

Emanuel Evangelical Lutheran Church



2008 Annual Report

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THE CONGREGATIONAL COUNCIL

Terms Expiring January 2009

Paul Berg
David Bukowy, Jr.
Stephen Quatrocelli

Terms Expiring January 2010

Douglas Blake
Lynne Gustafson
Kristin Uznanski

Terms Expiring January 2011

Eric Heinrich
Joseph Jauss
Gail Porter

THE CHURCH STAFF

Ministers	The People of Emanuel
Pastor	The Rev. Dr. G. Scott Cady
Executive Director	Philip Grover
Minister of Programs	Cynthia Hall
Director of Family Ministries	Tara Arner
Minister of Music	Jonathan Reuning-Scherer
Assistant Minister of Music	Kate Sekula
Secretary	Anne Heinrich
Administrative Assistant	Nancy Whiton
Parish Nurse	Lynne Gustafson
Custodian	Kathy Hatch
Co-Financial Secretary	Carl E. Benson II
Co-Financial Secretary	Joyce Brown
Treasurer	Donald Anderson
Co-Treasurer	James Hamilton
Nursery Caregiver	Monica Swanson
Sunday Custodian	Beverly Niemann

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ANNUAL REPORT OF PASTOR SCOTT CADY

The ministry here has been very eventful during the last 12 months!

- 12 new members through new member classes
- 8 baptisms
- Affirmed the Baptism of 12 in the service of Confirmation
- Blessed 4 couples in marriage
- Commended 16 friends to our Lord's mighty keeping.

Several good developments have occurred. Our relationship with Concordia is maturing, which will allow us to do some things more effectively and do some new things we could not do alone. The connections between ourselves and other congregations and other service providers in and around Manchester continue to take shape. My ministry continues to revolve around preaching and teaching, a pattern I enjoy and believe to be in line with the needs of Emanuel for the foreseeable future.

Philip's arrival has brought with it a new burst of energy and focus for our ministries. He and I are acting as catalysts for each other's creative planning. In addition, the Council continues to move in the direction of being a visionary body, rather than micro-managing each mission team. This will bear good fruit in years to come.

Both the Synod and the ELCA have strong emphases on engagement with Scripture, which ties in perfectly with our focus on discipleship and faith development.

We are also looking at more use of electronic media to move us ahead. On-line Bible studies will be in the works, as one example. I continue to value my partnership with you all, and am always eager to hear suggestions and new ideas.

Your brother in Christ,

Pastor Scott Cady

ANNUAL REPORT OF EXECUTIVE DIRECTOR, PHILIP GROVER

These first four months at Emanuel have been like working in a library in the sense that the people with whom I've met and from whom I've learned have volumes of experience to share—walking books with information waiting to be published. I'd like nothing more than to have the wisdom of each published in a volume on a shelf in the church office.

Emanuel is blessed to have an active membership and faithful men and women who volunteer their time and talent to do God's work with their hands. And, it has been my honor and an encouragement to work with such a patient and dedicated staff as Emanuel's.

Of course, we thank Jonathan Reuning-Scherer, who managed the process of my hire and that of our Church Secretary, Anne Heinrich, and whose passion for Emanuel and its ministry truly inspires so many of ours. He made sure, in his tenure as acting Executive Director, that the staff was in place and that roles were evaluated or redefined as necessary to ensure our smooth operation. Under his direction, the procedures for processing gifts and offerings were developed and refined; and personnel policies were completed. The projection and sound technology in our Community Room, as well as Emanuel's wireless capability, is the result of Jonathan's efforts and fearless ability to tackle any project. Thank you, Jonathan, for everything.

In April, Kevin's passing was Emanuel's great loss. The breath of God's creative spirit clearly worked through him and blessed Emanuel's congregation and staff. His passion—the way he spent his time and energy—especially in response to the volunteers who walked through Emanuel's door, was motivational to those who were called, gathered, sent out in service under his leadership. During the short time he was with Emanuel last year, he worked closely with Cindy Hall, he documented and described how things work, preparing guidelines and policies, including safe church guidelines, accounting recommendations and alike.

Emanuel is staffed for growth, and the hard work of the Council and congregation have everything to do with that, beginning with Vision 2000, a project that began in 1990, and running through the Long-Range Plan (1999), Re-Visioning (2000), and the work of the Transition Team (2003). We are staffed for growth, as defined in the Transition Plan for the program church, and the staff is now able to look up and look around to assess our activities and plan again for the future. Continued progress toward full implementation of the program church will require staffing to be maintained at levels high enough to facilitate planning, reflection and review.

The staff has embraced new campaigns for 2009. We plan for them to create opportunities for fellowship, as well as to facilitate mission team collaboration and pull along a number of processes to help meet Council and Mission Team goals: to improve communication and follow-up, expand welcome, to measure outcomes, and alike. In the future, we plan that Emanuel's campaigns will establish a collaborative process—a key phrase being used in the nation and our region that we hope will mark many of our efforts—and will build a platform for program development that is responsive to the strategic objectives being set by Council.

The current financial crisis has had a significant impact on giving to churches in our area. A study by the Independent Sector (*Giving in Tough Times: The Impact of Personal Economic Concerns on Giving and Volunteering*, 2001) indicates that giving and volunteering alike decline when people are concerned about their personal finances. While the projected revenue reported in the 2009 budget is strong relative to some churches we know in the area, we will still need to keep a close eye on things. And, Emanuel will need to step up to God's challenge to "test [Him] in this": to bring "the whole tithe into the storehouse" and see if [He] will not throw open the floodgates of heaven and pour out so much blessing that you will not have room enough for it."

You may have seen, there's a poster in my office that reads: "Budgets are Moral Documents" but, as Pastor Cady pointed out during a recent meeting of the Congregation Council, budgets are also theological documents. Emanuel's budget contains a vision for the future. It is built upon generations of the faithful who have created the platform on which staff, the volunteers and I are so privileged to serve.

Strategic planning now under way by the Council, as well as the anticipated every-member visit and large group process, will go a long way to establish goals for a new view of future, perhaps some new projects, and definitely renewed support for existing ministries. A view toward planning and a long-term perspective on church-wide campaign development will help to focus Emanuel's human and financial capital.

Our whole life is a journey forward. Surely, it behooves us, therefore, to have our eye fixed in the direction of our journey. To be sure, we must not neglect to look in upon our lives in self-examination, so that we might learn rightly to know ourselves, nor should we forget to lift our eyes "unto the hills, whence cometh our help" –but forward, forward, forward!

--Excerpted from Emanuel's 50th Anniversary Commemoration, 1931

Thank you for your help and support. Please pray for us, your staff at Emanuel, that we may truly enjoy our labor together as we use God's gifts to empower members in their service and God's work.

All God's best to you as we continue Building with Love,

A handwritten signature in black ink, appearing to read "Philip Grover". The signature is fluid and cursive, with a large initial "P" and "G".

Philip Grover
Executive Director

ANNUAL REPORT OF MINISTER OF PROGRAMS, CINDY HALL

When asked to speak on behalf of the staff at Kevin Schulz's memorial service, I wanted to reflect how Kevin had touched the lives of many at Emanuel in such a short time as a staff member. One of the Head to Heart guides shared with me that during a Wednesday evening communion service, Kevin was standing next to her. As he passed the bread, he said, "**take what you are – the body of Christ!**" She said that she felt the words resound to the core of her being and it made her think anew. When we think of ourselves as the hands and feet of Christ each day, it makes what we do and say so much more meaningful. In so many ways during 2008 have we seen the Body of Christ called Emanuel work in and through programs both locally and globally.

In the fall of 2008 mission team leaders shared their goals and plans for the coming year, which enabled all leaders present to see the depth of our ministry. Faithful work continues in the areas of Welcome, Stewardship, Endowment, Education, Youth, Caring, Fellowship, Worship and Social Justice. In the pages of this annual report, you can read in detail about all that is happening. You are invited and encouraged to participate! (Contact a mission team leader listed to offer your support!) In thinking more globally about the ministry of Emanuel, leaders are working to align their projects with Emanuel's mission statement. Collaboration and conversation among commissions and mission teams will continue to be a priority as well as continued lay leadership development.

A goal of the council in 2008 was to reinvigorate the Welcome Commission. The Welcome Commission established the first *Saturday's at 4:00* events, which gathered neighborhood groups together for the purpose of fellowship, and getting to know who in your geographic area is a member of Emanuel. And most importantly, this commission has implemented a system that tracks members who are present in worship each Sunday through the name tag system. Entering this information into the database weekly, not only reflects those that were visitors among us, but also allows us on a consistent basis, to follow up with individuals that have been missed in worship. The newest mission team of 2008, Reconciling in Christ, was approved by the council and has several programs planned for 2009.

And praise God for the energy of Youth and their families! This coming summer, Emanuel will be sending 12 youth and 4 adult leaders to the **Jesus, Justice and Jazz** National Youth Gathering in New Orleans, LA. This gathering will be a total service learning experience supporting the continuing clean up efforts for people impacted by Hurricanes Katrina and Rita.

On a personal note, the Hall family is deeply grateful for the love and support that you have shown toward Crystal's year serving in the Young Adult's in Global Mission program of the ELCA. From reading her blog at www.rootedinlife.blogspot.com, you know how blessed she feels to embrace this experience.

With Kevin's footprint in our hearts as the first Executive Director of Emanuel, we have been richly blessed with our new Executive Director, Philip Grover, who has hit the ground running in 2008 listening deeply to council, staff and members in order to discern ways for council, staff and lay leadership to work more effectively in carrying out Emanuel's mission in the world today.

....called, gathered, sent out in service... This tag line (also a gift from our friend Kevin) says what it means to be the hands and feet of Christ. I am grateful to the partners in ministry that make up the fellowship of Emanuel Lutheran Church. Together we have been faithful to the ministry and mission this past year. I look forward to the exciting ministry that lies before us as we continue to serve in this community.

God's peace and joy,
Cindy Hall, Associate in Ministry
Minister of Programs

ANNUAL REPORT OF DIRECTOR OF FAMILY MINISTRIES, TARA ARNER

2008 brought many changes and challenges to the education ministry. I look at this year as a growing experience for both myself and the programs I direct.

This was my third year of directing Vacation Bible School. We had 100 children attending "Power Lab" this past summer. We had a staff of 55 volunteers. Everything ran smoothly. I couldn't have asked for a better team! My goal for the 2009 VBS is to put together a planning team in the early part of the year and work again with the team at Concordia Lutheran Church.

Soon after Vacation Bible School had ended I was up and running to the next big task, getting ready for Rally Day and the 2008/2009 Faith Trek year. We had a very successful Rally Day. The theme was based on the Faith Trek rotation theme, "Peace Be With You". The entire church collaborated with a peace pole, pinwheels, and a banner that the children paraded with to the outdoor celebration. It was truly a celebration of the programs and people in our church. On this day, we also gifted the 3 year olds with *The Beginner's Bible*.

Over the last five years we have had the blessing of having a great team of people to write the curriculum for Little Lutheran Landing. With the combined expertise and creativity, we have been able to pick from the many lessons produced for Little Lutheran Landing. This year we will be gathering all the lessons and putting them on one disk to be used for many years to come.

Our Faith Trek program is in its sixth and final year. The team will be producing a survey to evaluate the program. We will meet as a team and then invite others to an open forum to discuss the survey and where to go from here. This may include a brand new program or use the same program with additional rotations purchased through Firelight II.

The Advent Workshop was a huge success this year! We had many multigenerational families turn out for this event. The theme this year was "Legend of the Candy Cane". The families made wreaths, made candy cane ornaments, and a Jesus candy cane craft. The children also saw a play and listened to a story.

I look forward to the next VBS, "Crocodile Dock", and our decision of which direction our Faith Trek program will go. With the help of all the wonderful volunteers, I know both programs will continue to be a positive, spiritual experience for our children.

God Bless,
Tara Arner
Director of Family Ministries

**ANNUAL REPORT OF MINISTER OF MUSIC, JONATHAN REUNING-SCHERER /
WORSHIP AND THE ARTS**

To the people of Christ who Praise God at Emanuel,

I praise God for another blessed year of music at Emanuel. I especially want to thank my many partners:

- Assistant Music Director Kate Sekula who did a wonderful job with the music program while I filled the Executive Director position for a few months.
- Linda Jackson, Rosemary Johnson, Peter Baron-Krieger, and Doug Blake who help choose music for our services
- Gary Hart for this faithful and fabulous playing every Sunday morning
- Barbara Heinrich who comes to file music and clean up every Monday for two hours
- All of the many, many members who sing, ring, play, clap, stomp, shout, and proclaim God's works and salvation!

Here are a few highlights of the year:

- The New Day Singers continue to add new styles and sounds to our worship – we've made major strides with the addition of the drum set and several more guitars.
- A wonderful ordination celebration hosted by Emanuel in October
- A 'Mom's night out' bell choir set – those mom's have great rhythm!
- The continuation of the brass choir playing regularly on Sundays (we've added several new members here as well, including my debut on tuba)
- Continued support for and partnership with GodSong, the Emanuel-based ecumenical choir.

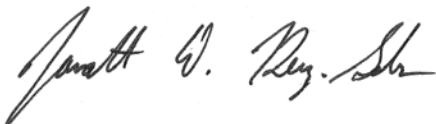
Our instruments are all in good repair and get regular use – the organ will need some repairs in the next 5-10 years but it still is functioning well.

Overall, the choirs are doing well. However, Emanuel is faced with the same difficulties of most churches in New England – our members lead increasingly busy lives and they often live at increasing distances from the church. This makes it more and more difficult to get people to attend mid-week rehearsals. In response, the Emanuel choir now rehearses every other Wednesday, but we've added an every-other Sunday morning rehearsal with childcare. This has allowed some families with children to join our singing ranks.

We have some good beginning efforts in the process of evaluating our worship space. Watch for an online survey in the coming weeks for any who were not able to participate in a focus group. The church ceiling and carpet require us to move sooner rather than later on this front.

As always, I'm on the prowl for singers and ringers and instrumentalists . . . find me before I find you!

God's Peace,



Jonathan Reuning-Scherer
Minister of Music

ANNUAL REPORT OF PARISH NURSE, LYNNE GUSTAFSON

The Emanuel Parish Nurse Program began in 2005 and continues to be both challenging and a rewarding ministry. I continue to learn more about this ministry through the educational opportunities of the Hartford Area Parish Nurse Association. Most recently, the ELCA has been in contact with Lutheran Parish Nurses throughout the country in order to develop a database so that we may share information and activities. The Town of Manchester requests that faith-based organizations be represented on several town grants. Presently I represent Parish Nurses on the Early Childhood Grant and I am co-facilitator for the Child, Youth & Family Master Plan. I serve on the Board of the Manchester Community Service Council.

Activities for 08 included

- Monthly health articles in the *Visitor*
- Blood pressures the second Sunday of each month. Approximately 12 people have attended. Thank you to Donna Connolly and Leslie Juliani for their help.
- In October, the Hartford Visiting Nurse Association held a very successful flu clinic in Luther Hall. For the first time, insurance carriers other than Medicare provided coverage so that many younger parishioners were able to participate. In all there were sixty-nine members who participated.
- During the first Sunday of the month, parishioners have an opportunity to participate in a healing service. Member of the Healing Team are: Pastor Scott Cady, Lynne Gustafson, Pastor David Halmers, Sylvia Hellstrom, Mindy McVey, Joan Niiler, Jody Wynn Rodiger, Chris Rothe, Vivian Severson, and Marianne Wilcox.
- Direct services were provided to thirty-two parishioners and their families.
- The Cards for Caring Mission Team continues to mail cards to our shut-ins. Over the past year the team sent cards to 26 parishioners. I wish to thank Jean Reed and her team for this wonderful ministry.
- Vivian Severson presented a Reiki program to members of Ruth Circle. She will be offering Reiki to individual parishioner.

Goals for 09 are:

- Continue monthly blood pressure screenings
- Continue annual flu clinic
- Continue the Healing Services.
- Develop an ongoing Reiki program
- Develop a Health Committee to support the Parish Nurse program
- Explore other health prevention activities

In conclusion I wish to thank all the staff and members of Emanuel for their continued support and prayers.

Submitted by: Lynne Gustafson, RN
Parish Nurse

THE PARISH REGISTER

Membership at end of 2007: 1513

Members Gained in 2008

Baptism (15 years or younger):	8
Adult Baptism	0
Affirmation of Faith:	23
Transfer from other denomination:	0
Transfer from other Lutheran:	0
Transfer from Evangelical Lutheran:	2

Total Members Gained in 2008: + 33

Members Removed in 2008

Death:	12
Inactivity:	333
Transfer:	3

Total Members Removed in 2008: - 348

Membership Total at End of 2008: 1198

Attendance Record

Total Sunday worship services:	102
Total weekday worship services:	27
Total Holy Communion services:	125
Average weekly worship attendance:	233

Pastoral Acts

Baptisms:	8
Adult Baptisms:	0
Confirmations:	13
Weddings:	4
Civil Unions:	0
Funerals of members:	8
Funerals of non-members:	8

ANNUAL REPORT OF 2008 CONGREGATION COUNCIL

The role of Emanuel's Congregation Council is outlined in the Constitution. In section C12.04: "the council shall have general oversight of the life and activities of this congregation and in particular its worship life to the end that everything be done in accordance with the Word of God and the faith and practice of the Evangelical Lutheran Church in America." One of its duties is to lead this congregation in stating its mission, to do long-range planning, to set goals and priorities and to evaluate its activities in light of its mission and goals. The council needs to become a visionary council.

In reviewing the 2007 Annual Report, Kim Haythorn challenged the 2008 council to become more visionary, evaluate our activities with the Mission Statement, and to make social justice a part of discipleship.

In order to become a more visionary council, meetings needed to be restructured. Since the Word of God is central to all that we do, each meeting begins with devotions. For several months the council studied "The Inviting Church" and the "Book of Faith". The rest of the devotions were led by Pastor Cady on issues that related to the work of the council. The council encourages all mission team meetings to begin with devotions.

Following devotions, time is set aside for Public Participation. During one of these sessions, a parishioner requested the council address the need for increased opportunities for adult education. Hearing this concern, the council voted to add it to the list of goals. Following the Public Participation session, the Minister of Programs scheduled mission team leaders, one from each of the Commissions, to highlight their activities, goals and needs. At the conclusion of both sessions any requests for resources or identified needs were placed on future agendas.

The business portion of the meeting is devoted to the infrastructure of the church namely the Assets and Resources, Mutual Ministry and the Property Commission activities. Also included in this section are staff requests and adoption of a variety of policies and procedures, contracts and requests from community organizations. Robert's Rules of Order are followed during this portion of the meeting.

In contrast, the last hour is used for visionary activities. During the visionary portion of the meeting, members spend time in discussing the future needs of the church and feedback from parishioners as well as reviewing council goals. Decisions are based on consensus. Over the past few months the council has been using this time to begin a strategic plan that will focus on activities that are in line with our Mission Statement. Philip Grover has been facilitating this portion of our meetings.

At the 2007 Annual meeting the following eleven goals were approved for 08:

- Worship/Program Space Evaluation
- Perform Staff Model Re-Assessment
- Create a Commission Scorecard
- Enhance Gift Designation Process
- Champion Year Long Stewardship
- Strengthen communications
- Implement Personnel Policies and Procedures
- Implement (additional) Safe Church Components
- Transition Civil Union Task Force to the Reconciling in Christ Process
- Initiate Council Self-evaluation
- Update/Enhance Website
- Adult Education.

The following is a brief “report card” on each of these goals.

Evaluation of the Worship Space

In order to evaluate our worship space a task force was formed with the following members: Jonathan Reuning-Scherer, Pastor Cady, Doug Blake, Marge Andersen, Ruth Lehrach, Erika LaBella, Doris Johnson, and Nelson Robinson. A time-line was developed. During 2008 this task force would be collecting and evaluating data. A survey was developed and completed by eight focus groups. This report will be shared with the congregation at the 2009 Annual Meeting. Pastor Cady presented an adult education program focusing on Scripture and Worship.

Perform Staff Model Re-Assessment

On January 27, 2008, Pastor Scott Cady was called to be the Pastor of Emanuel Lutheran Church. Upon the retirement of Carol Kohl, Carmen Gomez was hired to work 20 hours per week. Responsibilities were divided between Nancy Whiton, Administrative Assistant, and Carmen Gomez, Secretary. Nancy is responsible for finances and membership; Carmen for communications and publications. Carmen resigned her position and Anne Heinrich was hired as Church Secretary.

In April, the congregation mourned the unexpected death of Executive Director, Kevin Schulz. Jonathan Reuning-Scherer was appointed Interim Executive Director and some of his duties were transferred to Kate Sekula. This August Philip Grover was hired as Executive Director.

The Revisioning Committee recommended that upon the retirement of the present Financial Secretary this position will be a volunteer position. Carl Benson retired from this position but agreed to serve in a volunteer capacity during the transition period. Joyce Brown was appointed Co-Financial Secretary serving with Carl. New policies and procedures were adopted.

Create a Commission Score Card

A new job description was approved for the Minister of Programs. Social Justice will be a new commission, and mission teams dealing with social justice issues formerly under the Caring Commission will be moved to this new commission.

The council also adopted a process for the formation of new mission teams. Cindy Hall, Minister of Programs, is responsible for this process; new mission team forms are available from her.

Opportunities for Adult Education

Pastor Cady will develop some options for adult Bible studies.

Enhance a Gift Designation Process

The council adopted a procedure for accepting non-designated gifts. The policy defines non-designated gifts; determines what gifts are acceptable; and the process for accepting gifts.

Champion a Year-Long Stewardship Program

The council enthusiastically supported the Stewardship program, “People In God’s Service” (P.I.G.’S). The Stewardship Mission Team provided a wide variety of educational programs for all ages including Financial Peace University and Simply Giving. Huge thanks go to Patti Quatrocelli and her team for an outstanding job and to the generosity of the Emanuel family. See the Stewardship report for more details.

Strengthen Communications

In today’s society communicating events and activities in a timely fashion is imperative. Each Friday a Weekly Update is sent out by e-mail. In order for the council to be more visible, they each agreed to do the announcements at the end of each service. They have informed the congregation of council concerns through Temple Talks. Besides keeping track of worship attendance the wearing of name tags helps to identify individuals by name.

Arrangements were made a few years ago with local media outlets to let parishioners know if church activities need to be cancelled.

Implementation of Personnel Policies and Procedures

The council adopted the Personnel Policies and Procedures developed by Mutual Ministry. Thanks to Rosemary Johnson for developing this manual.

Safe Church Implementation

There are several items under the Safe Church program that need to be implemented. This year two of these items were completed. Property Commission members installed windows in all doors as a safety measure.

Persons working with children and youth attended a child abuse program presented by The Department of Children and Families (DCF). This program focused on all aspects of abuse including teachers' responsibilities.

Reconciling in Christ

To meet this goal, a new mission team was formed. Members include: David Halmers, Myra and Steve Johnson, John and Jean Reed, Cheryl Ritchie, David Bukowy, Jr., Pete Baron-Krieger, and Linda Bukowy. Members of this team attended a workshop in Washington D.C. and returned with educational materials and lots of enthusiasm. They will present educational programs throughout this coming year.

Update Website

The Website is an important tool within today's society. People looking for a church home will often surf the web looking at a number of churches. Several people have attended Emanuel because they found us on the web and became interested in exploring our community. Thanks to Nicole Schulz, Kevin's daughter, and Jonathan our Website has been updated.

Self-Evaluation of the Council: Needs to be included in the 09 goals.

We have much to celebrate this year. The council was able to complete many of its goals because of the talent, skills and dedication of the commission and mission teams. In the area of finance, I wish to express my appreciation for the partnership of Jim Hamilton, Co-Treasurer, and Bruce Johnson, Chair of Finance. With their wise council, we were able to meet our budget obligations.

There are others I wish to thank for their partnership and support. All of the staff who willingly shared their time and talents to give us such wonderful worship experiences; challenging programs; keep the operations of the church running smoothly; and keeping the physical plant in good repair.

In particular I wish to thank the Property Commission and especially Len Johnson, Chair, for his time and commitment to enhancing our property. He has spent endless hours working with contractors and overseeing many projects. On behalf of the council I thank you.

There are several individuals who will be "retiring": Bruce Johnson who completes his term as Chair of Finance; Melody Ryan, Chair of Mutual Ministry, who shepherded Emanuel through several personnel transitions; Steve Quatrocelli who has completed two terms on the council and will become the Chair of Finance. Paul Berg and David Bukowy, Jr. have agreed to run for a second term on council. Thank you all for a job well done!

As I prepare this report I am mindful of all the saints of Emanuel that built and sustained this church throughout the years. This year Bea Pearson celebrated her 100th birthday. She has been a member of Emanuel for 89 years. Her husband Al Pearson was Choir Director and Organist for many years. Her father built the pulpit that is in our sanctuary. She is a representative of Emanuel's rich

heritage. This year we also had the privilege of commissioning Crystal Hall as she commits a year of her life to work with Global Missions in Africa. Crystal represents our present and future. It is so important that we invest in our youth. We can do this by supporting them in their activities, nurture them and support them with our prayers.

It has been an honor and a privilege to serve as your council president. Thank you for your partnership.

In Christ's service,

Lynne Gustafson

CARING COMMISSION

COMMUNITY CARING MISSION

MACC Samaritan Homeless Shelter Volunteers

During 2008 about 60 members of Emanuel served the guests of the MACC Samaritan Homeless Shelter. We served evening meals cafeteria style or stayed overnight to support the Shelter Staff and guests. We provided coverage for the shelter one week at a time for each calendar quarter. If you are interested in learning more about this ministry, please phone Jack Soares at 643-1694.

Submitted by: Jack Soares

Thanksgiving/Christmas Baskets

The members of the Thanksgiving Basket committee with the generous support and help of Emanuel's members were able to provide baskets of holiday food for both Thanksgiving and Christmas this year. The ability to extend our ministry to include Christmas allowed us to provide not only food but also gifts for our adopted families. During the month of November, \$1,743.60 was collected in donations to support our ministry.

At Thanksgiving we were able to provide holiday feasts for 19 families of which 28 were adults and 46 were children. Our families came from MACC, Head Start, and Chestnut Hill Preschool. The total cost for the food was \$1,713.69.

At Christmas we were able to provide holidays feasts for 5 families of which 8 were adults and 11 children. The total cost for the food was \$395.18. In addition to the food, Emanuel's members generously provided gifts, which were wrapped and delivered by many of our youth and their parents to families that were given to us by MACC.

The members of the Thanksgiving and Christmas Baskets Committee, Brian DiBella, Sallie D'Attilio, and Linda Jackson, wish to thank the members of Emanuel for their support of this ministry.

Submitted by: Linda Jackson

Habitat for Humanity

Emanuel joined together with other Lutheran churches in the Greater Hartford Area and with Thrivent Financial for Lutherans to build a Habitat House in Hartford. Thrivent donated \$40,000 toward the project and area Lutheran churches all contributed.

Emanuel donated \$1,600 and 28 people participated in Saturday work parties. The foundation was poured in June and the finished house dedicated in November. Thanks to all members of Emanuel for helping one family obtain home ownership. Thanks also to Torrington Supply Company, Emanuel member Joe Jauss' employer, who contributed the bathroom fixtures.

Habitat for Humanity's home ownership program helps families who:

- Need simple, decent housing
- Can pay back the no interest mortgage
- Will roll up their sleeves and work to build their home with us.

All funding of Habitat homes is done through charitable giving. No government money is involved.

Many thanks for your support in helping to provide affordable housing for God's people in need.

Submitted by: Len Johnson
Habitat for Humanity Coordinator

CREATIVE LIVING COMMUNITY OF CONNECTICUT

Mission: To provide supportive housing and vocational services for Connecticut adults diagnosed with Autism Spectrum Disorder (ASD) or other Developmental Disabilities in a sustainable farmstead setting in Eastern Connecticut.

CLCC was established as an Emanuel mission team by its Council in March 2007. This provided CLCC with the 501(c)(3) status required to apply for grant funding. During 2008, project feasibility and start-up activities continued, utilizing the funding from the \$25,000 grant awarded by the ELCA Deaconess Community in July 2007. Consultant Maryanna Ceván continued to serve as the Housing and Supportive Services Coordinator.

In the research for existing needs assessments, it was discovered that there are no data or statistics on this population, which presents a problem in obtaining funding, creating services, and advocacy. Thus, it was decided that CLCC would do a primary source needs assessment to obtain and document measurable and qualitative data and information on adults with ASD and to establish CLCC as a strong organization in leadership and collaboration for the benefit of adults with ASD and the community as a whole.

During 2008, CLCC successfully accomplished the following:

- Completed the Certificate of Incorporation form and narrative document, bylaws and Conflict of Interest Policy for submission to the CT Secretary of the State;
- Officially formed the Board of Directors and selected the corporation officers in August: Richard Boy, Vyrjil Buus (president), Heidi Chromik (secretary), Sallie D'Attilio (treasurer), Lynne Gustafson (vice-president), Brian Murphy, Janette Peracchio, Jody Wynn Rodiger and Cheryl Sanderson;
- Obtained independent incorporation from CT as "Creative Living Community of Connecticut, Inc." in September;

- Completed the IRS application for and obtained the Employer Identification Number;
- Completed the IRS Form 1023 application to obtain the non-profit 501(c)(3) status and submitted it to the IRS on December 6;
- Developed and implemented the state-wide Housing Needs Assessment Project;
- Created and implemented the online Housing Needs Assessment Survey;
- Developed and implemented the CLCC website, including a link to the on-line survey;
- Held meetings with stakeholders and partners in individual and group settings;
- Made several field visits to Bittersweet Farms in Ohio, including attendance at its three-day Academy in Whitehouse, Ohio;
- Participated in the annual Connecticut Autism Speaks Walk in June 2008, including a CLCC information exhibit;
- Planned and completed two successful fund-raising events, resulting in over \$7,000; and received individual gifts of several thousand dollars;
- Attended the Cooperative Development Conference, Senior Housing Fair, and Autism Walk kick-off meeting;
- Developed and implemented the publicity plans.

CLCC has been active in pursuing grants that are aligned with its mission. In November CLCC was awarded a \$70,000 grant over three years from Church in Society, Evangelical Lutheran Church in America, Lutheran Services for the Elderly Endowment, to develop and implement a proposed greenhouse entrepreneurial project. This will serve as the initial step in establishing the envisioned farmstead. This is very exciting news!

Submitted by: Vyrjil Buus, President

HUNGER MISSION

Members: Kim Boerner-Mercier, Sandra & David Halmers, Steve & Myra Johnson, Joan Niiler, Gail Porter, Katie & Eric Protulis, Cheryl Ritchie, Jody Wynn Rodiger, Chris Rothe

Our mission is awareness of hunger through temple talks, displays, coffee hours, fair trade coffee, fair trade gift fairs and support community programs (MACC, Foodshare, ELCA World Hunger, Fair Trade, Global Barnyard and Heifer Projects) that raise awareness. We provided the Pinwheels for Peace for Peace Sunday in September.

We provided coffee hours the first Sunday of each month, sold fair trade coffee, tea, hot chocolate, provided a Christmas in July brunch, supported Walk for Hunger, Gift Fairs and hosted the New England Synod World Hunger Event at Emanuel. We supported the MACC Fashion Show by helping provide pastries. Promoted the ELCA World Hunger Appeal by having the "Traveling Hunger Tree".

In 2009 we plan to continue to support Fair Trade Coffee and Gift Fairs, the first Sunday coffee hours, and the MACC Fashion Show. We will again do Fair Trade Gift Fairs and the ELCA Hunger Appeal and Christmas in July Brunch. Other events we will support are the Walk for Hunger, Peace Sunday and food drives for MACC.

Submitted by: Chris Rothe

MEMBER SPIRITUAL SUPPORT MISSION

Prayer Shawl Ministry

This ministry brings together women of Emanuel who knit or crochet shawls for distribution to those in need of comfort, peace and joy. The finished shawls are also given to persons outside the Emanuel family when a need becomes known.

Completed shawls are blessed at church services on the first Sunday of each month. We meet periodically for fellowship and updates. The shawls are located in the Library closet and are available for anyone to take and give to those in need.

What a wonderful ministry this is in that we are able to reach out to all who need comfort.

Leaders: Doris Johnson (860) 871-1498 e-mail: lenjohnson@rcn.com
Norma Wirta (860) 875-5163 e-mail: normzeew@aol.com

Submitted by: Doris Johnson and Norma Wirta

STAFF SUPPORT MISSION

Ministry to the Bereaved/Funeral Reception Team

When the loss of a loved one occurs in an Emanuel family we try to be helpful by offering to prepare a reception in Luther Hall after the funeral service. This provides a place and time for the bereaved to gather and console and support one another.

During 2008 we provided this service for 10 families of Emanuel. It is truly very rewarding to be able to do this.

Many, many thanks go to Alice Carlson, Barbara Heinrich, Karin Buus, Carol Sullivan and the others who have been kind enough to help with set up and clean up.

Leaders:

Doris Johnson (860) 871-1498 e-mail: lenjohnson@rcn.com
Norma Wirta (860) 875-5163 e-mail: normzeew@aol.com

Submitted by: Doris Johnson and Norma Wirta

EDUCATION COMMISSION

YOUTH EDUCATION MISSION

Enrollment

Cradle Roll 22 Baptized children Ages 0 – 2
13 Children were eligible to enter Sunday Church School in 2008
Faithtrek Church School – Students Age 3 – Grade 5 (68 children registered)
Head to Heart Confirmation Class – Grades 6, 7 & 8 – (20)
Students confirmed on 10/25/08 – Grade 9 (12)

Curriculum for Faithtrek: Firelight by Augsburg Fortress

Rotation Workshop Year 6 Theme: “Peace Be With You”

Stories that will be experienced during the 08-09 school year include:

Gods Peaceful World

Peace Be With You

Love Your Enemy

Peace in the Temple

Paul’s Call to Peace

Faithtrek Workshops have included:

Pathway to Bible Adventure (Storytellers)

Faithtrek Studio (Art)

Acts of Faith (Drama)

Reel Good News (Theater)

Biblical Foods

Science Workshop

Music Workshop

Faith Trek –Sunday Church School for K-5th grade

Coordinating Team –Tara Arner, Marina Halmers, Jane Jauss, Susan Leach-Hebert
Judy Polito, Gayle Campbell, and Carrie Lyon

Lesson Leaders - Susan Leach-Hebert, Carrie Lyon, Judy Polito, Marina Halmers, Jane
Jauss, Barbara Rein, Kurt and Rebecca Bellhorn, Brady Kattman, Debbie and
Paul Munns

Shepherds – Hannah Jauss, Erika Frank, Jonathan Frank, Sarah Grupe, Christopher Grupe,
Jaron Boerner-Mercier, Tobias Boerner-Mercier, Kevin Maulucci, Kaylee
Niemann, Gary Stough, Zac Stough, Christian Schirmer

Little Lutheran Landing – Preschool Sunday Church School

Coordinating Team –Over the last 5 years, the LLL team has produced many
lessons that will be used throughout this year.

Lesson Leaders - Susan Leach-Hebert, Gayle Campbell, Carrie Lyon, Mindy McVey,
Kristin Uznanski, Jeni and Andy Minicucci, Steven and Catherine Ulc,
Barbara Rein, Nate and Stacy Baumgartner, and Katie and Eric Protulis

Faithtrek is offered Sunday morning at 10:15 a.m. Kindergarten through Grade 5 children gather in a large group in the Community Room before going to their assigned workshop. The opening and closing activities are led by Tara Arner.

On Sunday preschoolers, ages 3 & 4, gather downstairs in Little Lutheran Landing. An opening is led by one of the LLL team members before the lesson of the day. Preschool children have been learning Bible stories in sequence using their *Beginner's Bible*.

Mission Projects

At the end of the Church School year in May, Faithtrek purchased 38 fish farms through the ELCA World Hunger Appeal for Africa. This year we have decided to buy pigs to continue with the Stewardship P.I.G.S. theme. Between September and December 2008, we have purchased 12 pigs.

Vacation Bible School

VBS was held July 7- 11, 2008. Our theme was ***Power Lab: Discovering Jesus' Miraculous Power!*** by Group Publishing. It hosts a rotation style of learning where each group rotates from station to station, eliminating classroom structure, and promoting small group bonding. This year we partnered with Concordia Lutheran Church. There were 100 guests ages 4 – Grade 6 along with 55 youth and adult staff members. VBS guests donated a variety of goods for the MACC Food Pantry, which was extremely appreciated.

Next year's theme is "Crocodile Dock". We are going down to the Bayou "Where Fearless Kids Shine in God's Light". The dates will be July 13 – 17, 2009. For a preview you can go to: <http://www.group.com/vbs/crocodiledock/> .

Faith Stepping Stones

The mission of Faith Stepping Stones is to bless the child, gift the family, and call the parents to the promise every night in every home. Emanuel Lutheran Church hosts several of the Faith Stepping Stones including Baptism, Entry into Sunday Church School, My Bible, Communion for all God's People, and Head to Heart Confirmation.

Baptism

Bonded into the Body pre-baptismal classes continued in 2008. Parents and sponsors were invited to learn about baptismal promises they make for their children. It is also an opportunity to learn about the supports that are in place to help children grow in faith at Emanuel.

Entry into Sunday Church School

On Rally Day in September, all three year old children are invited to come and be blessed at the altar as they begin their Church School years. Families are gifted with the ***Beginner's Bible for Preschoolers***.

My Bible

On October 26th, students in Grade 3 were invited to receive a NRSV ***Children's Bible*** during a hands-on Bible workshop. At the workshop the children were introduced to the Bible, played a game in small groups to locate information in their new Bibles and created a personal Bible book cover.

Communion for all God's People

Education on Holy Communion occurs in late March or early April each year. The curriculum has three themes and one theme is explored each year through hands on learning. **All baptized children are encouraged and invited to the table each Sunday** and also to come each year to this education process.

The three part series includes:

Circle of Forgiveness (was held in 2008)

Come, Lord Jesus (will be held April 5, 2009)

The Welcome Table (will be held in 2010)

Families receive several resources during these courses to use at home.

Head to Heart Confirmation

This year's Head to Heart class is held most Wednesday evenings September through April hosting the 6th, 7th and 8th grade students. The ninth grade class is also a part of the program until their Affirmation of Baptism service on or around Reformation Sunday. There continues to be a great fidelity to the Head to Heart Confirmation program. Including the sixth grade students was seen as a natural alignment to the middle school program in most communities. Worship at the conclusion of the Wednesday evening event continues to be an important component of the program. Through student led prayer, music and communion, the youth, guides and even some parents experience a mid-week worship.

The Affirmation of Baptism Service was held in October and confirmed 12 of our youth. The small group philosophy that "bonds kids into the body of Christ" with the help of caring guides and a hands on experience of theater, art, retreats, and community service projects has nurtured these middle school students on their faith journey. Students also receive the gift of an ***NRSV Youth Study Bible***.

Special thanks to an awesome team of guides for the 2008 year: Beverly Niemann, Donna Connolly, Jody Rodiger, Gina Lyons, Betsy Grupe, Jane Jauss, Pam Reardon, Jenn Davis, Kim Boerner-Mercier, and Joy Hansen.

Highlights of 2008:

- Sixth year of Faithtrek Workshop Rotation Church School
- Vacation Bible School with partner Concordia
- Head to Heart Fall Fling Retreat at Camp Calumet in September
- Head to Heart Youth learning about 10-10-80 Stewardship, *Life Without an Address*, the MACC Samaritan Shelter and Christmas caroling to homebound members
- Purchased 12 pigs between September and December 2008

2009 Objective:

Continue to evaluate all education program offerings, in particular the rotation style of learning for our Sunday Church School program and provide learning opportunities that meet the needs of Emanuel and advance the vision and mission of Christian Education at Emanuel Lutheran Church.

Submitted by: Cindy Hall, Minister of Programs
And
Tara Arner, Director of Family Ministries

CHURCH-WIDE EDUCATION MISSION

Adult Education Opportunities in 2008

- Financial Peace University
- New Member Classes
- Book Club monthly discussions
- Lenten Study on Forgiveness
- Ruth Circle Passover Seder Feast
- ONEPrayer Service – United by a passion for justice
- Bloodshed and Mercy Bible Study
- Manchester Initiative for Supportive Housing (MISH) forum at MCC – *Life Without An Address*
- Bible Study on the ELCA draft statement on human sexuality
- Ongoing Moms' Faith Group Studies on Wednesdays and Sundays
- Monthly Stewardship articles in the visitor

FELLOWSHIP COMMISSION

CHURCH-WIDE ACTIVITIES MISSION

Parish Party Planners

Chairperson: Jack Soares

Members: Doug & Gail Porter, Dan & Shelly Reel, Jody Rodiger,
Bob & Karin Schmidt, Jack & Barbara Soares, and Ivan Wasko

We enjoyed a great year of service to our Lord through serving with our brothers and sisters of Emanuel.

We helped plan and support the following activities during 2008:

- Sunday Church School closing - Ice Cream Social
- Vacation Bible School - pizza party
- Annual Goodspeed picnic & theater show
- Church picnic

The fellowship experienced at each of these events has been warm and friendly. If you would like to join this fellowship team, please speak with a member or phone Jack Soares at 643-1694.

Our goals for 2009 are:

1. To expand our team
2. To assist other teams with the development of fellowship events

Submitted by: Jack Soares

WOMEN'S MISSION

Wednesday Moms' Faith Group

Contact: Co-Leader Gayle Campbell, 667-6001 - rngcampbell2003@yahoo.com
Co-Leader Barbara Rein, 870-9990 – barbchrismattmikerein@yahoo.com

Team: Michaela Bertolotti, Christine Blake, Wendianne Grant, Linda Helmke, Anita Hilinski,
Barbara Rein, Julie Reuning-Scherer

Year in Review: This past year we continued to read engaging books, to challenge one another in our Faith as Christians, mothers, thinkers, advocates, and professionals, and to collaborate on our connections between Bible and books, theories and theology. We've enjoyed studies from the *Lutheran Woman* magazine, the *Nooma* video series, and we're now delving into Why Are All the Black Kids Sitting Together in the Cafeteria? by Beverly Daniel Tatum.

Mission Team: We provide a space and place for women to ponder the personal and question the Christian quest as we strive to be more Christ-like in our lives as mothers to our own children, and to the children in our world. We read the Bible, books, magazine articles; if a book we choose is not centered in our Faith, we apply scripture to the reading experience. We enjoy this time of trust and truth while wonderful caregivers watch our wee ones, every first and third Wednesday of the month, from 9:30-11:00 am.

Ongoing Goals:

- To continue serving each other in ways that makes us all better mothers and Christians.
- To invite new moms to our group.
- To support new groups for women.

Submitted by: Gayle Campbell

Sunday Moms' Faith Group

Contacts: Mindy McVey – 649-3960 - mcvey7@cox.net
Kristin Uznanski - 643-8981 - kristincu@cox.net

Members: Carrie Lyon
Karen Schmidt
Monica Swanson
(Marti Eddy and Jody Wynn Rodiger have also been participating in our current study)

The Moms' Faith Group supports the spiritual growth of moms by providing opportunities to share, reflect, study, and pray together.

For 2008 the Sunday Moms' Faith Group chose to do the small group study of "3:16" by author Max Lucado. Because this is not necessarily a parenting related study, we invited some child-free women who were interested in participating. This study is 13 segments long and since the meetings are monthly, the study is still wrapping up with one more session in January. It has been a very enriching and thought-provoking study that involved quite a bit of reflection and discussion.

After the conclusion of the current study, the Sunday Moms' Faith Group plans to take a break and see where the spirit leads this group.

Submitted by: Kristin Uznanski

Ruth Circle

Ruth Circle is a fellowship of Emanuel women who share a common bond of friendship, faith and service. We started the 2008-2009 season in September with a potluck supper in Luther Hall. In October Gene Coleman presented a very interesting and thought provoking program on his benevolent travels to Africa. Our Circle also provided a reception in October for the Ordination Service that took place at Emanuel. In November Vivian Severson enlightened us with a presentation on the fascinating art of "Reiki". In December our annual Christmas gathering was a luncheon at Georgina's restaurant. Beth Stafford, the director of MACC, was our special guest speaker. We presented her with layette items and a check for diapers as has been our tradition for many years. We are collecting used books to be sold on the Sunday of the Annual Meeting in January. Our profits will be donated to the youth for their upcoming national gathering. In an effort to accommodate our members who are unable to attend evening meetings we will hold our February and March meetings at 12 noon. Everyone will bring a bag lunch and dessert will be provided. In February we will have fun sharing our special household gadgets. In March we will be privileged to have a bible study led by Pastor Cady. We will end the year in May with a potluck supper and planning session. Throughout the year we take up a special offering for the Samaritan Fund. We picked up some new members this year and we look forward to encouraging others to join us in the future. Our goals for 2009 are to continue this fellowship with one another, to provide more interesting programs and to be of service to our church family and the community.

Submitted by: Joyce Brown, 860-647-0404, joyce_L_brown@sbcglobal.net
Ruth Circle Coordinator 2008-2009

YOUTH MISSION

In 2008, the high school youth of Emanuel served in ministry opportunities in many ways including:

- Collecting for MACC on " Souper" Bowl Sunday
- Preparing and serving a Sunday evening meal at the MACC shelter
- Registered 12 youth and 4 adult leaders to attend the 2009 National Youth Gathering – Jesus, Justice and Jazz in New Orleans, LA in July. Created a year-long calendar of fellowship and fundraising events to support the trip.
- Sharing "life line stories" on Head to Heart Theme Night and writing a youth column for the Visitor
- Serving as communion assistants, lectors and ushers
- Began a recycling program of ink cartridges, toners, cell phones and laptops
- Serving as Vacation Bible School Shepherds
- Serving as Faithtrek Shepherds during the school year
- Serving as Camp Calumet counselors and Service and Learning staff

Special thanks to Beverly Niemann and Jane and Joe Jauss who have taken the lead in planning and implementing so many of the fundraising activities for the National Youth Gathering! These events are not only providing funds for the trip, but also a great fellowship opportunity for the Emanuel community and friends. We could not do these events without the support of all of the youth's

families! Each one of the families has contributed in significant ways and we are truly grateful for their partnership in youth ministry.

I know that the group attending the gathering will be transformed by their experience and it will serve as a touch point in their life to reflect back on time after time as they continue to grow in their faith through their high school years. Look forward to all the great stories that the youth will have to share upon their return this summer!

Submitted by: Cindy Hall

SOCIAL MISSION

Emanuel's Book Club

The Book Club meets once a month, September through June. The meetings are usually on the first Sunday of the month from 6:30 PM until 8:00PM, in the library. Members suggest the books that are read and discussed each month. Look for the list of selections on the bulletin board outside the church office. We have been pleased to welcome some new participants this year. Our discussions are always interesting. In October we were pleased to have a local author, Al Ahern, join us to discuss his book. Please help yourself to a list, read some, or all, and join us. If you need additional information, please contact Sylvia Hellstrom at 649-6306, or email, feboct3436@att.net.

Submitted by: Sylvia Hellstrom

Visitor Volunteers

Our dedicated group of retired members gathers once each month to assemble, fold, label and stamp the VISITOR. We enjoy each other's company, have coffee/tea and a baked treat, and share devotions once the work is finished. In addition to the VISITOR, we often do additional projects when the church office has need of assistance. With so many of our members receiving the VISITOR electronically, the time we spend has lessened. We now start at 9:30 AM each month, so there is no conflict with parking during nursery school drop-off.

We look forward to continuing this fellowship and work in 2009. We reward ourselves with a potluck luncheon each June. New recruits are always welcome. It is not necessary to commit to each month in advance, just look for the date in the calendar or the bulletin insert. For more information, please contact Sylvia Hellstrom at 649-6306, or email, feboct3436@att.net.

Submitted by: Sylvia Hellstrom

SOCIAL JUSTICE COMMISSION

Lutheran World Relief

Emanuel members made close to 200 health kits with hand towel, washcloth, soap, comb, bandages, file and toothbrush sent to the LWR Maryland warehouse to be distributed to people in need. Also raised over \$200 for the comfort fund to cover shipment. The LWR Fair Trade Fair was held in April, May and December sponsored by the Hunger Team. Fair Trade coffee and chocolate are sold the first Sunday of every month by members of the Hunger Team.

ONE 2008

The ONEprayer in May was lead by a group of students from Boston University. **An evening focusing on issues of social justice through prayer, worship and action.** ONEprayer at Boston University, founded in 2007, is an ecumenical gathering of students and other young adults for worship, prayer, and service founded in a passion for social justice. Encouraging participation in the ONE campaign is the aim. In July Emanuel Council voted to support Crystal Hall in her mission trip to South Africa ELCA MUD program. ONE members sent letters to legislators to support PEPFAR - America's lifesaving response to global AIDS, TB and malaria.

Jubilee 2008

With strong support from members of Emanuel Lutheran, 2008 saw the passage of the Jubilee Act in The House Of Representatives. Connecticut's Senator Chris Dodd was an original sponsor of the Jubilee Act in the Senate, but it was never brought to a vote. Jubilee plans to go through the whole process again in 2009. Gary and Jahn Hart attended the National Jubilee Conference in Columbus, Ohio in June. Emanuel celebrated Jubilee services in April and December and participated in Jubilee's 'Picture New Leadership' campaign. For more information visit the website at www.jubileeusa.org

Debt and the Millennium Development Goals - In 2000, world leaders at the United Nations committed to set the millennium development goals; development goals that will alleviate global poverty. Full debt cancellation for impoverished countries is an essential tool if we are to have any hope of stopping the rise of global poverty in this generation.

Emanuel Outreach Locally and Globally and so much more!

- The Annual Trumpet Concert with Gary Hart and his music students raised monies for the Mexico Mission Team efforts to support mission trips to the ELCA Immersion Center in Mexico City to their continued outreach to the communities in need.
- Souper Bowl of Caring collected over \$700.00, bags of food, hundreds of underwear for MACC!
- The GREEN MUG Club started in February with a couple mugs and now there seems to be over 50 mugs thus reducing the need for paper cups or even those foam cups!
- Confirmation youth attended a MISH event at MCC to learn more about homelessness advocacy.
- The Peace Pole stands in the Emanuel courtyard in honor of Peace Day in hopes of worldwide peace.
- The MARC organization meets at Emanuel Luther Hall weekly for an afternoon workshop.
- Confirmation youth participated in the Foodshare Walk in May to raise monies to fill MACC's pantry.
- The Hartford Conference of Lutheran Churches participated in Habitat for Humanity in partnership with Thrivent and Emanuel sent two teams to work!
- MANA hosts a luncheon every Friday for client fellowship and includes a workshop and guest speaker in the summer months.
- The Christmas in July Brunch raised money for MACC and ELCA World Hunger because Hunger is a year round need locally and globally.
- VBS and Faithtrek kids brought in food items to stock the MACC food pantry.
- Operation Christmas Child at www.samaritanpurse.org received over 60 boxes this year from both the confirmation class and members who gathered to fill and wrap.
- Emanuel members helped with the annual MACC Fashion Show in November.
- Emanuel hosted the first fundraising concert for Creative Living Community of CT.
- The Giving Tree gifts were collected for several organizations that Emanuel helped this Christmas Season which include: *4 MACC families, 1 MANA family, 6 Teenage girls from The Bridge program.*
- The Prayer Shawl Ministry has been going strong for many years in our congregation and thousands of others around the world. A prayer shawl lovingly wraps a hurt soul in a blanket of love.

- Ruth Circle collects layette items and diapers in December for the expectant mothers at MACC.

Submitted by: Jody Wynn Rodiger

WELCOME COMMISSION

Members: Gayle Campbell, Jenn Davis, Philip Grover, Cindy Hall, Jody Rodiger, Pastor Scott, Monica Swanson, Kristin Uznanski

The Welcome Commission hosts very enthusiastic members full of ideas to create a more welcoming witness at Emanuel Lutheran Church. This year several initiatives were implemented and the group looks forward to continuing their work in 2009.

- **Saturdays @ 4:00** were held during the summer months. The events brought together neighborhoods who are Emanuel members for the purpose of fellowship. It was very well received by those who attended and hosted. Most neighborhoods did find a host, but not all, so we will work on this in 2009.
- A Spring **Greeter Luncheon and Training** and a **Fall Usher Luncheon and Training** were held. Both of these gatherings provided good information to those that serve on a weekly basis as ushers and greeters. The conversation provided a forum for evaluation and a platform for future procedures.
- The new Emanuel Lutheran Church **Directory** was published and distributed. Special thanks to Mary Catherine Sonntag for her help with the project. There are still several copies available which may be obtained by members. New members joining Emanuel in the coming months will also receive a directory.
- We support the plan to redecorate and refurbish the **Nursery** to make it a more welcoming environment for families. Many thanks to Monica for all her care in the ministry to our youngest members.
- A **welcome banner** was purchased to put on the lawn of the church. The **new event sign** is a great addition to getting the word out "on the street" about special worship services and events.
- A **name tag system** was created to track weekly attendance and identify visitors in worship. Special thanks to Sylvia Hellstrom for her weekly maintenance of the name tags on Monday. This information which is entered weekly into the Shepherd Staff database, now gives us the necessary information to create attendance reports and trends. We can identify individuals that have not been worshipping with us for a certain period of time and follow up with them.
- New **Visitor cards** were created and are placed at both entrances to the sanctuary. Welcome table hosts have been doing a great job of helping worshippers to take their name tags as well as visitor cards when needed. 45 visitors have been identified since we began using this system in September.
- The **postcard campaigns** for the Social Justice Commission, the Halloween invitation to Faithtrek and the Advent Calendar of events have been well received. Look for more of these visual supports announcing events in 2009!
- The Welcome Commission is grateful for the launch of the Emanuel website as it has been one of the ways visitors have found out about our mission and ministry.

Submitted by: Cindy Hall

RECONCILING IN CHRIST (R.I.C.) MISSION TEAM

MEMBERS:

Linda Bukowy	860-648-2983	lindabukowy@gmail.com
David Bukowy, Jr.	860-648-2983	davidbukowy@gmail.com
David Halmers	860-875-9423	david.halmers@snet.net
Myra & Stephen Johnson	860-643-2002	mystj1@gmail.com
Jean & John Reed	860-683-0659	jcreed9935@earthlink.net
Cheryl Ritchie	860-386-0808	cheryl.hardworker@gmail.com
Pete Baron-Krieger	860-871-2365	pedrobk@comcast.net

YEAR IN REVIEW:

In response to the congregation's action at the 2008 Annual Meeting this Mission Team was formed in the fall of 2008. The team met October 13th to review resources and get to know each other better around being a "welcoming" and Christian Family at Emanuel. November 14th three members of the mission team ventured to Washington, D.C. for three full days of training and relationship building around training/resources available to all congregations within the E.L.C.A. – the training was sponsored by Lutherans Concerned/North America. Materials, resources and contacts were brought back and a preview – sharing opportunity was sponsored at Coffee Hours – November 29th after both services. The Team met December 14th (after personal review of the training binders) to develop a Timeline – Action Step Calendar for 2009 events.

Weekly Bulletin items and Monthly Visitor Articles will continue - sharing information about open forums, discussion groups, viewings of videos, and Bible studies about this ***“Call to Welcome – Reconciling In Christ”***, a true welcome of all creations of our Lord.

MISSION:

To work with the members of Emanuel Evangelical Lutheran Church, facilitating open forums, discussion groups, and Bible Studies around the topic of adopting *“The Reconciling In Christ Program”* – Opening our Hearts, Opening our Minds and Opening our Doors to make an affirmation of welcome that promotes an intentionally inclusive ministry that helps heal the pain of alienation and exclusion.

Who is welcome here?

If you are Asian, Hispanic, Black or White.....

If you are male or female or transgender

If you are three days old, 30 years old, or 103 years old

If you've never stepped foot in a church; or if you are Buddhist, Roman Catholic, agnostic or are a life-long Lutheran

If you are single, married, divorced, separated, or partnered

If you are straight, gay, lesbian, or bisexual

If you are a Republican, Democrat, Independent, Socialist, or not registered to vote

If you have, or had, addictions, phobias, abortions, or a criminal record

If you own your home, rent, live with your parents, or are homeless

If you are fully-abled, disabled, or a person of differing abilities

You are welcome here!

This congregation is committed to being a radically loving and welcoming community of faith, centered in the Good News of Jesus Christ. Therefore, in faithfulness to the Gospel and our Lutheran heritage, and to the best of our ability, we promise to provide programs, ministries, and pastoral care to all who seek God in this place.

GOALS FOR 2009:

- + host Monthly Coffee Hours
- + sponsor two Bible Studies
- + provide a variety of “open dialogues” – various times
- + Written educational resources as well as Video presentations will be available for all to view and discuss
- + Temple Talks/Pulpit supply

Respectfully Submitted:

Linda Bukowy & the R.I.C. Team

WORSHIP & ARTS COMMISSION

SANCTUARY ARTS MISSION

Altar Guild

Ruth Lehrach, Lay Leader (860)633-0575 rlehrach9@aol.com
Alice Carlson, Marlene D’Addario, Karen Hamilton, Sharon Hamilton, Linda Hempstead, Lenore Henderson, Joan Ivey, Kristin Knox, Martina Johnson, Mindy McVey, Kaylee Niemann, Valerie Norris, Gail Porter, Elsa Robinson, Melody Ryan, Barbara Soares and the “indispensable” assistants: Kent, Jim, Martin, Shawn, Beverly, Doug, Nelson, Jack and Ron.

The **Altar Guild** continues to be a constant at Emanuel as part of the Worship and Arts Commission. The Altar Guild is entrusted with preparing the chancel and caring for its furnishings to keep the worship space beautiful and in good order. The Altar Guild members have set up and cleaned up for all of the weekly services, and following Pastor Cady’s mid-year request, introduced the serving of pita for the communion bread. The team members faithfully saw that the sanctuary was decorated in accordance with the Liturgical Church Year holidays.

One of our 2009 goals is to add additional members to our team. Consider being on Altar Guild. It is not a very time consuming, extra night out, lots of meetings commitment! What you do have is a chance to share in our “behind the scenes” ministry and fellowship. Quarterly schedules to cover each Saturday and Sunday are made to accommodate member’s personal conflicts. The Altar Guild will continue to invite confirmed members through Temple Talks and coffee hours so that we can add at least four new members in 2009! Consider yourself invited.

Thank you also to the Emanuel staff for their continued support.

Submitted by: Ruth Lehrach

ASSET & RESOURCES COMMISSION

FINANCE MISSION

Members

Chairperson:	Bruce Johnson
Vice Chairperson	Steve Quatrocelli
Recording Secretary:	Micki Zelesky
Treasurer:	Don Anderson
Co-Treasurer:	Jim Hamilton
Co-Financial Secretary:	Carl Benson
Co-Financial Secretary	Joyce Brown
Members:	Don Anderson, Carl Benson, Joyce Brown, Charles Bodemann, Jim Hamilton, Fred Hughes, Bruce Johnson, Len Johnson, Ron Lehrach, Tom Leo, Valerie Norris, Steve Quatrocelli, Micki Zelesky

Mission Description

The Finance Mission supports the Council and staff with financial information and recommendations. The congregation's Treasurers and Financial Secretaries are congregational officers and elected by the Congregation Council with duties specified in the congregation's Bylaws. The mission members assist staff and the Council in assembling information for the estimation of the income and expenditures for the current and following years. The mission (i) oversees the insurance program and all financial affairs of the congregation, (ii) makes recommendations to the Congregation Council for the positions of Financial Secretaries, Treasurers and auditors and (iii) for the source of unbudgeted fund requests to Council. A mission member provides monthly reports to the Congregation Council. Expert help from additional congregation members is solicited for the evaluation of proposals for significant expenditures.

Year in Review

Operation and Reports

The Financial Secretary activities were revised during 2008. On June 30th, the staff position of Financial Secretary was changed to the volunteer positions of Co-Financial Secretaries with assistance from the staff Administrative Assistant and volunteer Financial Data Assistants for the input of church income data in the "Shepherd's Staff" church accounting program. The "Revised Income-Handling Procedures and Job Descriptions" was approved by Church Council, June 10, 2008; the job descriptions were approved by Mutual Ministry, July 2008. The Co-Financial Secretaries' duties, as specified in the congregation's Bylaws, are not changed.

The Congregation Council and staff have indicated the need for more detailed financial reports than provided by the treasurer's monthly report. The following reports are now available:

- The end-of-month balances for the "off-budget" funds and accounts are distributed to the Congregation Council and Commission/Mission leaders with accounts.
- The Treasurers monthly/YTD back-up data file can now be accessed by the Administrative Assistant to provide detailed expenditure reports.

Benevolence

The congregation's 2008 benevolence includes \$56,951.88 to the New England Synod/ ELCA, and \$6,000 to the Manchester Area Conference of Churches. Details for the congregation's total 2008 benevolence of \$102,622 are in the Benevolence Report at the end of this Annual Report.

Perspectives on 2008 Congregation's Finances

- The member contributions of \$474,599 are 99.52% of the budgeted amount. We are grateful to the congregation for their continuing financial support of Emanuel's ministry.

- The 2008 income budget was comprised of Member Contributions-86%; Contribution from the Emanuel Housing Corporation-6%, Use of Church including Sprint's antennas-5% and Emanuel's Current Reserve funds-2%.
- The 2008 expenditures were \$33,255 less than budgeted due to a staff vacancy caused by Kevin Schulz's untimely death, insurance and building utility costs less than budgeted and unexpended moving expenses.
- Current Reserve funds were not required to meet 2008 expenditures! The unexpended 2008 income (see Treasurer's report) will be retained in a Current Reserve account.
- The Congregation Council approved the transfer of funds from the Coventry Property account to the Property Commission (i) for repairs to the church roof and walls and (i) for replacement of windows in the parish house.

Perspectives on the 2009 Congregation Budget

- An amendment to the resolution from the 1986 Annual meeting, concerning the use of funds from the sale of the Wilson/Werner Parsonage, is proposed that will cap the Pastoral Housing Fund at \$150,000 and will use the interest from the Pastoral Housing Fund for the ongoing ministry of Emanuel. This provision is similar to that in the original resolution that capped the Structural Loan fund at \$46,424 and designated the interest for current benevolences.
- The effect of the 2009 US economy on the ability of our congregation to support our ministry is uncertain. We have faith that the congregation, as-a-whole, will respond with financial support, as they can.
- The 2009 budget is about-the-same as 2008. The estimated combined congregational contributions, Emanuel Housing Corporation gift and church-use-income are not significantly changed. With full staffing envisioned, funds from the Emanuel Current Reserve account will be required to balance the projected expenditures. The estimated requirement from reserves is approximately the same as for the 2008 approved budget.

2009 Goals

- A perennial goal of the Finance Mission is to provide the congregation with a budget for adoption that has the current-year income equal the current-year expenses. The Finance Mission, in concert with our Executive Director, will work toward that objective in 2009.
- Develop a coordinated plan from the three Missions (Stewardship, Finance and Planning) of the Assets and Resources Commission that addresses the long-range financial needs of Emanuel.
- Modifications and repairs to the Sanctuary will be required in the near future. The Finance Mission will work in conjunction with the Property Commission and the Worship Space Planning Team to develop a financial plan for funding the changes and repairs.

We acknowledge and thank: (i) Carl Benson for his 14 years as staff Financial Secretary, (ii) Len Johnson for his 10 years of leadership as Chairperson of the Finance Committee/Finance Mission, (iii) Jim Reuter for his decade-plus service as a member of the Finance Committee/Finance Mission and (iv) Jon Norris for reviewing the proposed insurance policies and recommending several additions.

We acknowledge and thank our Treasurers, Don Anderson and Jim Hamilton, and our Financial Secretaries, Carl Benson and Joyce Brown, for their dedicated service to Emanuel.

We acknowledge and thank the Emanuel Housing Corporation for its continued support of Emanuel's ministry.

Let us continue to prayerfully consider our stewardship and with God's blessings, we will continue to meet the financial challenges ahead.

Respectfully submitted,
 Bruce Johnson, Chairperson
 Telephone: 860-645-9693
 e-mail address: bruce.v.johnson@att.net

Designated Giving Mission Team

Members

Carl Anderson
Michael Arner 860-533-1823 arnermd@cox.net
Carl Benson
Valerie Norris
Judy Polito
Katie Protulis

Year in Review

The Designated Giving Team met on June 8, 2008 to distribute funds from the Emanuel Memorial Fund and the Benevolence Fund. The available funds were \$10,586 of which \$7,500 was approved for disbursement. The remaining \$3,086 was held in reserve for future requests. The committee approved the following donations:

Computer and technology JDRS	\$1,500
Hunger Mission Team	\$ 100
Creative Living Initiative	\$ 500
Samaritan's Purse c/o Mindy McVey	\$ 400
Calumet Scholarships	\$1,500
MACC	\$1,000
ELCA in Africa c/o Crystal Hall	\$ 500
Jubilee International c/o Gary Hart	\$ 500
Lutheran World Relief	\$ 750
ELCA Disaster Response	\$ 750

Team Mission Statement

The objective of the Designated Giving Team is to disburse money from the Emanuel Memorial Fund and the Emanuel Benevolence Fund. Requests for funding come from church members and other sources. The team attempts to divide disbursements into three equal parts aimed at the following categories:

1. Church: Disbursements are used to improve conditions or assist members and staff at Emanuel.
2. Local: Disbursements are directed toward causes which impact conditions in our town, state or country.
3. Worldwide: Disbursements may be used to fund needs anywhere in the world.

2009 Team Goals

Goals for the Designated Giving Team in 2009 are as follows:

- Continue to disburse funds from the Emanuel Memorial Fund and the Emanuel Benevolence Fund in a fiscally responsible manner.
- Continue to disburse funds to organizations and causes that represent the concerns and further the ideals of the congregation.
- Re-invigorate the Designated Giving Request process to solicit ideas from the congregation.
- Actively communicate with the congregation and Church Council regarding the presence and accomplishments of funds disbursed.

Submitted by: Michael Arner

STEWARDSHIP MISSION

Chairpersons: Patti Quatrocelli, 644-4946, pattiq2456@aol.com
Kevin Uznanski, 643-8981, kevinuznanski@cox.net

Additional members: Carl Benson, Christine Blake, Pastor Scott Cady, Myra Johnson,
Steve Johnson, Ray Purtell, Micki Zelesky

2008 - This past year has been a busy one for the Stewardship Mission Team (“SMT”). After researching our options for pledge campaigns, we decided to develop our own. A priority was to incorporate children into the process, and we feel we were successful in doing that with providing piggy banks and accompanying information to all Sunday School participants. These banks are designed to assist children (and their parents) in learning about finance, including charitable giving. Our program was titled “PIGS – People in God’s Service” and consisted of sermons on the topic by Pastor Cady as well as one of our youth, along with several temple talks, including one from our new Executive Director. We culminated by coordinating a good, old-fashioned Lutheran potluck luncheon. In addition, we offered a tithing workshop, implemented a new envelope program, provided *Simply Giving* as an offering option, supported the Financial Peace University program, submitted monthly *Visitor* articles on stewardship, coordinated the Luther Hall rededication and performed many behind-the-scenes tasks to bring all of these about.

Description - The SMT is a fun, goal-oriented group focused on providing Emanuel’s members with a year-round dedication to growing as stewards in our faith. We strive to emphasize that stewardship is much more than an annual pledge drive for money. It is ongoing, and it incorporates the giving of one’s time and one’s talents, as well as being stewards of the earth.

2009 Goals – This annual report is going to print about the same time we are meeting to plan our 2009 calendar of events, however, we are able to write what we anticipate in the coming year. It is our intention to develop more of a year-round program, even though we have already made great strides in working toward that. We will be discussing the timing of the stewardship campaign, refining time and talent opportunities, continuing our efforts with children and possibly assisting with youth stewardship as well, setting up a chance to be involved with stewardship of the earth, and providing ongoing support to other commissions as desired.

Respectfully submitted,
Stewardship Mission Team

EMANUEL ENDOWMENT MISSION

Mission Team Members: John Helmke, Chair; Sylvia Hellstrom, Rod Johnson, Beverly Niemann,
Jody Rodiger

The Emanuel Endowments exist to provide long-term financial security for key missions of the church. The four funds support structural preservation of existing and future facilities, the music program, Christian education, and the direct needs of those more desperate for our help.

In 2008 The Emanuel Endowments were placed in the ELCA Foundation’s pooled trust fund to be managed by their professional fund managers. In spite of challenging economic times, through their careful stewardship the Endowments are poised to make their first distributions this spring.

2008 also witnessed the formation and development of necessary processes and procedures by which the Endowments must operate. Additionally the Oak Tree Society held its second recognition dinner for donors and the congregation had the chance to learn more about the funds through newsletter articles.

Plans for 2009 include a focus on attracting new committee members as well as new donors and donations. We also intend to coordinate more closely with our partners in stewardship and finance and to better serve the needs of Emanuel and to look for ways to continue to share the message of long term saving for the health and preservation of Emanuel Lutheran Church and its missions.

Prayerfully submitted,
John Helmke

MUTUAL MINISTRY COMMISSION

This year we completed our transition from an evaluative group to a group committed to staff support. This has been a process that was started approximately four years ago with the elimination of staff year-end job evaluations. This elimination of the evaluation process was a transitional process that we were able to totally eliminate with the addition of an Executive Director.

In addition, and in accordance with our long term goals, we stepped away from creating the budgeting vehicle, and focused on budget recommendations for staff salaries and needs, i.e. continuing education, software, etc. These recommendations were then sent on to the Council via the Finance Mission.

We completed the updating of the entire Manual of Policies and Procedures. MM member Rosemary Johnson, to whom we give special thanks, did much of this work. The Policies were sent on to the Council and accepted.

A representative from Mutual Ministry, Tammy Kearney, was part of the Call Committee bringing Pastor Scott Cady to the congregation as our permanent Pastor.

Mutual Ministry was very involved in the entire search process for a new Executive Director: interviewing, selection, and orientation.

Melody Ryan, along with Philip Grover, facilitated a workshop based on The Myers-Briggs Personality Scale for staff and volunteers.

The Mutual Ministry would like to give a special thanks to Kevin Schulz, our former Executive Director. Kevin provided us with a wonderful sense of being part of a team engaged in important work. He did this with incredible poise and a wonderful sense of humor.

I would also like to thank the staff, volunteers, and council for their support and encouragement for the last several years as I have served as chair of Mutual Ministry. A particular thanks to Elsa Robinson, Kent Carlson, Tammy Kearney and Rosemary Johnson for having such a great sense of "team" and being so flexible regarding meeting times, meeting places, and most of all for being so willing and able to "think outside the box".

Tammy Kearney will replace me as Chairperson in 2009.

Respectfully Submitted,
Melody Ryan

PROPERTY COMMISSION

Chairperson: Len Johnson (lenjohnson@rcn.com)

Members: Don Gunsten, Matt Heinrich, Mel Hellstrom, Doris Johnson, Len Johnson, Pat Nelson, Nelson Robinson, and Ray Wilcox

The Property Commission's role is to oversee the maintenance of Emanuel's church property and Parish House. Keeping up with property maintenance and concerns is a continuing process. The Commission maintains an up-to-date task list. If you are able to give some time to Emanuel, check our task list and lend us a hand. We welcome new members to our Commission.

The major task completed in 2008 was the renovation to the exterior of our church building. Roof repairs, pointing and weatherproofing of our exterior brickwork, painting of all exterior woodwork and foundation was completed in October at a cost of \$69,742. This project was funded from some of the monies received from the sale of church-owned property in Coventry. A summary report of the renovations follows this report. A separate detailed report, which includes pictures regarding this capital improvement project, is on file in the Church Office. For information on the source of funds (Coventry Fund) refer to the 2007 Annual Report.

The following list highlights additional tasks completed by the Property Commission in 2008.

- Installed street signs identifying Emanuel Lutheran Church at six main arteries in Town.
- Approached Town to repair front sidewalks. Temporary repair made to date.
- Installed locks on Furnace Room and Attic doors so as to make childproof.
- Several gutter underground downspouts were rotor-rooted.
- Screens placed on downspouts.
- New exit light installed on Sunday School exit stairway.
- All fire alarm system and detectors inspected and tested.
- All fire extinguishers tested.
- New frame installed on air conditioner in Executive Director's Office.
- Shelves installed in Nursery closet.
- Tree removed and wall repaired due to damage from garbage truck.
- Conducted spring and fall clean-ups.
- Installed new signs over staff office doors.
- Received bids for window replacement on Parish House. Contract awarded. Work to be done in January-February, 2009 with funding from Coventry Fund.
- Parking lot lines repainted on parking lots across street and behind Parish House.
- Exterior hood over furnace exhaust pipes removed in an attempt to eliminate gas odors from re-entering the building.
- Cleaned out garage – one bay now empty.
- Installed new closures on front doors.
- Installed new ballast in Sunday School room light.
- Jonathan installed a new media center in the Community Room. Great job!
- Outside gas meter covered with lattice to make it more appearance friendly.
- Installed new amesite ramp on Luther Hall parking lot entry.
- Completed installation of windows in Sunday School room doors as part of the Safe Church Program.

Emanuel's custodian, Kathy Hatch, continues to maintain our property in an excellent manner. She also takes time for touch-up painting tasks, faucet leaks, and outside brush clearing.

We also would like to acknowledge the efforts of Charlie Billmyer and Rod Andersen for their volunteer work installing and repairing various electrical concerns. The Property Commission issues a detailed monthly report that is available in the Church Office.

Respectfully submitted: Len Johnson, Chairperson

EXTERIOR RENOVATIONS 2008 **SUMMARY OF PROJECT**

Introduction

The Property Commission has been concerned the past eight years about the deterioration of the church exterior. Specifically, those areas of concern which have been on our Capital Improvement List are:

- Roof leaks – repair (copper valleys)
- Cracks in the bricks
- Peeling of paint on sanctuary windows
- Waterproofing of brickwork
- Deterioration of paint and putty (glaze) on education wing windows

These concerns had not been addressed due to lack of funding. In 2007 the congregation authorized the sale of church-owned property in Coventry. The sale resulted in \$191,832 to Emanuel. Approximately half of this money was invested in Emanuel's four endowment funds. The balance was used to create the "Coventry Fund". Details on the background and sale of this property are reported in the Annual Report for 2007.

Having these funds available, the Church Council authorized the Property Commission to seek out bids for the aforementioned repairs. This report will detail the Commission's process in having this work successfully completed.

Invitation for Bidding Project

Five general contractors were invited to bid on the contract.

1. Architectural Restoration (New Hartford)
2. John K. Leacock Co. (Palmer, MA)
3. Robert R. Riccio, Inc. (Burlington)
4. Exteriors Unlimited (Glastonbury)
5. Gnazzo Construction (Manchester)

Bid Summary

Four of the contractors reviewed the project. Gnazzo Construction, who had done similar work for us eighteen years ago, did not respond. Exteriors Unlimited did not present a bid after reviewing the job. The three bids received were as follows:

- | | |
|-----------------------------|-----------|
| • Architectural Restoration | \$119,800 |
| • John Leacock Co. | 76,823 |
| • R.R. Riccio, Inc. | 65,557 |

The Commission made the decision to meet individually with the two low bidders. Len had previously met with them, prior to the bidding, and did a walk around with each contractor identifying the specific work that had to be done.

After meeting separately with the two low bidders, the Commission agreed to recommend to Council that a contract be signed with R.R. Riccio, Inc. at a cost of \$65,557. This recommendation was accepted by Council, and Council President, Lynne Gustafson, and Treasurer, Jim Hamilton, signed the contract. Prior to contract signing, Len Johnson checked the references of R.R. Riccio, Inc., as well as the Better Business Bureau and Department of Consumer Protection. R.R. Riccio, Inc. also filed a Certificate of Insurance with Emanuel.

General Information

The work started on schedule in July but a rainy summer delayed progress. The work was completed in late October.

The copper valleys in the roof were replaced with ice shield underlay and new copper. Slates had to be removed, stored, and reattached. The old copper valleys were just about worn thru and had been patched. The contractor reported that the copper had been replaced at least once previously, which would tell us that the valleys have a 30-40 year life. The copper peak on the church had been replaced in 2004.

The many cracks in the brickwork resulted in replacement of bricks rather than the filling in (pointing) of the cracks. This indicated the contractor's attitude on doing the job professionally. The front steps were realigned and pointed.

The complete brick exterior was waterproofed. This is a process we have been doing every ten years but did not do it in 2000 when it was due.

All exterior woodwork and education wing windows were primed and finish painted. The large stained-glass window on the west side of the church (over the kitchen) had the yellowed Plexiglas removed, window painted, and new Lexan protective window installed. The same was done for the window adjacent to the office entrance.

The small roof over the Luther Hall entrance has had a water leakage problem due to snow build-up and being trapped as it falls from the upper roof. Shingles were removed, flashing caulked, ice shield installed, and new shingles installed.

The small roof adjacent to the office entry needed re-shingling. For some reason it did not get done ten years ago when the education wing roof was done. This roof area has been problematic in that we have had water leakage, during the snow season, which ends up in the downstairs hallway ceiling. When the contractor removed the shingles, the plywood roofing was pretty well rotted so a decision was made to replace the plywood and put new flashing and ice shield down. This resulted in an additional cost of \$1,200 to the original contract.

The foundation had several cracks, especially on the parking lot side. These cracks were filled/patched but it was felt that the foundation should be painted/waterproofed for aesthetic reasons. Len got approval from Council and the foundation was painted a lighter color, two coats, for an additional cost of \$2,985.

A more detailed report with pictures is available in the Church Office. All workmanship is under warranty for five years.

Respectfully submitted,

Len Johnson, Chair – Property Commission
Property Commission Members:

Don Gunsten
Matt Heinrich
Mel Hellstrom
Doris Johnson
Pat Nelson
Nelson Robinson
Ray Wilcox

ADDITIONAL REPORTS

EMANUEL HOUSING CORPORATION

This has been an interesting year for the Corporation. We reacquired 34-40 ½ Church Street, so that property with 71-73 Church Street brings our total building count to 3. We want to acknowledge the contributions of our property manager, Alma Bluis, who has overseen the property improvements and renovations (including landscaping) to make the buildings assets to the neighborhood.

As I write this report mid-December, the Corporation has two upstairs apartments, office space and storage space available to rent.

We were pleased to be able to give Emanuel Lutheran Church \$3,000 a month in 2008 and to provide an apartment for Pastor Scott Cady.

The 2008 Board of Directors included: Alma Bluis, Keith Carriere, Barbara Soares, Mark Zelesky, Bruce Johnson, Charlie Bodemann and Martha Eddy. We want to say thank you to Keith and Barbara for their many years of service on the Board as they “retired” at the end of 2008. In addition, we would like to welcome Bill Preuss to the Board.

Respectfully submitted,
Martha Eddy, President
(email: mpratteddy@hotmail.com; phone: 643-8222)

CHESTNUT HILL PRESCHOOL

Chestnut Hill Preschool (CHP) began on September 16, 1974, as part of the weekday social ministry at Emanuel Lutheran Church. The school will be celebrating their 35th Anniversary in September of 2009. CHP is a state licensed preschool that serves 3-5 year old children. Our goal is to help children become enthusiastic learners. We believe that the essential components of a positive beginning school experience include a child-oriented environment, a developmentally appropriate curriculum, a professional teaching staff, and family involvement. The school is open to all children regardless of race, nationality, or religion.

2008 Review:

CHP staff attended year long training in Creative Curriculum for Preschool, a highly acclaimed tool used by many programs. CHP teachers have written our own preschool curriculum based on the value of play while focusing on the principals of Creative Curriculum and the CT Framework Preschool Curricular Goals. Parents supported fundraising to maintain monthly visits by a Music Together specialist for the school year. CHP was actively involved in the community by holding a food drive for MACC during Valentine's week, participating in the Manchester Preschool Fair, and by sponsoring a Relay for Life Team comprised of our staff, families and friends to raise money for the American Cancer Society. CHP's team has raised over \$19,000 since 2002. CHP takes on a leadership role in the early childhood community by being a charter member of the Manchester School Readiness Council, in the organization of the preschool fair, in the development and piloting of the first transition to kindergarten information card, and by hosting training opportunities for Manchester's early educators.

2009 Goals:

- To support families by providing continuity of quality programming, including serving a second generation of families.
- To become re-licensed by meeting State of CT regulations which is often supported through the help of the Property Commission.
- To be actively involved in the community.

Our teaching staff includes Kristin Braz, Robin Toomey, Lynn Lukach, Ramona LaFrance, and Linda Wiley. Our CHP team has more than 65 years of combined teaching experience. It is our privilege to help children begin their educational journey based on the love and joy of learning. Please call 649-8383 for contact information regarding CHP.

I would like to thank the people of Emanuel for their continued support of early education in our community.

Submitted by: Linda Wiley, Director

MANCHESTER AREA NETWORK ON AIDS (MANA)

The MANA Annual Dinner Meeting was held on Monday, October 20th. The attendees were presented with an Annual Report with a President's Statement by Mo Cacace. Here are some of the highlights.

MANA experienced another challenging year during 2007-2008. As the Ryan White funding is reducing on a yearly basis MANA struggles to find new sustainable funding sources. We are hopeful that the Ryan White Funding at the state level might reissue the monies next fiscal year 2009-2010. Positive comments have been heard thru the grapevine since the drop-in center models are still a vital resource for the MANA clients and other areas.

Mo continues and will continue to write grants for MANA however she has shifted her time to the collaboration with St. Francis PATH Outpatient Mental Health and Substance Abuse Treatment services since 10/01/07. After one year the need has increased and Mo will now spend most of her time with the clinical work and allocate approximately 10 hours with MANA. That leaves 20 hours to operate the day-to-day operations of MANA to a board member who has a long history in the AIDS/HIV arena. Tracy Callaway has joined MANA as of October 29th and works Wednesday, Thursday, and Friday as Program Director. Mo will be at the MANA office Monday through Friday, however, to perform the clinical work in collaboration with St. Francis.

Until just recently MANA had been offering a breakfast and lunch on both Thursday and Friday. However funding cuts have eliminated both breakfasts and also eliminated the Thursday lunch.

MANA continues to offer many services such as support groups, mental health and substance abuse counseling, acupuncture for relapse prevention, AID-A-PET, clothing, Thanksgiving Food Baskets, Annual Meeting and Volunteer Appreciation Dinner, weekly Summer Education Services and medical case management offered by appointment.

The volunteers continue to be the lifeblood of MANA including clients, college interns, retirees, caseworkers, church ladies, and church members from several denominations, etc. On average there are 6-8 volunteers weekly who offer their time cooking and serving meals, answering phones, pickups of food and clothing, data entry, maintenance, etc.

Pratt and Whitney continues to donate time for the "United Way Day of Caring" to organize several projects at MANA including landscaping, interior painting and cleanup and have also arranged computer donations and adopted MANA thru other groups.

There is a long list of gifts in kinds from the generous friends of MANA.

MANA served 116 adults and 45 children in this calendar year. The food pantry feeds over 50 families per month, distributed 75 personal hygiene bags, 57 Thanksgiving baskets feeding over 275 clients, 30 backpacks for Christmas and the list goes on.

MANA continues to look for ways to serve the AIDS/HIV community at large and is in constant transition to more creatively find ways to fund and to serve.

MANA wishes to thank Emanuel Lutheran Church for their unending support thru the years.

Respectfully submitted by Jody Wynn Rodiger, MANA Board Member

MANCHESTER INITIATIVE FOR SUPPORTIVE HOUSING (MISH)

MISH Year at a Glance 2008

MISH is an Advocacy Group comprised of 14 area faith based organizations meeting monthly to organize and communicate community awareness for Homelessness and Supportive Housing Development. We work with MACC, Genesis and MCC and other Manchester Social Service Organizations and Groups.

Center Congregational Church
Church of the Assumption
Community Baptist Church
Concordia Lutheran Church
Emanuel Lutheran Church
North United Methodist Church
South United Methodist Church

St. Bartholomew Church
St. Bridget's Roman Catholic Church
St. James Church
St. Mary's Episcopal Church
Temple Beth Sholom
Unitarian Universalist Society East

The Point-in-Time Count was held on January 30 from 7 to 11 pm. It's a one-day statewide snapshot of our homeless population. Volunteers go into the streets looking for people who are homeless and also survey people who are staying at shelters. Training sessions are held prior to the night of the count and some training will be provided that night. The survey information will provide important data that helps guide funding decisions. The night of the count starts at the MACC soup kitchen at 6 pm.

MISH started the year with a consultant, Betsy Crum and the Women's Institute for Housing and Economic Development, who looked at a number of sites in Manchester. A lengthy discussion followed about sites and ownership interest of a housing site. We talked about following our model where we would be the owner and have a separate service provider and developer/property manager.

A Forum was hosted by MISH and Tim Woods of MCC on March 13 at Manchester Community College. HartBeat is a non-profit social action theatre group. The show was approximately 45-60 minutes long, consisting of 3 or 4 skits on homelessness called "Life Without an Address." It is an opportunity for MISH to tie it in with community awareness and advocacy. Their session was followed by a discussion and HartBeat participated in the meet and greet reception. This social gave MISH an opportunity to talk to attendees about MISH. We talked about using the weekend of March 8-9 to get the word out to each of our congregations and showing the Reaching Home video.

MISH members attended a Supportive Housing Lobby Day on Tuesday, March 4th, at the State Capitol to advocate for funding of 650 units of supportive housing in the upcoming legislative session.

Heather Gates from Genesis Center/CHR was introduced to MISH. David Blackwell said that a term sheet has been passed around for a site in Manchester. This vacant 2-acre site is zoned Business 2. It could have commercial on the first floor and 20+ apartments. The purchasing party is CHR Capital, a wing of CHR. It's important to discuss how MISH and CHR can work together and what role each would play in creating supportive housing in Manchester.

Many MISH members expressed the view that the most important thing is to bring more supportive housing to Manchester. If MISH/MCHC is not in a position to go forward with this project, then we should support CHR in an advocacy role.

Representatives from CHR attended the meeting (Heather Gates, Jill Benson and Jean Burr). CHR has an option to purchase in place for the site next to the Burger King on Center Street. They are in the process of preparing their funding application to CHFA at the end of July. They have put in place an Architect, Property Manager, Developer, all with successful track records. It's a Zone B2 property, commercial on first floor and 20 residential units. CHR will have Rehab and Support program on the first floor. Ten of the units will be for supportive housing (individuals who are mentally ill and chronically homeless) and ten units of affordable housing. They walked us through the building designs. The renderings were impressive and the building will fit nicely in the community.

In June MISH retained Meghan Lowney of Ripple Effect Consulting to help us with advocacy and development over the summer months. Meghan has worked on ending homelessness for twenty years. She was the Executive Director of Operation Hope of Fairfield for ten years. She is on several non-profit boards and consults to various non-profit organizations. Her proposal includes:

Clarifying our strengths, opportunities and challenges. Meghan will collect information through one-on-one conversations with some MISH members and send out an on-line survey.

Determine strategic priorities and shared vision. Meghan will facilitate a 4-hour workshop in July at which we will frame a long-range vision and choose specific strategic priorities.

Develop action plans and process for implementation. Meghan will meet with a small subcommittee to fine tune this work for presentation and acceptance by the full group.

Share strategic plan with stakeholders/implementation. Meghan will facilitate a 2-hour meeting to introduce the plan for the coming year.

Heather Gates gave us an update on the CHR site in September. Besides mailing out information to the neighborhood, there was also a door-to-door campaign prior to the tent event. There were about 60 people who came to the July tent event on the site. There is a neighborhood group organizing and trying to raise money for a lawyer. CHR will work on a strategy. Heather will reach out to try to meet with them and offer tours of their facility. The application has been submitted to the state and passed the technical review. They secured the last approval from Planning & Zoning regarding Erosion

Control Plan. Now begins the review process. CHR hopes to hear from the state in October/November.

The summer planning team presented in September

Three Priority Goals:

Anne then talked about the three specific goals the group established, the objectives for each goal and the targets for each objective:

Goal 1: Broaden Community Support for Ending Homelessness

Objective 1 – Improve understanding of community needs among MISH and public

Target 1A: Implement community education strategy as evidenced by 10 events utilizing MISH speakers bureau

Target 1B: Conduct community-wide awareness assessment along with P-I-T by 1/09 and annually thereafter

Target 1C: 25% increase in MISH supporters as evidenced by registration on website by 6/09

Goal 2: Implement Manchester Ten-Year Plan to End Homelessness by 2018

Objective 2 – Achieve advocacy impact as catalyst for ten-year plan

Target 2A: 8 key powerbrokers publicly announce (announcement event) support for 10-year plan creation by 3/31/09

Target 2B: Leadership and working groups convened to begin 10Y Plan by 3/31/09 and launch by 10/1/09

Goal 3: Be a Visible, Effective and Sustainable Organization

Objective 3 – Develop MISH organizational effectiveness

Target 3A: 80% attendance rate at general membership and community meetings by 6/09

Target 3B: By-laws revised to accurately reflect future priorities and practices of MISH, adopted 3/31/09

In October, Beth Stafford, the Director of Manchester Area Conference of Churches (MACC), talked about MACC. MACC has been in the community for 35 years providing food, clothing and shelter. She talked about the face of the homeless. In the past, it was usually a man between 35-50 years old possibly an alcoholic. He may have spent 2 to 3 days at the shelter. There were very few women. Then in the '80's people wanted to treat mental health in a different way, have people out in community, not in mental institutions. Now in 2008 about 60% of folks in homeless shelters are mentally ill. There are more women and younger clientele. A lot of clients have dealt with depression, illness or have lost a job. Five percent have chronic substance abuse. The shelter serves about 500 people, which is about 1% of the Manchester population of 55,500.

Beth also noted that she's concerned our mission statement "Ending Homelessness Forever" may send the message that shelters are not necessary. She feels that there will always be a need for shelters albeit hopefully to a smaller degree than now. She also said we should recognize that fighting for new programs sometimes hurts programs that are already in place. There is just so much funding money available. Beth also said that MACC has four apartments right next to the food pantry that are being used for woman and children.

A small group came together in the summer and took post-it notes to identify what we wanted our goals to be and where we wanted to go. Ann Carr, Meghan, Gary, Peg and Jody took the post-it notes and turn them into a plan with goals and action steps. They came up with three goals: broaden community support, be catalyst for 10-year plan to end homelessness, and become an effective and sustainable organization. Folks have signed up for one of these three work groups to work on the action steps that will help us achieve these goals. The dashboard is a one-page sheet that will help us measure that progress and see where we need help.

David noted that you can talk about ending homelessness with supportive housing, but who does end it? He said that CHR is there to take the benefits of what we are advocating. Heather said she believes any group committed to ending homelessness could be committed to developing supportive housing. She said CHR could not do this without MISH being the eyes and ears of community and advocating for supportive housing. She said that CHR is committed strategically to developing housing.

Heather briefly gave us a status of the building site. She has tried to reach out to the group who are against the building to provide them with accurate information on homelessness and what it means to have a mental illness. It's unlikely that they can prevent the project from going forward. As far as the security issue, security on site has only been about making sure that people living in the building feel safe, not about keeping people in or creating a prison-like environment. Twenty-four hour security is sometimes offered in places where the external environment might be a problem for the residents.

Tom Burr mentioned that NAMI would be having supportive housing training sometime in November at Center Congregational Church on a Thursday night. He'll make sure we get the information.

In November Katie Martin said that she attends the Continuum of Care meetings and can act as a liaison for MISH at those meetings and report back to MISH. She said that the Point-in-Time count will be held on Wednesday, January 28. Katie is also willing to do a 30-minute Legislative Advocacy training for MISH members at our next meeting. Katie also talked about a Summit being held on December 5 regarding 10-Year planning from 1:00-4:00 in Middletown at the DeKoven House. People from all over the state would be attending this Summit. Report back from each group:

Group A: Broaden Community Support. Talked about putting a face to homelessness by creating a collage to give people information on what the face of homelessness looks like; this collage could be placed in public areas. They also discussed doing another forum focusing on people working on recovery and doing well. Another idea was possibly organizing a one-night tent city to raise awareness. They would also like to update the MISH website with some of the history of MISH.

Group B: Catalyst for 10-year plan. Some of the group will plan to attend the Summit on December 5 and invite others to attend, including folks from Continuum of Care and MACC. This will help start the process of working collaboratively.

Group C: Becoming an effective and sustainable organization. The group discussed changing the by-laws. David said that presently you have directors appointed by congregations, which means that if someone isn't appointed by the congregation, they don't have a vote. He discussed inverting the system wherein Class A members would be all the MISH members and they would be able to vote. Class B would be the congregations and they would not have voting authority. We would continually go back to the congregations for support. Membership in MISH would involve signing a card, providing an e-mail address (or other way to reach you), pay a nominal fee, like \$5. Before the by-laws are changed, the present Board would have to come together to vote on any proposed changes.

In December Katie Martin, from the Collision to End Homelessness presented a legislative advocacy training to prepare the MISH group for the upcoming year and new state representation. Sarah Gallagher joined the meeting from Journey Home who is interested in helping us with the 10-year plan.

Submitted by: Jody Wynn Rodiger

FINANCIAL REPORTS

BENEVOLENCE REPORT – 2008

Budget			
New England Synod Covenant (12%)	\$56,952		
MACC	\$6,000		
Total Budget		\$62,952	
Designated Giving Disbursements		\$7,500	
Contributions, Events, Special Funds			
Carl Benson Support - Breast Cancer	\$1,199		
Sunday Church School			
ELCA - Fish Farms	\$888		
ELCA - Pigs	\$223		
ELCA - Disaster Relief	\$585		
Gettysburg Seminary (Pr. Bill Fund)	\$2,000		
Habitat for Humanity	\$1,600	Thrivent Match	
ELCA - Lutheran World Relief			
Fair Trade/Greater Gift	\$2,472		
Health Kits	\$395		
MACC			
Donations	\$2,180	Thrivent Match	
MACC Samaritan Dinner	\$128		
Shelter	\$287		
MACC Souper Bowl	\$1,312		
MARCH	\$50		
Samaritan Fund disbursements	\$726		
Thanksgiving Baskets	\$2,158		
World Hunger	\$7,292		
Total Contributions, Events, Special Funds		\$23,495	
Scholarships / Camperships Awarded			
Camp Calumet Camperships	\$1,325		
Emanuel Scholarships	\$6,350		
Total Scholarships / Camperships		\$7,675	
Non-Monetary Benevolence			
MACC (Food & personal items, MACC Pantry)	\$1,000		
Total Non-Monetary Benevolence		\$1,000	
Total Benevolence			\$102,622

STATEMENT OF FUNDS AND SOCIETIES – 2008

	Balance 1-Jan-08	Receipts	Disbursements (Losses)	Balance 31-Dec-08
MEMORIAL FUNDS				
Augusta Bengtson Scholarship Fund	\$14,486	\$544	\$0	\$15,030
Emanuel Memorial Fund	\$2,863	\$4,401	\$4,123	\$3,141
Helen Johnson Memorial *	\$1,157	\$40	\$1,197	\$0
Christmas Decoration Fund				
Structural Preservation Fund	\$16,268	\$67,192	\$71,002	\$12,458
* Helen Johnson Fund transferred to Music Endowment in August, per family.				
SPECIAL FUNDS				
Calumet Camperships	\$88	\$2,929	\$2,825	\$192
Chestnut Hill Pre-school	\$1,325	\$60,161	\$61,036	\$450
Current Benevolence	\$4,541	\$1,614	\$3,453	\$2,702
Emanuel Reserve	\$0	\$27,926	\$0	\$27,926
Endowments				
Christian Education	\$30,014	\$512	\$8,804	\$21,722
Extended Ministries	\$25,133	\$114	\$7,386	\$17,861
Music Program	\$26,133	\$10,963	\$10,402	\$26,694
Structural Preservation	\$25,151	\$144	\$7,403	\$17,892
Kevin Schulz Technology Fund	\$0	\$3,092	\$2,325	\$767
Lay Education	\$1,979	\$0	\$775	\$1,204
Music Fund	\$4,780	\$386	\$162	\$5,004
Parish Nurse	\$0	\$610	\$118	\$492
Pastoral Housing	\$111,967	\$9,161	\$0	\$121,128
Bill White Calumet Campership Fund	\$20,609	\$671	\$2,000	\$19,280
Samaritan	\$1,043	\$1,089	\$726	\$1,406
Special Property	\$46,424	\$0	\$0	\$46,424
GROUPS / SOCIETIES				
Friends of the Word	\$421	\$0	\$0	\$421
Godsong	\$230	\$1,594	\$1,373	\$451
OPERATING FUNDS				
2008 Operating Budget	\$0	\$537,219	\$537,219	\$0
Totals	\$334,612	\$730,362	\$722,329	\$342,645

STATEMENT OF INDEBTEDNESS / LOANS

Pastoral Housing Loan (Principal)	\$44,667
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Comparison of 2008 Budget, 2008 Actual and 2009 Proposed Budget

	2008 Budget	2008 Actual	2009 Budget
INCOME			
Pledges	\$405,000	\$383,434	\$364,366
Unpledged Anticipated Giving	\$55,886	\$74,542	\$79,765
Special/Loose	\$16,000	\$16,623	\$16,000
Use of Church/Misc.	\$11,000	\$8,876	\$8,000
Sprint funds	\$19,300	\$17,744	\$19,300
Housing Board Contribution	\$36,000	\$36,000	\$36,000
Pastoral Housing Interest	-	-	\$6,000
Emanuel Reserve Fund	\$11,696		\$11,128
TOTAL INCOME	\$554,882	\$537,219	\$540,559
EXPENSES			
BENEVOLENCES			
N.E. Synod	\$57,226	\$56,952	\$55,216
M.A.C.C	\$6,000	\$6,000	\$6,000
TOTAL BENEVOLENCES	\$63,226	\$62,952	\$61,216
COMPENSATION			
Car Allowance	\$2,700	\$1,483	\$2,700
Education	\$4,000	\$1,719	\$2,000
FICA/Medicare	\$27,161	\$26,953	\$26,590
House/Utilities	\$30,000	\$30,000	\$30,000
Moving Allowance	\$5,000	\$395	
Pens/Insurance	\$39,281	\$49,084	\$48,874
Salaries	\$265,741	\$240,878	\$259,282
TOTAL COMPENSATION	\$373,883	\$350,512	\$369,446
COMMISSION ACCOUNTS			
Adult Education			\$2,000
Assets and Resources	\$6,145	\$5,495	\$4,236
Caring	\$1,000	\$352	\$1,390
Council/Other	\$3,000	\$2,828	\$3,000
Education	\$5,000	\$6,600	\$5,316
Fellowship	\$5,300	\$3,908	\$3,465
Welcome	\$900	\$1,170	\$1,130
Worship and Arts	\$4,410	\$5,182	\$5,260
TOTAL COMMISSION ACCOUNTS	\$25,755	\$25,535	\$25,797
PROPERTY			
Build. Maint.	\$18,500	\$19,117	\$18,150
Church Utilities	\$32,518	\$27,143	\$33,000
Insurance	\$23,000	\$15,668	\$13,500
TOTAL PROPERTY	\$74,018	\$61,928	\$64,650
OFFICE OPERATIONS			
Office Operations/Mail	\$18,000	\$20,337	\$19,450
TOTAL OFFICE OPERATIONS	\$18,000	\$20,337	\$19,450
TOTAL EXPENSES	\$554,882	\$521,264	\$540,559
BALANCE (Income less Exp.)	\$0	\$15,955	\$0