

Christian Activities Council

Annual Report

2007-2008



Breaking Barriers • Building Communities

CHRISTIAN ACTIVITIES COUNCIL

ANNUAL REPORT 2007–2008



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

Robert A. Cushman, M.D., President

The Christian Activities Council this year completes 157 years of service in Greater Hartford, pursuing social justice across many domains, and in meaningful partnership with others in our community. As an organization, we have much to be both proud of, and thankful for, in the pursuit of this work and the outcomes of our collective efforts.

A few of the highlights of the past year include:

- Yet another horizon-expanding year for Adventures in the City, with new program additions that again expanded enrichment experiences for targeted, new populations;
- An exciting year of working in partnership with the Connecticut Conference of the United Church of Christ, as well as continued collaboration with the Greater Hartford Interfaith Coalition for Equity and Justice and the Universal Health Care Foundation of Connecticut, educating church members across the state about healthcare access as an issue of social justice;
- The near-completion of the beautiful renovations of the first of the historic, two-family affordable housing units on Edgewood Street, and the continued growth in the numbers served by our housing counseling programs, working against harder odds in the current housing loan climate;
- Growth in the number and types of housing units and properties that the CAC and its staff have responsibility for and oversight of, including taking on the stewardship of the property assets from the West Hartford Interfaith Housing Coalition as that entity, whose justice mission was very similar to parts of ours, ceased its operations.

The immersions offered through the Metropolitan Training and Advancement Institute (MTAI) continue to take on different foci to match the needs and interests of various groups who seek this extraordinary community resource. And the new concept of “asset mapping” has been shared with member churches seeking to identify the scope of their own capacities for mission in its various forms. This is an exciting new approach, and the staff look forward to sharing it with other churches seeking to both expand and focus their local and regional mission efforts.

In May, we celebrated a joyful evening at the annual awards dinner, at which several extraordinary youth who have been involved as participants, mentors, and staff with the Adventures in the City and other community service outreach initiatives were recognized for their contributions and role-modeling. Fittingly, that night's keynote address was delivered by the Rev. DaVida “Day” McCallister, the newly-arrived associate conference minister for youth and young adult ministries for the Connecticut Conference of the UCC. We look forward to teaming with her and others to further the collective community committed to providing our children and youth a safe, nurturing, stimulating, and spiritual environment in which to grow and mature.

All these successes could only be achieved through the dedicated, collaborative work of the CAC's leadership, staff, and partners. We are *all* blessed to be part of that whole, and to be able to contribute to the ongoing positive momentum of the organization. Together, we can look forward with assurance to the challenges and successes which the coming year shall surely bring, and to moving the justice agenda another several steps forward. Yes, we can.

Executive Director's Report

Rev. Donald R. Steinle

My report this year is going to be perhaps unusually personal and reflective rather than being focused on programs. You will read plenty of that in other reports.

I am writing this (late as usual!) in the quiet and peace of the Steinle family Adirondack retreat far from the stresses and strains of urban life and just after our wonderful 2008 Annual Awards Dinner. Two events in stark contrast weigh heavily on my spirit as I write, one the dinner itself along with its theme on children and youth, and the other the loss of a dear friend, Phillip Roberts, the husband of Michelle, one of our stellar staff persons.

The dinner reminded me again of the venerable and storied history of the CAC. With respect to children specifically: the founding of the first Boys Club in America in 1860, the advocacy for children by our outstanding "city missionary" Virginia Thrall Smith, her work on what was to become Newington Children's Hospital, the summer camp "House in the Fields" for inner city children, and our current Adventures in the City among many other efforts. We are stewards of that history and continue to carry on our work among the poor, the disenfranchised, the oppressed, and especially those who are most vulnerable—children and youth, the elderly, single head of household families struggling to survive in a sometimes hostile urban environment.

DaVida McCallister, our keynote speaker, in her rousing address, reminded us that "empowerment" must be accompanied by engagement. Her question, "Who 'ya with?" echoes in my mind and I continue to encourage us to stand with all those whom we serve.

Among our many accomplishments during the year was the completion of our affordable housing developments on Irving and Vine streets and the continued work on restoring two historic buildings on Edgewood Street that will become homes to lower income working families.

However, the major new initiative was the beginning of efforts to support the establishment of universal health care in Connecticut. We have added this to our list of priorities and are privileged to have Ken Esposito, our "congregational organizer," on staff through the generosity of the Universal Health Care Foundation. We have launched this new initiative in conjunction with the Connecticut Conference of the United Church of Christ, and so our mission extends throughout the state with respect to this initiative.

Looming immediately ahead is also our hiring of a neighborhood organizer, Shawn Holloway, to assist in our neighborhood revitalization initiative. We are grateful to the Upper Albany Weed and Seed program for funding this new venture.

The coming year promises to be equally exciting and challenging as more and more people struggle with the economic difficulties of our time. My thanks to the magnificent staff of the CAC and the faithfulness of our board of directors and other affiliated groups. May God continue to bless and guide us in our mission and ministries.

Associate Director's Report

Rev. Edwin O. Ayala

My areas of responsibility at the Christian Activities Council require that I pay particular attention to the Metropolitan Training Advancement Institute, Adventures in the City (fundraising and administration) and responding to assigned tasks from our executive director. In this past year I responded to many challenges in all three areas, plus in the capacity as a civil engineer, I've been acting as owner representative on 19 Edgewood in Hartford (housing rehabilitation project). Rev. Nancy Allen, my assistant, has been a great collaborator and colleague, allowing me the time and space to do my work as I also respond to new responsibilities.

Metropolitan Training Advancement Institute *(together with Rev. Nancy Allen)*

Immersion

- Eight immersions to church groups
- Four immersions to agencies and community organizations in Hartford
- Two special immersion programs in Hartford and Puerto Rico for residents in the Saint Francis Family Medicine Program

Training and Education

- Four workshops related to issues of empowerment, anti-racism and diversity
- Support to teen pregnancy prevention, nutrition education and substance abuse education strategies
- Full year anti-racism program for GHICEJ in partnership with Rev. Michael Williams and the Center for Conflict Transformation
- Asset mapping education and training led by Rev. Nancy Allen
- Black and Latino urban training held at Hartford Seminary over six Saturdays

Additional Outreach

- Twenty preaching commitments
- Active involvement in support of Universal Health Care Initiative regionally and state-wide

- Support to New Hope Hispanic UCC Church in East Hartford
- Partnership and support of Center for Conflict Transformation, Greater Hartford Coalition for Equity and Justice, and Clergy Coalitions
- Empowerment and support of the Asian and Brazilian community.

Adventures in the City

(together with Rev. Nancy Allen)

445 children were served in 2007—fewer than in past years due to reduced funding from foundations and corporations (we served 800-plus children in 2006). Other highlights of the year include:

- Continuation of the extended day care program at two sites which allowed working parents to drop their children off at 7 A.M. and pick them up at 5 P.M.
- Special support to programs at Milner and Sands Elementary Schools
- Financial support for Milner School's after-school program for the full year
- Grace Lutheran on Woodland Street in Hartford became a new site. Members and staff of that partner congregation provided great support to the program.

Delegated Tasks

- Supporting the work of the External Relations Committee was a great pleasure.
- Working in the capacity of civil engineer, I acted as owner representative for the rehabilitation project at 19 Edgewood.
- Creative collaboration and partnership with the Connecticut Conference UCC, Universal Health Care Foundation and the Christian Activities Council for Universal Health Care Initiative was very gratifying.

We are committed to continuing to collaborate with churches, laity, agencies, , council and board members, and others to empower the poor as we break down the barriers that sustain poverty and injustice. Together we have made a difference; together we will make a difference!

Report of the Director of Housing Ventures

Yvonne Deal Chandler

Urban Suburban Affordables, Inc.

The American Dream Downpayment Initiative (ADDI) is in full swing. We have already helped countless applicants achieve their goal of homeownership through the tireless counseling from Tori Hamilton. In addition, ADDI has been able to provide 13 families with downpayment and closing cost assistance.

USA and the CAC have completed the merger of USA with the West Hartford Interfaith Housing Coalition. We have been able to add the assets of WHIHC to USA, which includes a new board member.

Currently, USA has 216 ground leases or silent second mortgages. Resales have been moving forward, several are currently in progress.

For the first time, we are working to provide foreclosure prevention counseling to our USA homeowners through the services of Tori Hamilton.

Upper Albany Revitalization Initiative

I continue to meet with the Deerfield Avenue residents when possible, and they continue to meet on a regular basis. Deerfield resident Denise Best continues to lead her block towards excellence.

Construction of the three two-family houses on Irving Street is complete the homes have been sold to first-time homeowners. Two houses on Vine Street have also been completed and sold to first-time homeowners.

Edgewood Street is next on our radar screen. Two of the three buildings that we own are in the final phases of construction. Both buildings will house four two-family houses. The third building will become phase one of a condominium development.

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

Horace Bushnell Management Resources

Yvonne Deal Chandler, Executive Director

Horace Bushnell Congregate Homes

Horace Bushnell Congregate Homes (H BCH) is currently working on two major initiatives:

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

This year, the board of directors under the leadership of James Bagnall has worked to continue to provide quality housing for the elderly and disabled. New members to the board of directors are needed.

Property Manager Mary Coleman, Resident Services Coordinator Beatrice Hite, maintenance staff members Colleen Smith and Joel Proffitt and Occupancy Specialist Debbie Knowlin all continue to provide services for residents. Their work is invaluable. Our security staff under the leadership of William Evans is, of course, outstanding.

Rev. Joseph Zezzo House, Inc.

We recently lost a member of the Zezzo House community, Denard Manderville. Denard will be missed.

Sandra Foster continues to serve on the mayor's Commission on AIDS for the City of Hartford. Rev. John Selders continues to provide counseling and programming for the residents. Our new Board President

Maryland Grier continues to address the needs of our community.

Recently, HUD inspected this property and we scored 81 percent out of 100 percent. Our next scheduled inspection will be in two years.

This year we have applied for a Community Development Block Grant (CDBG) with the support of HUD. This grant will allow us to have an electronic gate at the entrance to the Zezzo House parking lot.

Horace Bushnell Apartments LLP

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

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

The property has received a grant from the Department of Economic and Community Development to replace the heating systems in the buildings.

Washington Community Housing Trust

A new addition to our family is the three properties that we now manage for the Washington Community Housing Trust. One of the properties is in New Preston and two are in Washington Township and they are great examples of the success of affordable housing complexes in upper middle class and rural communities. Property Manager Lisa Gangell is a joy to work with!

Finally, I really need to give credit where it is due: the HBMR staff is great!

Mary Coleman is an awesome property manager and her 30 plus years of property management experience is serving the property and the residents well. Beatrice ite, who has one of the most pleasing personalities, is a great addition to our staff. Her enthusiasm is contagious. Johnnie Rogers continues to hold the fort at Horace Bushnell Apartments, and Edwin Guzman at Rev. Zezzo House is doing a wonderful job. The staff at Horace Bushnell Congregate Homes has stepped up to the plate keeping the property secure as well as clean.

Finally, the leadership of Vincent Bish, president of the board of directors is invaluable. The addition of Phillip Duke and Patricia Savanella to the board has been wonderful.

Housing Research and Development

Ralph Knighton, Housing Consultant

In an effort to impact homeownership and the physical conditions of housing in the Upper Albany neighborhood, the CAC's housing consultant researched the ownership, physical conditions and unit type of more than 500 properties.

The average owner-occupied property rate for the streets researched was 49 percent. It should be noted that several Upper Albany residents own more than one property on a given street and within the neighborhood in which they live.

The neighborhood housing stock is in good to poor condition. There is a significant need for a program to address deferred maintenance such as exterior painting, roof and porch repair, etc.

Unlike other areas of Hartford, the Upper Albany neighborhood housing stock provides a wide array of two- and three-family housing designs. Many contain distinct architectural features that may be of historical value.

As a result of the research of the various streets, a comprehensive list of 14 properties was identified as potential development sites to further the work of the CAC.

The CAC also participated in various community efforts involving neighborhood revitalization. CAC staff and the housing consultant attended various community meetings of residents, merchants, and other interested parties concerning the proposed improvements planned for the Upper Albany neighborhood. These efforts include but are not limited to the following:

- Route 44 improvement plan (Albany Avenue, State Department of Transportation, the City of Hartford, Metropolitan District)
- Town Center—a mixed-use proposal consisting of retail, commercial, and possibly housing to be located at the corner of Albany Avenue and Woodland Street (the former Mobil gas station and Woodland Moving and Storage sites)
- Relocation of the Albany Library Branch to the corner of Blue Hills and Albany Avenues, the provision of off-street parking, and other initiatives

Based upon current assets and needs, the CAC has identified Lenox and Cabot Streets as the next two target blocks for revitalization.

Universal Health Care Initiative

Ken Esposito, Congregational Organizer

Since its startup on October 1, 2007, the Universal Health Care Initiative has been very well received. In early October, we meet with the Connecticut Conference UCC staff and received their support. With their cooperation, we have been able to implement strategies to meet our goals:

- Creating an effective educational campaign to mobilize the 36 UCC CAC member churches and the other 210 UCC churches in the State of Connecticut.
- Building coalitions with other groups in local regions and at the state level.
- Working closely with the Universal Health Care Foundation in support of actions, strategies and mobilization of groups until there exists in Connecticut a health care plan that provides affordable, quality care for everyone.

Our first effort was to offer a workshop at the Connecticut Conference UCC Fall Annual Meeting on October 19, 2007. We provided education on the State's health care issues and called upon all UCC congregations and the Connecticut Conference UCC staff to work actively for the passage of universal health care legislation in the 2009 state legislative session. Our proposed resolution was passed by a unanimous vote the next day.

From October to mid-January 2008, we reached out to clergy and key church leadership, giving presentations at four UCC church association meetings and to two interfaith ministerial gatherings. We also conducting one-to-one meetings with 63 UCC clergy to hear their health care concerns, build relationships, and engage them in organizing events and activities connecting their congregations to the health care campaign.

Since mid January, we have organized numerous events.

- We designed an educational forum titled "Health Care 4 All—A Moral Imperative!" So far we have held the forum at 16 UCC congregations reaching 450 parishioners, 200 of whom signed up to participate actively in the health care campaign.
- We organized three community events in April attended by another 100 people. At one event, the president of Day Kimball Hospital publicly expressed that "our health care system doesn't just need tweaking or improvements. The system is broken!" Furthermore, he agreed to urge the hospital board to endorse the Healthcare4every1 campaign.
- Other activities included two additional presentations for Interfaith Clergy Associations and 15 one-to-one meetings with UCC clergy. We also participated in the April 17 "Interfaith Fellowship" sponsored press conference calling for the creation of a Commission on Health Care Disparities.
- At the conference level, we provided help in the creation of a Lenten Series health care curriculum and staffed a workshop at the May UCC CT Conference Spring Annual Meeting where a panel of four health care professionals gave presentations about the health care crisis from their perspective.

The work of these past nine months has established a strong foundation upon which to build.

Long-range Planning Committee

Phil Duke, Chair

Upon the recommendation of the Long-range Planning Committee, the Board of Directors and the Council approved two revisions to the strategic plan during the past year. First, the plan's life was extended an additional year, covering 2002 to 2008. Second, the plan was revised to include major initiatives in pursuing universal healthcare in Connecticut.

The Long-range Planning Committee is currently working on the process to create a

new strategic plan. The current time line includes identifying a strategic planning consultant by September 2008, holding an all inclusive planning retreat by November 2008, and presenting a written strategic plan for comment and approval to the Board of Directors and to the Council in the first quarter of 2009. The existing strategic plan with the mentioned revisions is presented below.

Five-year Strategic Plan Ending 2008

Adopted Fall 2002, revised June 2004, second revision January 2006, third revision November 2006, fourth revision November 2007, fifth revision February 2008

Mission Statement

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

Vision Statement

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

Fundamentally, the means for carrying out

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

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

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

Performance Legend	
* Slow	0–5%
** Modest	5%–10%
*** Excellent	Double digit

*Affordable Housing
Long Range Goals and Objectives:*

- 1) To increase the stock of low and moderate income housing in the region with special emphasis on the Upper Albany neighborhood.***
 - a) To form a partnership with at least one member church in sponsoring a suburban affordable housing development.
 - b) To implement a block-by-block housing redevelopment and revitalization plan in a targeted 15-block area of Upper Albany in order to promote homeownership opportunities.
 - c) To maintain and administer a housing assistance fund for emergency needs of families in Upper Albany.
- 2) To provide homeownership opportunities for low and moderate income families throughout the region.***
 - a) To make available homeownership opportunities for up to 150 families through the scattered site homeownership program.
 - b) To secure a stable, dependable funding source to maintain and continue the scattered site homeownership program at least at the same level of homeownership transactions experienced in 2003.
 - c) To explore the development of

- programs and relationships with scattered site homeowner families.
- d) See 1), b) above.
 - e) To develop and maintain a homeownership training and counseling program in relationship to our scattered site homeownership efforts along with the Hartford Housing Authority and other homeownership programs.
 - f) To seek recognition and funding from HUD and other groups as a certified housing counseling agency.
- 3) To break down racial and economic barriers in housing patterns throughout the region, thus stimulating the development of more diverse communities.*
 - a) To respond to other towns in the region regarding the promotion of first time home buyer programs.
 - b) To maintain membership and participate in the legislative advocacy efforts of the State Housing Coalition.
 - c) See 1), a) above.
 - 4) To assist other closely related non-profit housing organizations and developments.***
 - a) To assist North Hartford Development Corporation in determining its future direction.
 - b) To maintain a supportive relationship to various closely associated housing developments, including Horace Bushnell Congregate Homes, Rehoboth Place Cooperative, The Concord Building, Pinewood Condominiums, and the Zizzo House.
 - c) To provide staff and leadership for the Urban Suburban Affordables board.
 - d) To provide staff support and leadership for Horace Bushnell Management Resources.

*Youth Education
Long Range Goals and Objectives:*

- 1) To support efforts to promote and secure for each individual child in the region the services, connections and opportunities to empower each child to gain to his/her

fullest potential the knowledge, insights and critical thinking capabilities needed as an adult to maximize independence and control over his/her environment, sense of self worth and capacity to contribute to the welfare of the community.*

- a) To join in the coalition efforts to implement Sheff vs. O'Neill.
- 2) To improve the education and enrichment opportunities for targeted groups of Hartford youth through supplementary programming with primary focus on Upper Albany.***
 - a) To continue sponsoring a summer educational program—Adventures in the City—for at least 250 inner city youth, including those with special needs, at both church and school based sites.
 - b) To market the model of this summer program so it can be more widely replicated throughout the city.
 - c) To raise a minimum of \$110,000 per year to support this summer program.
 - d) To support initiatives that provide follow-up tutorial programs to supplement the CAC summer program.
 - e) To continue and expand the extended day program as part of Adventures in the City.
 - f) To collaborate with others in exploring the development of a Boys and Girls Club in Upper Albany.
- 3) Develop partnerships with schools, churches, organizations, and individuals to improve public education in Hartford with special emphasis on Upper Albany.*
 - a) To develop and implement a plan for relating sponsoring churches of the CAC to city schools, especially in Upper Albany, using a partnership model.
 - b) To maintain a close working relationship and partnership with Milner School.

Mission Education and Leadership Development
Long Range Goals and Objectives:

- 1) To increase the awareness and understanding concerning the reality, etiology and consequences of systemic poverty and promote potential social solutions, especially among UCC and other religious laity and clergy, together with other concerned persons in the region.***
 - a) To conduct a church-based immersion program with at least two churches per year.
 - b) To maintain the training program with physicians for the next five years.
 - c) To develop a training program for educators during the next two-year period.
 - d) To conduct an orientation for CAC delegates as needed.
 - e) To conduct special events and “mini-immersions” with various groups at least four times a year.
 - f) To make presentations regarding the CAC and its ministries to at least seven sponsoring churches per year.
 - g) To add experiences with other new immigrant groups as part of an expanded MTAI curriculum.
 - h) To disseminate information and calls for action regarding criminal justice and prison reform issues.
 - i) To disseminate information and calls for action regarding effects to curb teen pregnancy in the Hartford region.
- 2) To train and equip lay and clergy leadership for effective social justice ministry in the region.**
 - a) To support creative partnerships with the Center for Conflict Transformation in Hartford.
 - b) To train and create a volunteer network to assist in the work of the CAC.
- 3) To provide, coordinate, and support education and training initiatives for inner city residents and neighborhood

Performance Legend

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

groups that will equip them to meet the challenges of urban life.*

- a) See 2), a) above.
- b) To develop plans for a new training facility on the land next to the Mack Center.

*Church Support and Neighborhood Empowerment
Long Range Goals and Objectives:*

- 1) To strengthen UCC presence and mission with the poor through support of inner city churches and community organizations that use a reciprocal and collaborative approach.*
 - a) To provide annual financial assistance for each supported church and organization.
 - b) To develop a specific liaison relationship utilizing a CAC volunteer with each supported group.
 - c) To conduct an annual evaluation of the effectiveness of each supported group.
 - d) To add new supported groups as opportunities and resources permit.
 - e) To establish a covenant relationship with clear lines of accountability with each group.
 - f) To provide technical assistance and work with our supported churches and organizations as they become effective and faithful agents of social change in their communities.
 - g) To build supportive and covenantal relationships with immigrant support groups including Asian, Brazilian, Eastern European, Somali, and Liberian..
- 2) To develop and implement a long term, comprehensive neighborhood revitalization initiative in a targeted area of Upper Albany which will serve as a model community-based urban empowerment vehicle addressing all areas of the "cycle of poverty" (education, employment, housing, health care, rights and culture) along with special emphasis on public safety.***
 - a) To develop a model of comprehensive

revitalization in a 15-block area of Upper Albany bounded by Garden Street, Homestead Avenue, Woodland Street, and Greenfield Street.

- b) To implement this model in collaboration and partnership with residents and other organizations.
- c) To organize block watch and resident organizations on every street in this target neighborhood.
- d) To participate in and support the "Weed and Seed" program in Upper Albany.

*Universal Health Care
Long Range Goals and Objectives:*

- 1) To support and initiate efforts to bring full access to high quality and affordable health care services in the Greater Hartford area and throughout the state.
 - a) Partner with the Connecticut Conference on achieving universal health care in Connecticut, educating, organizing, and mobilizing UCC churches around universal health care.
 - b) Participate in the "Healthcare 4 Every 1" campaign led by the Universal Health Care Foundation of Connecticut.
 - c) Partner with other groups and organizations which are working towards universal health care.

*Organizational Development
Long Range Goals and Objectives:*

- 1) To strengthen the financial resources of the CAC for the sake of its mission.**
 - a) To increase church giving to over \$30,000 annually.
 - b) To double individual giving in this planning period.
 - c) To develop and implement a comprehensive planned giving program for the CAC.
 - d) To double the combined housing developer fees, administrative fees, and land lease fees during this planning period.
 - e) To maintain special income for the summer program of at least \$110,000

and for MTAI of at least \$5,000.

- f) To double the annual fees for CAC financial services and increase staff as fees allow.
 - g) To increase the value of the CAC endowments by at least six percent per year with a proportionate increase in the annual budgetary draw.
 - h) To secure an active delegate and financial support from every sponsoring congregation.
 - i) To build the capacity of the organization in broadening its funding base from a variety of sources.
- 2) To strengthen the human resources of the CAC for the sake of its mission.***
- a) See 1), h) above.
 - b) To maintain the staff evaluation process along with plans for staff training and advancement.
 - c) To nurture and strengthen Board leadership in the CAC and USA.
 - d) To nurture and utilize the volunteer network of the CAC to strengthen its mission effectiveness.
- 3) To strengthen the organizational resources of the CAC for the sake of its mission.**
- a) To recruit all eligible UCC congregations in the region to become sponsoring churches of the CAC.
 - b) To establish a specific covenant relationship with the Connecticut Conference of the UCC and its related regional structures.
 - c) To strengthen the public relations efforts of the CAC by developing a comprehensive communications strategy including regularizing the newsletter and producing new educational materials including brochures and an adequate website.
 - d) To expand computer technology to cover all work areas of the CAC and train staff in utilizing this technology as needed.
 - e) To nurture relationships with every sponsoring UCC congregation by regular contact with pastors and mission committees.
 - f) To develop a retirement, transition, and succession plan for the Executive Director by 2005.
 - g) To revise and update the personnel manual of the CAC.
 - h) To revise and update job descriptions for all CAC staff as needed.
 - i) To establish covenant relationships with faith coalitions organized around specific community issues and with interfaith organizations consistent with a justice agenda.

Performance Legend

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

Investment Committee

David A. Roozen, Chair

One of the major changes during 2007 was that the state of the economy replaced terrorism as the major concern of the American people. And indeed, the financial markets provided all the thrill of a roller coaster as they surged up during the first quarter of 2007, dropped precipitously during the second quarter, then surged to new all-time highs during the third quarter only to drop again in the fourth quarter wiping out just about all of the year's previous gains. The good news: our fund managers significantly beat the composite index we use to monitor performance and our investments finished the year with a notable gain. Total return (dividends, interest and appreciation) for the year-end holdings of roughly 65% equities and 35% bonds and cash was 6.5%. This total return, minus withdrawals from the Endowment for program and operating expenses during the year, brought the year ending market value of the Endowment to just under \$8 million.

The 2006 draw from our investments for the annual operating budget was targeted at \$342,000 and the 2007 draw dropped to \$340,000, the decrease due to our 20 lagging quarter method of determining the draw and the resulting carryover of steep market

declines during the middle months of 2002. The 2008 draw moves us beyond the 2002 declines and therefore the targeted \$349,000 reflects a healthy increase over 2007.

Our Endowment is invested in funds rather than individual stocks or bonds, except for a laddered collection of bonds with the Private Capital Group (PCG). We utilize two investment firms in order to expose ourselves to two different investment styles and ideas. One is PCG, located in West Hartford with Benjamin D. Kille managing our account. The second is Bank of America with Patrick Staffaroni as account manager and Daniel M. Glenney as portfolio manger.

The investment committee meets with each of our account managers quarterly to review past performance, assess future trends, make portfolio adjustments, brief the account managers on anticipated CAC cash flow needs, review policy guidelines and respond to CAC board requests.

Investment policy guidelines are summarized in each quarterly report to the CAC council, the investment committee takes the guideline's discipline extremely seriously, and I would happy to share a copy with anyone interested in seeing them (just email me at: roozen@hartsem.edu).

Investment Performance

	<i>in \$1,000s</i>		
	PCG	BOA	TOTAL
Market Value 12/31/07	\$3,562	\$4,409	\$7,971
Market Value 12/31/06	\$3,427	\$4,260	\$7,687
Net Increase/Decrease	3.94%	3.50%	3.69%
Total Return CAC*	10.83%	7.58%	8.70%
Total Return – Composite Index**	n/a	n/a	6.53%
S & P 500 Stock Index	n/a	n/a	5.50%
EAFE (International Equity Index)	n/a	n/a	11.17%
Lehman Govt/Credit (Fixed Index)	n/a	n/a	7.25%
Port. Alloc Equities: 12/31/07	70.7%	62.9%	66.4%
Port. Alloc Fixed: 12/31/07	18.1%	33.5%	26.6%
Port. Alloc Cash: 12/31/07	11.1%	3.6%	7.0%

* Dollar values are actual, after fees and CAC monthly draw. CAC Total Return is net of manger fees but before CAC draw. Maximum CAC withdrawals from the Fund for program/operating expenses during 2007, by policy guidelines of 5% of total market value for the training 20 quarters, equaled \$339,816.

** Composite Index: 0.44 S&P 500; 0.07 Russell 2000; 0.10 EAFE; and 0.39 Lehman Inter

Our Bank of America account includes two staff mortgages, and three small loans for housing development. We also have a margin loan with the Private Capital Group to provide bridge funding for housing development projects (which is partly why we have such a large cash allocation in our PCG account).

Church External Relations

Sara Batchelder

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

We are investigating the Mural Arts Program in Philadelphia in hopes that we can sponsor a similar program in Hartford which would generate pride in the neighborhoods of our city.

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

We are planning a justice forum for the fall in which we hope to bring together the African American and Latino perspectives on race relations.

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

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

Amistad UCC Church

Bishop John L. Selders, Jr., Pastor

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

It's been almost seven years that we've been the recipient of support from the CAC—seven years of faithful commitment to the vision of our urban ministry. This year more than others, we are most grateful to you for it has not been easier, it's been harder, and the CAC has been right there to aid us on our journey. Thank you so much! Much appreciate goes to The Rev. Don Steinle, the CAC's executive director, for his kind leadership and advice offer to us. Don, you are a living example of how friendship and collegueship manifest. Don, you are a tremendous gift to us! May God continue to bless you and yours. We are honored to share the journey with you.

This last year has been a year of transition for our congregation with the loss of several of our most committed and faithful

members. Yet, we continue to thrive as a community of faith, sharing in ministry through worship and facilities at Elmwood Community Church. Our shared ministry has allowed us to share a number of joint worship services in the year. We successfully sponsored our fourth annual conference, "Liberation Conversations, 2008," having the first activity of our conference sharing in the CAC Annual Awards Dinner. A great time was had by all. We continue to provide leadership to several faith-based organizations here locally and within the Connecticut Conference of the United Church of Christ and we will have several key opportunities during General Synod this year. All praise be to God.

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

We remain partners in the work of urban ministry for the sake of the gospel!

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

Rev. Edwin O. Ayala

Iglesia Cristiana Nueva Esperanza, UCC in East Hartford is a witness and justice congregation that is proud to be in partnership with the Christian Activities Council. Your financial support has helped us in empowering the poor and breaking the barriers that sustain poverty and injustice.

Here is a brief summary of some of our emphasis and priorities:

- Rev. Edwin Ayala and Rev. Damaris De Leon have given us precious quality time in preaching and basic pastoral work helping us to explore new justice initiatives. They do empower us!
- Our average attendance numbers around 45, serving families from Mexico, Guatemala, Honduras, Dominican Republic, Peru, Bolivia and Puerto Rico. All worship is bilingual.
- There is a beautiful group of children, a dynamic youth group, a women's group, a couples group, a worship group, and a family focus that is contagious and inspiring.
- The congregation has been involved in issues such as immigration, universal health care, HIV education and support, affordable housing explorations (five families have bought their own homes), nutritional education, and other similar matters.
- The congregation is also part of the Greater Hartford Inter-Faith Coalition for Equity and Justice.

Our ministries are expanding so much that we are in process of exploring a new location for ministries and worship. Yes, we do need your support and yes, we are making a difference because of it!

Gracias!

CAC Financial Services

Michelle Roberts, Manager

CAC Financial Services has completed eleven years of providing financial services to the nonprofit or faith based community. We are still expanding. This past year we took on the bookkeeping and accounting for three new housing projects through our affiliation with Horace Bushnell Management Resources.

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

Minutes of the Annual Meeting of the Christian Activities Council, June 11, 2007

Submitted by Thomas Dean, Secretary

The Christian Activities Council held its 2007 Annual Meeting on June 11, 2007, with CAC President Robert A. Cushman presiding.

- *CAC Council (delegates):* Daryl Ballantyne, Sara Batchelder, Rev. Gordon Bates, Robert A. Cushman, Andrea Davey-Mercer, Thomas Dean, Philip Duke, Nancy Fitzgerald, Shirley Fulton, James Funderburk, Linda Funderburk, Ernie Gardow, Helen Lansberg (CAC and USA), George Merrick, Susanne Morrill, Richard Pawlich-Pagliccio, Pat Reville, David Roozen, Barbara Stott, James Trail, Tyrone Walker, William Warner-Prouty, David Weaver, Damaris Whittaker, Michael Williams
- *CAC Staff and Associates:* Rev. Nancy Allen, Rev. Edwin Ayala, Candy Bordonaro, Yvonne Chandler, Ralph Knighton, Michelle Roberts, Rev. John Selders, Rev. Donald Steinle
- *Honored Guests and Visitors:* Noel McGregor (USA), Roberto Pena (USA), John Stevens (USA), Tracy Natal (USA), Adrian Walton (USA), Steve Erickson representing Whittlesey & Hadley

The meeting was called to order at 6:15 p.m., President Robert Cushman presiding. President Cushman called upon the Rev. Michael Williams to give the invocation. Following the invocation, President Cushman led the proceedings with introductions of attendees, followed by his opening remarks, leading to attending to the agenda items, to wit:

Minutes, Annual Meeting of June 11, 2007

Upon opportunity to review, a motion was recognized to approve the minutes as submitted and contained in the "Annual Report 2006-2007." The motion received a second. The question was called and the minutes were approved without dissent.

Treasurer's Report

Treasurer David Weaver, referred the gathered assembly to the written treasurer's report contained in the "Annual Report 2006-2007." Verbally, he commented upon the reported deficit, a disappointment in revenues projected for the year 2006, caused by the failure to close on a construction project in the CAC's Upper Albany Revitalization Initiative for homeownership housing.

President Cushman then redirected the attention of the attendees to the agenda. He referenced and cited the remaining reports contained in the "Annual Report 2006-2007" hereinafter, "*Annual Report*," asked for any questions or comments pertaining thereto, and hearing none, proceeded into the business session of the meeting, as follows.

Nominations

CAC Board Members and At-large Delegate Members
Nominating Committee Chairperson Shirley Fulton, presenting. President Cushman introduced Chairperson Shirley Fulton. Ms. Fulton indicated that the Committee's nominees for the officers, board members and open posts for at-large delegate members for the CAC were listed in the Committee's entry in the Annual Report. She read the list of nominees. She asked the proposed new members nominated by the Committee to stand up and be recognized, and then requested the President to open the matter for nominations from the floor.

The matter was so opened, but no floor nominations were received. Hearing none, Ms. Fulton then requested CAC assembly affirmation of the Committee's nominees as so listed by a motion from the floor. A motion was heard to the effect that a single voice ballot be taken to approve the Committee's nominees, as presented. The motion received a second. The question was

called and the motion was approved without dissent.

*Urban Suburban Affordables, Inc. (USA)
Board Members and Officers*

This meeting also coincided with the noticed annual meeting, time and place called by the Board of Directors of Urban Suburban Affordables, Inc. (USA) for the election to fill vacancies on its board and for officers. Ms. Fulton was also delegated by USA to present nominations pertaining thereto. Ms. Fulton read the list of officer and board candidates. She then requested nominations from the floor. Hearing none, she requested a motion from the floor from a USA board attendee. Such motion was thereupon received from the floor, followed immediately by a second. The question was called and the motion was approved without dissent.

President Cushman expressed his thanks to the CAC and USA member attendees, and to the staff for all their efforts over the past year.

Audit Report

President Cushman introduced Steve Erickson, representing the accounting firm, Whittlesey and Hadley, P.C. This firm has been engaged to perform the annual audit of the CAC's finances. Mr. Erickson reviewed for the assembly the consolidated audit report (CAC and USA) for the year ending December 31, 2006. He verbally reviewed the various balance sheets and important footnotes. He offered highlights and comments thereto. He indicated there were no exceptions taken in the audit report. The audit report is a separate report and is not contained within the Annual Report, but by reference is incorporated within and made a part hereof as if more fully set forth herein. Copies are available by request to the offices of the CAC.

New Business

INCREASE, Line of Credit. President Cushman introduced David Roozen, Chair of the Investment Committee. Mr. Roozen addressed the assembly to present a proposal endorsed by the Investment Committee to increase the margin loan line of credit established through the Bank of

America, using the CAC endowment as security for any actual loans therefrom, from the currently authorized sum of \$1.5 million to the proposed amended sum of \$2.0 million.

This arises from the increased regulatory requirements of a key projected funding source for gap funding of the CAC's latest housing projects under its Upper Albany Revitalization Initiative authorized by the 2001 Annual Meeting. This funding source, the Housing Tax Credit Contribution program (HTCC), administered by the Connecticut Housing Finance Authority (CHFA), has increased its award maximums from \$300,000 to \$500,000, but now also requires actual funding commitments of available funding from financial institutions to be in place for all project costs, except for the funding "gap" for which HTCC funds would close.

Given the current outstanding guarantees or draws from the endowment or line of credit taken for projects already undertaken but not completed, this additional extension of endowment loan security is needed in order to comply with HTCC application requirements for the upcoming 2007 round of applications, due June 30, 2007. Action from this assembly is, therefore, needed to empower the Executive Director to use the endowment as leverage for the increased loan authority for the line of credit in order to lawfully cite the availability of such funding in the CAC's HTCC application, even though the line of credit would be the last place the CAC would tap to fund the subject housing projects.

Consequently, Mr. Roozen introduced the following proposed resolution, presented here as amended during its discussion, with the amended language in italics:

“Resolved By The Christian Activities Council, Congregational (CAC), meeting at its annual assembly of delegates and representatives:

THAT the CAC increase its housing development line of credit from \$1.5 million to a new amended sum of \$2.0 million;

THAT the use of the CAC endowment as security for any such housing loans taken from the line of credit referenced above be extended similarly from \$1.5 million to an amended sum of \$2.0 million; and

THAT specific amounts and conditions of a draw or draws against the above referenced line of credit be subject to the prior approval of the Board of Directors, or, in the absence of Board under the circumstances set forth in the CAC By-laws, by the Executive Committee."

Mr. Roozen requested a motion from the floor to endorse and approve the above proposed resolution. A motion was heard and recognized, followed by a second. Discussion and questions followed. Executive Director Steinle was called upon to comment and answer various questions from the assembly delegates. In the fullness of time the question was called. The motion was adopted by the assembly, as amended, unanimously.

DECD Resolution. President Cushman informed the assembled delegates about the projected award of a housing development grant (some \$340,590) from the Department of Housing and Community Development (DECD) through its Housing Trust Fund. DECD has presented the CAC with a form Resolution for adoption by the CAC. CAC Secretary Thomas Dean was called upon to read to the assembly the text of the form Resolution. Thereafter, he moved the following motion:

THAT the form Resolution presented to the CAC by DECD be adopted so that the closing of the \$340,590 Housing Trust Fund grant may take place at the earliest opportune occasion;

THAT the CAC accept the terms and conditions of the above referenced grant and Resolution;

THAT the President of the CAC or the CAC Executive Director, or either of them, be and hereby are appointed to execute any and all documents or instruments required by DECD pertaining to the above referenced grant; and

THAT the language of the form Resolution from DECD, referenced above, is incorporated within and made a part hereof as if more fully set forth herein."

The motion received a second. Opportunity for discussion presented. The question was called. The motion was adopted unanimously.

Announcements

President Cushman recognized Associate Director Edwin O. Ayala. Associate Director Ayala spoke to remind the assembly of the upcoming summer program, *Adventures in the City*, its scope and aims. He indicated support from member congregations remains and is always crucial to the program's success and survival. He expressed gratitude for the historic support the member churches have extended.

President Cushman recognized Executive Director, Donald R. Steinle. Executive Director Steinle stated that a notice will soon be issued inviting Council and USA board members to a summer outing at his family's summer cottage in New York.

Adjournment

President Cushman offered his closing remarks to the gathered assembly. He opened the floor for any other business for consideration. Hearing none he thereupon adjourned the meeting at 7:07 PM. The Reverend John Selders was prevailed upon to recite the closing benediction.

Respectfully submitted,
Thomas Dean, Secretary

Treasurer's Report

*Summary of Operating Public Support, Revenue, Transfers
and Expires for the Year Ended December 31, 2007*

Public Support, Revenues, and Transfers:

Endowment Funds Income (Transfers).....	\$ 339,840
Estate Income Distributions	20,481
Church Contributions	20,689
Individual Contributions	8,531
Administrative Fees - Urban Suburban Affordables	54,000
Interest Income	441
Summer Program	114,723
M.T.A.I. Contributions	9,652
C.A.C. Financial Services	38,000
Developer fees	152,295
Grant Income	502,110
Other Income	43,630
 Total Public Support, Revenues and Transfers	 1,304,392

Expenditures:

Salary and Housing	419,556
Payroll Taxes and Benefits	151,791
Office	105,535
Utilities	14,834
Insurance	12,023
Professional Fees	7,450
Staff and Program Development	3,732
Housing Program Expenses	453,740
M.T.I. Program	5,772
Church and Organization Support	35,000
Summer Program	102,724
 Total Expenditures	 1,312,157

Net Income \$ (7,765)

The above information is a summary of the operating support, revenue, transfers and expenses for the year ended December 31, 2007. The complete financial statements including the opinion of our independent certified accountant, Whittlesey & Hadley, P.C., are available upon request.

Respectfully submitted,
George Merrick
Treasurer, Christian Activities Council

Contributions and Support

for the Year Ended December 31, 2007

Church Contributions

Avon Congregational Church	\$ 3,000.00
Broadview Community Church	250.00
Buckingham Congregational Church	400.00
Church of Christ, Congregational, Newington	275.00
Congregational Church of Marlborough	953.00
Congregational Church of South Glastonbury	3,500.00
East Granby Congregational Church	3,900.00
Elmwood Community Church	250.00
Faith Congregational Church.....	500.00
Farmington Valley Association, UCC	1,000.00
First Church in Windsor	1,400.00
First Church of Christ, Cong, Farmington	3,000.00
First Church of Christ, Hartford	5,704.00
First Church of Christ, Simsbury	5,000.00
First Church of Christ, Suffield	529.00
First Church of Christ, West Hartford	1,500.00
First Church, East Hartford	200.00
First Church, Glastonbury	1,500.00
First Congregational Church Canton Center	1,150.00
First Congregational Church of Granby	1,250.00
First Congregational Church, Bloomfield	1,200.00
Flagg Road United Church of Christ	600.00
Hartford Association, UCC	3,000.00
Immanuel Congregational Church	1,500.00
United Church of Christ, National	8,259.40
New Hope Hispanic Church	300.00
Poquonock Community Church	329.00
Rocky Hill Congregational Church	3,265.00
South Congregational Church East Hartford	890.00
South Congregational Church, Granby	500.00
West Avon Congregational Church	2,724.00
Wilson Congregational Church of Windsor	50.00
TOTAL	\$ 57,878.40

Foundations and Corporate Support

Aetna Foundation, Inc.	Irene Hills Estate
City of Hartford,	J. Walton Bissell Foundation
Appraisal Gap Funds	Lincoln Financial Services
Community Development Block Grant	Local Initiatives Support Corporation
Housing Opportunities for People with	Long Foundation
Aids (HOPWA)	Schwab Charitable Fund
Weed and Seed	State of CT, Department of Economic and
Connecticut Housing Investment Fund	Community Development
Edwin H. Bingham Estate	State of CT, Department of Social Services
Hartford Courant Foundation	Travelers
Hartford Foundation for Public Giving	Universal Health Care Foundation of CT
Hartford Making Connections	Weston Estate

Friends Contributing

Joyce H. Allen
R. Regner Arvidson
Rev. Edwin O. Ayala
Maynard C. Bartram
Sara Jackson Batchelder
Luz N. Berrios-Taveras
Paul D. Bobbitt
Robinson Buck
Harold and Joyce Buckingham
Roger Bunker
Carolyn Brooks Burton
M.I. Cake
Paul C. Capra
Anne S. Carey
Douglas G. Christie
Corporation for Independent Living
Alastair Clark
Virginia Clark
Carmen Cruz-Velez
Robert A. Cushman
Edwin M. Dahill
Marjorie H. Davis
DeManche McChristian, LLC
Fred and Bebe Dudley
John and Karen Dugan
Phil Duke
Eagle Advisors
Elizabeth B. Eliason
Steven C. Erickson
Robert and Alice Evans
Carole C. Fay
Neal B. Freuden
Shirley M. Fulton
James and Linda Funderburk
Shirley H. Garwood
Dorothy H. Gore
Kathleen P. Gurlie
William W. Helmstetter
Janet S. Hill
David S. Hoopes

Helen Lansberg
Lift Every Voice and Sing
Arthur B. Locke
Lucille-Erwin Enterprises
Marconi Construction Co.
Hugh C. McLean
Harry E. Meyer
Susanne D. Morrill
Joanne M. Neumann
David Owens
Richard Pawlich-Pagliccio
Vernon Phelps
Kenneth A. Poppe
Lyman G. Potter
Norman F. Ramsey
John H. Riege
Michael R. Rion
Rita Rivera Ortiz
Helen Roth
Michael L. Roy
Beverly Ryan
Emily B. Ryan
Jack Ryan
James M. Scaramozza
Kathleen Service
Southside Institutions Neighborhood Alliance
Linda M. Sinapi
Rev. Donald R. Steinle
John M. Stevens
John B. Stewart
Barbara Stott
Anne P. Streeter
Roxie Thompson
Shirley Thompson
Miriam C. Truesdell
United Way of the Capital Area
Betty A. Wiesner
Douglas Wootten
Stephen Zwerling

Nominating Committee, Board and Council Members

2007-2008

Christian Activities Council

BOARD OF DIRECTORS

President

Dr. Robert A. Cushman

Vice President

Rev. Michael C. Williams

Treasurer

George Merrick

Secretary

Thomas Dean

Chair, Investment Committee

Dr. David Roozen

Chair, Church External Relations

Sara J. Batchelder

Chair, Long Range Planning

Phil Duke

Chair, Nominating Committee

Shirley Fulton

Directors at Large

Carolyn Brooks-Burton

Francis Davila

Susanne Morrill

Richard Pawlich-Pagliccio

Tyrone Walker

David Weaver

EXECUTIVE COMMITTEE

President

Dr. Robert A. Cushman

Vice President

Rev. Michael C. Williams

Treasurer

George Merrick

Secretary

Thomas Dean

Chair, Investment Committee

Dr. David Roozen

MEMBERS AT LARGE

Class of 2009

Denise Best

M.I. Cake

Rev. Mark Diters

Bebe Dudley

Marilyn L. Risi

Damaris Whittaker

Class of 2010

Dr. Robert A. Cushman

David Roozen

Francis Davila

James Trail

Phil Duke

Rev. Michael C. Williams

Thomas Dean

Class of 2011

Rev. Gordon Bates

Carolyn Brooks-Burton

Shirley Fulton

James Funderbunk

Gwen Lewis

Rev. Donna Manocchio

Rev. Ineke K. Mitchell

Urban Suburban Affordables

BOARD OF DIRECTORS

Noel McGregor, President

John Stevens, Vice President

Tracey Natal, Secretary

Althea Cordner

Thomas Corrigan

Neiina Edwards

Helen Lansberg

Michelle McFarland

Roberto Pena

Michael Rion

Kathleen Service

Adrian Walton

Respectfully submitted,

Shirley Fulton, Chair of Nominating Committee

Sponsoring Churches and Church Delegates

2007-2008

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
New Hope Hispanic Church
South Congregational Church
Nancy Fitzgerald

Farmington

First Church of Christ,
Congregational
Pat Reville

Glastonbury

Buckingham Congregational
Church of UCC
Congregational Church of South
Glastonbury
Linda Funderburk
First Church of Christ,
Congregational

Granby

First Congregational Church of
Granby
Ernie Gardow
South Congregational Church of
Granby

Hartford

Amistad UCC Church
Tyrone Walker
Asylum Hill Congregational
Church
Broadview Community Church
Barbara Stott
Faith Congregational Church
Andrea Davey-Mercer
First Church of Christ in Hartford
(Center Church)
Dana Geter-Walker
Immanuel Congregational
Church
William Gerber
South Congregational Church,
National Assn. of Congregational
Christian Churches
Frank P. Lockard
Warburton Community Church

Manchester

Center Congregational Church

Newington

Church of Christ, Congregational

Rocky Hill

Rocky Hill Congregational
Church
Richard Pawlich-Pagliccio

Simsbury

First Church of Christ
Sara J. Batchelder

Vernon

First Congregational Church of
Vernon

West Hartford

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

Windsor

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

Staff, Related Staff and Life Members

Staff

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Director of the Metropolitan
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Ralph Knighton
Housing Development Consultant

Life Members

Rev. Dr. Robert O. Decker
Helen Lansberg
Douglas H. Wootten

NOTES

Founded in 1851
www.christianactivities.org



CHRISTIAN
ACTIVITIES
COUNCIL

