-45%
Intermediate Term	20-40%	High Yield Bond	0-5%
Long Term Fixed	0-15%	International Bond	0-5%
		<b>Alternative Investments</b>	<b>0-10%</b>
		(real estate, commodities, hedge fund strategies, etc.)	

**Table 2: Changes to Benchmark Index**

FROM:		TO:	
S&P 500 Index	44%	S&P 500 Index (Large Cap Equity)	34%
		Russell Mid Cap	5%
Russell 2000 Index	7%	Russell 2000 Index (Small Cap)	4%
EAFE Index	10%	EAFE Index (International Equity)	14%
Lehmann Intermediate Term Bond Index	39%	Barclay's Aggregate (Investment Grade Bond)	35%
		Morgan Stanley REIT	4%
		Dow Jones Commodity	4%

## Iglesia Cristiana Nueva Esperanza, UCC

*Rev. Edwin O. Ayala*

**T**he Christian Activities Council has been a great partner and supporter of Iglesia Cristiana Nueva Esperanza (New Hope Hispanic Christian Church). Your continued support, encouragement and challenge to promote justice and the empowerment of the poor among Latino/Hispanic is truly appreciated.

You do live and put in action “breaking barriers and building community.” We are grateful!

We continue to conduct our ministry from our new setting at Immanuel Congregational Church on Woodland Avenue in Hartford. Since Reverend Persida Mendez’s departure as our pastor, we have benefited from the pastoral leadership of Reverends Edwin Ayala and Rev. Damaris Whittaker. They will be leaving their posts as our pastors after July

2010, and we thank them for their support.

We will highlight some of our achievements as well as some of our present challenges:

- Our Latino /Hispanic community is diverse including people from Mexico, the Dominican Republic, Puerto Rico including first, second and third generation (born in Puerto Rico and born in the USA), Honduras and Guatemala.
- We’ve participated in important justice ministries that have included nutritional educational programs and pastoral counseling for substance abuse users, both through a partnership with Latino Community Services.
- We have organized “New Hope in Community,” a 501c3 program with justice ministries in Hartford, East Hartford and New Britain.



- We conduct ministries with women, families, children and youth.
- One of the most important decisions of this past year was to physically move from East Hartford to Hartford. We are now in the City of Hartford as a full partner and collaborator for the empowerment of the poor in Hartford.

We are committed to continue collaborating with the CAC as together we break barriers, build community and empower new immigrants and the poor in the capital city of Hartford! As we identify new pastoral leadership we will make sure that our commitment to justice will be a sign of our congregation for years to come.

## Greater Hartford Interfaith Coalition for Equity and Justice (GHICEJ)

*By Margaret Steinegger-Keyser*

**T**he Greater Hartford Interfaith Coalition for Equity and Justice has for the past year addressed four major justice issues. The organization has strengthened its fundraising and organizational priorities and is committed to grow into an important stakeholder addressing these issues in the Greater Hartford region.

### **Health Disparities**

The two-year grant period with funds from the CT Health Foundation to address racial and ethnic health disparities is coming to an end. The focus of the project has been to create awareness and public will among our faith congregations regarding such disparities and to plan strategic actions to address specific concerns.

### **Education Project**

The GHICEJ Education Task Force reports several key accomplishments over this past year including the expansion of our tutoring program at Noah Webster and Rawson Schools. We also offered "Literacy and Parenting" workshops and completed a successful community-wide forum at Noah Webster in May which resulted in productive connections to the community.

### **Immigration**

On January 15, 2010 the Comprehensive Immigration Reform Bill came into the center stage. GHICEJ joined a Connecticut state-wide coalition to develop a strategy for immigration to be the top priority of the Obama administration. On March 21, 2010,

GHICEJ together with other coalitions in Connecticut went to Washington D.C. to show the continued fight for immigration reform. One of the highlights was the promise from Senators Chuck Schumer (Democrat, NY) and Lindsay Graham (Republican) to begin the work on Comprehensive Immigration Reform.

### **Urban Violence**

During the past year GHICEJ and the Interdenominational Ministerial Alliance of Greater Hartford came together to establish JUST PEACE, a faith movement of clergy and lay leaders whose mission is building partnerships to bring peace and justice to our community.

Over the past year JUST PEACE has worked closely with the CT Center for Nonviolence, providing training and workshops to youth and adults. We hope to support them in establishing a Kingian Center for Nonviolence in the north end of Hartford.

Finally, as summer approaches, JUST PEACE is beginning to build working relationships with CapitalWorkforce Partners and Hartford Communities that Care to place youth in summer jobs or job-skills training programs. Faith-based leaders are helping to identify worksites for young teenagers who have gone through training programs, and want to put their talents into practice. This is a very exciting opportunity for kids to have a meaningful employment experience and know that there are real alternatives for them.

# Family Life Education, Inc.

*Candida Flores, Executive Director*

Since 1987, the goal of Family Life Education programming has been to help improve the lives of low-income teen and young parents by helping them move off welfare successfully and permanently and achieve self-sufficiency.

We provide weekly, year-round educational peer support groups as well as individual, intensive case management services including home visiting, direct service (food, transportation, clothing, furniture, etc.), advocacy, positive role modeling, education and career planning, crisis intervention, supportive counseling and referral.

## **Overall Major Accomplishments in 2009**

Of the 47 mothers and 4 fathers with 65 children (116 people total):

- 1 attends college and also works
- 2 attend college
- 1 graduated from high school and CNA training
- 2 are in school and also work
- 22 are in school, training programs or have already graduated
- 14 are working
- 96% had no repeat pregnancies

## **Program Benefits**

The lasting benefits of the Family Education programs are safer, healthier children in stronger families with parents who have formulated positive life plans and are receiving the necessary help to

reach those goals. Specifically:

- When teen parents return to school, the incidence of additional unwanted teen pregnancies decreases.
- When teen parents finish high school, their child's risk of abuse decreases.
- When teen and young parents enter college, their chances of finding employment that will support them and their children increases.
- When teen and young parents feel supported by a network of professionals and other young parents, their mental and physical health improves, risk of domestic violence and substance abuse decreases and their long-term prognosis, as well as that of their children, is greatly improved.

As parents are supported and educated, their children's outcome is also improved and in this way the community as a whole is strengthened and empowered.

Last summer a former client contacted us. She had been a client in 1997 – a year that we were funded by the Christian Activities Council! Beliz now works nights at Hartford Hospital in Labor and Delivery. She told us that whenever she sees a teen mom she tells them to never give up and to take advantage of all opportunities.

Making opportunities is what the Christian Activities Council has done through your generosity to Family Life. Thank you!

## **Educational Support Groups 2009**

<b>Name of Group</b>	<b>Group Sessions</b>	<b>Participants in Group</b>	<b>Children In Group</b>	<b>Casework/Outreach Services Only</b>	<b>Total Served</b>
High School	43	21	22	4 mothers 4 fathers 5 children	25 mother 4 fathers 27 children
Career Paths	29	13	27	9 mothers 11 children	22 mothers 38 children
TOTALS	72	34	49	13 mothers 4 fathers 16 children	47 mothers 4 fathers 65 children

# Minutes of the Annual Meeting of the Christian Activities Council, June 15, 2009

*Submitted by Bebe Dudley, Secretary*

*In attendance:* Sara Batchelder, Denise Best, Carolyn Brooks-Burton, Robert Cushman, Thomas Dean, Mark Diters, Bebe Dudley, Phil Duke, William Gerber, Helen Lansberg, Lee Prince, Donna Manocchio, Noel McGregor, George Merrick, Francisco Marales, Susanne Morrill, Rich Pawlich-Pagliccio, Dave Roozen, Barbara Stott, Jim Trail, Tyrone Walker, Adrian Walton, David Weaver, Damaris Whittaker, Michael Williams, Steve Erickson (Whittlesey & Hadley)

*Staff Attending:* Nancy Allen, Edwin Ayala, Ken Esposito, Flora Foster, Tori Hamilton, Shawn Holloway, Ralph Knighton, Michelle Roberts, Don Steinle

## **Agenda Items**

The meeting began at 6:14 p.m., President Dr. Robert Cushman presiding. The annual report was reviewed.

*Treasurer's Report:* George Merrick, Treasurer, reviewed the distributed budgetary tables.

*Investment Committee:* David Roozen, Chairman, discussed the impact of the stock market collapse and the resultant 27 percent loss in our endowment fund from its highest value. He reviewed the investment policy, which is based on diversification of the portfolio.

*External Relations Committee:* No report.

*Long Range Planning Committee:* Chairman Phil Duke emphasized the broad-based participation in crafting the long range plan. He recognized the Hartford Foundation for Public Giving for its funding of this document and Linda Capanella's expertise in facilitating its formation.

*Auditor's Report:* Presented and reviewed.

*Nominating Committee:* The slate was presented and the following corrections were noted:

- Helen Lansberg on USA Board
- Phil Duke, Member at Large 2010
- Francis Davila, Member at Large 2012
- Noel McGregor, Member at Large 2012

A motion was made and seconded to accept the slate as presented, with noted corrections. The motion was passed.

*Director's Report:* Don Steinle noted that urban ministry is hard work and that these are hard times, but that CAC's strength is finding opportunity in hard times.

A motion was made and passed to approve the minutes of the meeting of April 27, 2009.

Recognition was given to the following people leaving the Board: Tom Dean, Secretary; Sara Batchelder, Chair External Relations Board; Susanne Morrill, Executive Board.

The meeting was adjourned at 7:17 P.M.

# Treasurer's Report

## *Summary of Operating Public Support, Revenue, Transfers and Expires for the Year Ended December 31, 2009*

*George Merrick, CAC Treasurer*

### Public Support, Revenues, and Transfers:

Endowment Funds Income (Transfers) .....	\$ 366,609
Estate Income Distributions .....	17,125
Church Contributions.....	22,584
Individual Contributions .....	7,111
Administrative Fees - Urban Suburban Affordables .....	60,000
Interest Income .....	503
Summer Program .....	89,280
M.T.A.I. Contributions .....	9,424
C.A.C. Financial Services .....	8,200
Developer fees .....	24,216
Grant Income .....	451,734
Other Income .....	53,625
 Total Public Support, Revenues and Transfers .....	 1,110,411

### Expenditures:

Salary and Housing .....	523,431
Payroll Taxes and Benefits .....	184,230
Office .....	114,350
Utilities .....	10,005
Insurance .....	11,099
Professional Fees .....	12,039
Staff and Program Development .....	2,327
Housing Program Expenses .....	294,279
M.T.A.I. Program .....	4,114
Church and Organization Support .....	57,793
Summer Program .....	99,327
 Total Expenditures .....	 1,312,994

Net Income ..... \$(202,583)

The above information is a summary of the operating support, revenue, transfers and expenses for the year ended December 31, 2009. 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 Ended December 31, 2009*

## *Church Contributions*

Avon Congregational Church .....	712.00
Broadview Community Church .....	250.00
Church of Christ, Congregational, Newington .....	275.00
Congregational Church of Marlborough .....	313.50
Congregational Church of South Glastonbury .....	3,500.00
East Granby Congregational Church .....	3,900.00
Elmwood Community Church .....	250.00
Faith Congregational Church .....	1,000.00
Farmington Valley Association, UCC .....	1,000.00
First Church in Windsor .....	1,500.00
First Church of Christ, Cong, Farmington .....	1,250.00
First Church of Christ, Hartford .....	500.00
First Church of Christ, Simsbury .....	6,000.00
First Church of Christ, Suffield .....	669.00
First Church of Christ, Unionville .....	100.00
First Church, East Hartford .....	200.00
First Church, Glastonbury .....	1,100.00
First Congregational Church Bloomfield .....	800.00
First Congregational Church Canton Center .....	950.00
First Congregational Church of Granby .....	500.00
First Congregational Church, Bloomfield .....	1,200.00
First Congregational Church in Woodstock .....	300.00
Flagg Road United Church of Christ .....	220.00
Grace Evangelical Lutheran Church .....	1,000.00
Immanuel Congregational Church .....	1,500.00
Missionary Society of CT/1st Church East Hartford South .....	1,015.00
Rocky Hill Congregational Church .....	7,500.00
Somers Congregational Church .....	250.00
West Avon Congregational Church .....	2,360.00
 TOTAL .....	 \$40,114.50

# Contributions and Support

*for the Year Ended December 31, 2008*

## *Foundations and Corporate Support*

Aetna Foundation, Inc.  
City of Hartford, Appraisal Gap Funds  
City of Hartford, Community Development Block Grant  
City of Hartford, Housing Opportunities for People with Aids (HOPWA)  
City of Hartford, Weed and Seed  
Connecticut Children Medical Center  
Connecticut Housing Finance Authority  
Connecticut Housing Investment Fund  
Connecticut Light & Power  
Corporation for Independent Living  
Edwin H. Bingham Estate  
Ellen Jeanne Goldfarb Memorial Trust  
Ensworth Charitable Foundation  
Fisher Foundation  
Hartford Courant Foundation  
Hartford Foundation for Public Giving  
Hartford Hospital  
Hartford Housing Authority  
Hispanic Health Council  
Hoffman Mabel Charitable Foundation  
Irene Hills Estate  
Latino Faith Partnership for Prevention and Treatment  
Local Initiatives Support Corporation  
New Hope Church  
Charles Robinson Foundation  
Schwab Charitable Fund  
State of Connecticut, Department of Economic and Community Development  
State of Connecticut, Department of Social Services  
TD Charitable Foundation  
The Village  
Travelers  
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 Ended December 31, 2009*

## *Friends Contributing*

Adil, Seymour  
Allen, Joyce H.  
Bagnall, James  
Batchelder, Sara Jackson  
Belzer, Leonard  
Berrios-Tavares, Luz  
Bigelow, Mark D.  
Bish Company Realtors  
Bishop, MarJorie N.  
Bobbitt, Paul D.  
Buck, Robinson  
Buckingham, Harold and Joyce  
Cake, M. I.  
Campanella, Linda  
Carter, Sr, Alvin B,  
Cruz-Velez, Carmen  
Cushman, Robert A.  
Dahill, Edwin M.  
Davis, Marjorie H.  
DeManche McChristian, LLC  
Dudley, Fred & Bebe  
Dugan, John and Karen  
Easton, George  
Erickson, Steven C.  
Foster, Sandra AR  
Freuden, Neal B.  
Fulton, Shirley M.  
Funderburk, James & Linda  
Garbriel, Fannie  
Gardow, Ernest  
Glezne, Becky  
Gourlie, Kathleen P.  
Hoopes, David S.  
HW Graphics  
Johnson, Debra  
Jones, Geraldine W.  
Kidwell, John & Donna  
Lansberg, Helen  
Locke, Arthur B.  
Lueckel, Charlotte

Mayo, Walter  
McLean, Hugh C.  
Merrick, George & Judith A.  
Mitchell, Rev. Ineke  
Osorio-Vasquez, Isabel  
Owens, David  
Pawlich-Pagliccio, Richard  
Poppe, Kenneth A.  
Psarakis, Emanuel  
Reed, Ann H.  
Reese, Renae  
Rion, Michael R.  
Roberts, Michelle S.  
Roy, Michael L.  
Ryan, Jack  
Scaramozza, James M.  
Steinle, Donald R.  
Stott, Robert and Barbara  
Streeter, Anne P.  
Taylor, Laura A.  
Thompson, Shirley W.  
Walker, Tyrone  
Wiesner, Betty A.  
Wootten, Douglas

# Nominating Committee, Board, Council Members 2009-2010

*Shirley Fulton, Chair of Nominating Committee*

## *Christian Activities Council*

### **BOARD OF DIRECTORS**

#### ***President***

Rev. Michael C. Williams

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

Dr. Robert Cushman

#### ***Treasurer***

George Merrick

#### ***Secretary***

Bebe Dudley

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

Dr. David Roozen

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

David Weaver

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

Phil Duke

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

Shirley Fulton

### **DIRECTORS AT LARGE**

Richard Pawlich-Pagliccio

Carolyn Brooks-Burton

Francis Davila

William Gerber

Tyrone Walker

Paul Fraleigh

### **EXECUTIVE COMMITTEE**

#### ***President***

Rev. Michael C. Williams

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

Dr. Robert A. Cushman

#### ***Treasurer***

George Merrick

#### ***Secretary***

Bebe Dudley

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

Dr. David Roozen

### **MEMBERS AT LARGE**

#### ***Class of 2011***

Carolyn Brooks-Burton

Gwendolyn Lewis

James Funderburk

Rev. Gordon Bates

Rev. Donna Manocchio

Rev. Ineke K. Mitchell

Shirley Fulton

#### ***Class of 2012***

M.I. Cake (Honorary)

Rev. Mark Deters

Marilyn L. Risi

Fernando Morales

Noel McGregor

Rev. Stephen Camp

#### ***Class of 2013***

Dr. Robert A. Cushman

Dr. David Roozen

Francis Davila

Hugh & Kate McLean

Rev. Michael C. Williams

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

Tracey Natal, Secretary

Althea Cordner

Helen Lansberg

Michelle McFarland

Roberto Pena

Vonda Powell

Kathleen Service

Adrian Walton

# Sponsoring Churches and Church Delegates

## 2009-2010

### **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  
*Mission and Stewardship Committee*

### **East Granby**

First Congregational Church of  
East Granby

### **East Hartford**

First Congregational Church  
of East Hartford  
South Congregational Church  
*Nancy Fitzgerald*

### **Farmington**

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

### **Glastonbury**

Buckingham Congregational  
Church of UCC  
*Bebe Dudley*  
Congregational Church of South  
Glastonbury  
*Linda Funderburk*  
First Church of Christ,  
Congregational  
*Paul Fraleigh*

### **Granby**

First Congregational Church of  
Granby  
*Ernie Gardow*  
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  
*Prince Lee*  
First Church of Christ in Hartford  
(Center Church)  
*Dana Geter-Walker*  
Inglesia Christiana Nueva  
Esperanza  
Immanuel Congregational  
Church  
*William Gerber*  
South Congregational Church,  
*Frank P. Lockard*  
Warburton Community Church

### **Manchester**

Center Congregational Church

### **Newington**

Church of Christ, Congregational

### **Rocky Hill**

Rocky Hill Congregational  
Church  
*Richard Pawlich-Pagliccio*

### **Simsbury**

First Church of Christ  
*Sara J. Batchelder*

### **Vernon**

First Congregational Church of  
Vernon

### **West Hartford**

Covenant Congregational Church  
of West Hartford  
Elmwood Community Church  
First Church of Christ,  
Congregational  
Flagg Road United Church of  
Christ  
*Susanne Morrill*

### **Windsor**

First Church in Windsor  
*George Merrick, Tom Finlay*  
Poquonock Community Church,  
Congregational  
Wapping Community Church  
Wilson Congregational Church

# Staff, Related Staff and Life Members

## *Staff*

**Rev. Donald R. Steinle**

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Director of the Metropolitan  
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