



Baptist Community Ministries 2013 Annual Report

## MISSION

In response to the love of God revealed in Jesus Christ and in keeping with our Baptist heritage, Baptist Community Ministries is committed to the development of a healthy community offering a wholesome quality of life to its residents and to improving the physical, mental, and spiritual health of the individuals we serve.

## VISION

BCM is a private foundation that provides financial support to nonprofit organizations in the five-parish greater New Orleans region. BCM holds charitable assets in trust from which funds are expended in the form of grants.

BCM adds value to the grantmaking process by:

- Strategically identifying and funding organizations with promising programs that address critical community needs within specific zones of interest
- Evaluating the performance of the funded programs and holding grantees accountable for results
- Directing the attention of the nonprofit community to successful programs in order to influence the efficient use of other scarce charitable resources

## VALUES

Baptist Community Ministries emphasizes:

- Christian life and family values
- Compassionate care
- Unconditional acceptance of those we serve
- Reverence for the dignity of each person and the cultural diversity of the community

# Message from the Chair



H. Merritt Lane, III

Serving as Chair of the Board for Baptist Community Ministries (BCM) during 2013 has been a real honor and an incredible learning experience. I want to thank my fellow Trustees for sharing their wise counsel and the staff for its insightful and energetic work.

I can think of no greater opportunity for impact than to work with the Board and staff to carry out BCM's mission to improve the lives of the citizens of Greater New Orleans. We are fortunate to have BCM as a funder of key community partners and initiatives in our region, as well as a thought leader and catalyst for reform and improvement in our targeted zones of interest: Health, Education, Public Safety and Governmental Oversight. Additionally, BCM extends its ministry of outreach in the community using in-house staff to deliver direct services through The McFarland Institute, which is comprised of two divisions: Chaplaincy Services and Congregational Wellness.

## Grantmaking

Led by three talented Grant VPs, Luceia LeDoux, Jen Roberts and Liz Scheer, who are our true content experts and "boots on the ground," we are currently managing 75 grants.

Let me briefly touch on some of our areas of strategic focus. In the **Health** arena we are working to increase access to primary care and taking on the seemingly intractable problem of childhood obesity that particularly plagues our population and creates so many lifetime health issues. In **Education** we are enhancing and expanding out-of-school time programs for our school-age youth in cooperation with several charter schools, in hopes of providing additional enrichment opportunities and to combat the dangers of "disconnectedness" that affect some of our youth when away from school. In **Public Safety & Governmental Oversight** we continue to support strengthening the accountability of the criminal justice system. We will have a keen focus on informing the public about needed judiciary reforms in 2014 in light of the upcoming elections. And we continue our focus on juvenile justice by partnering with the schools, courts and community organizations to reduce suspensions, expulsions and unnecessary referrals to court. We believe that success here will further reduce "disconnected" youth numbers and the costs associated with them.

## The McFarland Institute

BCM currently has 12 chaplains, led by Jim Hightower, VP of Chaplaincy Services, who minister to both clients and staff at local institutions: four that serve the New Orleans Police Department, seven serving in five different hospitals and one that serves in two long-term care facilities. During 2013, these extraordinary men and women had over 73,000 ministry contacts.

Frances Hawkins, VP of Congregational Wellness, and her staff support wellness ministries in 73 churches throughout the five-parish area. Since 1997, BCM has trained an average of 10 church nurses annually and, beginning in 2004, 14 lay health persons per year. A promising new program, Strategies to Trim and Reduce (STAR) project, was launched in 2011 and is designed to combat hypertension and obesity.

## Finances

The Board is responsible for the oversight of BCM investments. When BCM became a private foundation in 1996, it began with \$153 million from the proceeds of the sale of Mercy+Baptist Medical Center. Since that time, over \$227 million of grant disbursements and direct services have been provided to the local community. As of September 30, 2013, BCM investments are now valued at \$263 million plus an additional \$21 million in two McFarland Trusts. I believe current and former Board members are to be commended for their effective stewardship of BCM assets.

## Concluding Remarks

As you can see, BCM seeks to address unmet needs over a broad swath of our community and will continue to do so in a thoughtful and strategic manner. Many of the ills that plague our population are interrelated. I am personally most excited when we identify opportunities to work across our grantmaking zones of interest and/or to provide local philanthropy that is matched with significant sums of national foundation monies, thereby multiplying our effectiveness.

In closing, I am both humbled and excited to again serve as Chair during 2014 as we continue to pursue our noble and necessary mission of working to create a more healthy community for all of our citizens.

# Faces & Voices Campaign

The benefits of breastfeeding are well established. It's an effective, low-cost intervention for improving health outcomes in women and children. Infants who don't receive breast milk are at greater risk of ear and gastrointestinal infections, asthma, childhood obesity, and sudden infant death syndrome.

Despite its many benefits, however, breastfeeding rates in Louisiana are very low, especially when compared to other states. The Bayou State has the second lowest percentage of women initiating breastfeeding and the lowest percentage of women breastfeeding at six months. African American women initiate breastfeeding at a lower rate than other women, which is believed to contribute to the issue of subsequent higher childhood obesity rates among minorities.

A new public awareness campaign is hoping to change that. It's called "Faces & Voices of the Community: Inspiring Moms to Breastfeed through Social Support," and it is designed to help reach women in low-income communities and educate them about the advantages and health benefits of breastfeeding.

"The idea is to basically raise awareness at this point, particularly among black women," says Katherine Theall, director of the Mary Amelia Women's Center (MAC) at the Tulane University School of Public Health & Tropical Medicine. "Black women do not breastfeed as much as white women, so it's really a stigma we're trying to overcome."

The campaign rolled out in December. BCM funded the bulk of the campaign with a \$96,000 grant. MAC put up an additional \$54,000 for a total of \$150,000. Those funds were used mostly to buy radio air time and also to cover some of the creative costs for developing the campaign, most of which were donated by Peter Mayer Advertising. The agency developed a tool kit for the campaign that MAC can take with it to various clinics and healthcare providers around the city.



"They have created something we can take with us and use down the line," says Theall. "It's very helpful."

Plans for the campaign called for an initial rollout at the St. Thomas Community Health Center, which has a robust prenatal clinic. MAC also planned to put its material at Touro and at the WIC Clinic in Central City.

Campaigns such as "Faces & Voices" are what the MAC center is all about. Since its inception in 2003, the center has launched several programs and campaigns designed to reach needy women across New Orleans. Recently, it has expanded its efforts to focus on community building for health, health promotion, research and advocacy with the goal of improved health for women, children and their families.

"We are really about providing education on a number of levels," says Theall. "Because we are in an academic center we have a really strong program on mentoring, so we are trying to build experience for both women in academics and women in the community who are working to improve women's health."

MAC chose breastfeeding as an issue on which to focus its latest social marketing campaign because the stakes are so high—and because the implications of not doing it is so potentially damaging to the next generation of New Orleanians and the ones that follow.

"Low rates of breastfeeding clearly indicate health consequences for women and children in our area," says Theall. "That's why we need a comprehensive approach to breastfeeding awareness and support. We're really fortunate BCM has helped us launch this campaign, this important first step."



## Grace House

For more than five decades, Bridge House has served as a long-term intensive alcohol and drug-addiction treatment center for men. Since the mid-1980s, Grace House has provided the same services for women. But until recently, Grace House only had the capacity to treat 25 women at a time from its facility on Delachaise Street. In 2006 Grace House merged with Bridge House and remains the only Substance Abuse Treatment Center exclusively for women in the Greater New Orleans region.

Thanks to a grant from BCM, Grace House was able to expand into the historic Bridge House building at 1160 Camp Street, which now has 45 long-term beds for women who do not have the resources to pay for needed treatment for substance abuse disorders.

"This has enabled us to expand our capacity to treat 70 women," says Michelle Gaiennie, who is Executive Director of Clinical Services for Bridge House / Grace House. "We stay full and we have a long waiting list, so this is a much-needed service."

Depending on the individual needs of the resident, treatment can last anywhere from four months to a year. Prior to the BCM grant supporting the expansion, there was a great need for residential substance abuse treatment beds for women. Because of the limited number of beds and the variable length of stay, it could take as long as three months for a bed to open. Now, the average wait time is only about 10 days; this allows Grace House to provide more significant access to treatment for this specialized, and often marginalized, population.

Vocational rehabilitation has long been a part of the Bridge House treatment program and, as a result of the expansion in 2010, it is now a component of the Grace House treatment program. This program involves teaching residents basic communication skills and showing them how to interact with customers, employers and co-workers so that when they leave they will be able to stand on their own.

"By the time people come to us they have lost so much -- their family, housing, jobs and support system. We really try to work at rebuilding a person's life," Gaiennie says. "So a huge part of what we do is helping them reenter the workforce as well as have stable housing before transitioning from our program."



In the past three years, it has made a difference in many lives. As a result of the support from BCM, the Grace House expansion has provided an additional 424 women with treatment for their substance abuse disorders.

With BCM's support, Grace House has also become a contracted provider for Magellan, as well as with the Metropolitan Human Services District. These new funding sources help secure the continuation of the program by providing revenue for rehab services. Gaiennie says it is very rewarding to be able to provide these specialized services that are so greatly needed in our community.



# Coordinated School Health Program, Childhood and Family Learning Foundation

When people ask Connie Bellone how the Childhood and Family Learning Foundation's (CFLF) Coordinated School Health Program helps disadvantaged school children in New Orleans public schools, she likes to tell them the story of Mark. Mark was the 240-pound, 18-year-old, tenth grader who threatened his young Teach for America teacher because she wrote him up for being late for school, resulting in his removal from the school's drill team.

When Bellone's multi-disciplinary support team went into the school to evaluate Mark, they determined he was autistic but had never been diagnosed. They found he intentionally missed the bus everyday—thereby explaining his tardiness—because it over stimulated him and he wanted to control his impulses. They also learned that the drill team was the only reason he went to school, the only thing he liked about school.

"The only positive reinforcement in his life was taken away from him because they were not aware of all the factors behind his behavior," says Bellone, Chief Operating Office of CFLF. "All we did was look at what the student needed to be successful. Once we said he is autistic, it changed the way they viewed him. He went from being a kid who was a threat to a kid with a disability."

The story is touching and real-life evidence of the effectiveness of CFLF's Coordinated School Health Program, which is made possible, in part, with support from a three-year BCM grant. Since its inception, CFLF has focused on ending the cycle of hardships on students from New Orleans' stressed communities, who are expected to achieve equally with their more aptly prepared peers. The Coordinated School Health Program helps accomplish that goal in two ways.





One is by intensely evaluating students who are at-risk for academic failure, like the autistic student. That's important because often schools mistake a physical health problem for a behavioral issue, and for a school to be effective in reaching a student, teachers and administrators need to understand the difference.

"My team goes to schools and meets the special ed counselor and reviews children in depth with their parents," Bellone says. "We then create an action plan to prevent them from failing. Very often we cannot stop that trajectory but we can slow it down."

The Coordinated School Health Program is supportive not only to the students, who get at least some of the help they need, but also to the faculty, who not only get much-needed help with what would have once been labeled "problem students," but they come away with a better understanding of what is going on with the child.

"It changes the whole culture of the classroom," says Bellone. "Teachers now have a place to go and someone is listening."

The other major component of the Coordinated School Health Program involves integrating preventive health screenings in schools. Not only does CFLF help schools conduct routine vision, dental and hearing screenings but it compiles the results in an electronic format then takes the results to the parents and school guidance counselors, who can help connect students with optometrists, dentists and nurses. The program is particularly effective because of the partnerships it creates among local health agencies and departments.

"We are integrating Department of Health and Hospitals programs with Department of Education programs," Bellone says. "We have partners ... that way we can broaden the scope of what we do and can service more children."

That's important and the program is making a difference. School performance scores and attendance have increased in all the schools where it has been implemented, while discipline problems have decreased.

Says Bellone: "We are changing attitudes in these schools about the kids, who they are and what they can accomplish."



# Educare Early Childhood Education Program

For decades, educators have recognized the important role that early childhood education programs play in a child's development. Unfortunately, such facilities have been few and far between in New Orleans.

Now, thanks to a new public-private partnership made possible with help from BCM, the city's earliest learners have a Head Start facility focused on preparing them for school—and for life.

It's called Educare New Orleans, and it is a nationally-acclaimed early learning school that uses evidence-based strategies to prepare at-risk young children and their families for success in school. Though the program is not new to the city—for three years it operated out of a temporary facility at Kingsley House, where it was able to accommodate 40 students—it now has a new, permanent facility that can accommodate 150 students in 26,000 square feet. BCM's support will be used to provide teacher leadership and training at the facility.

"There was no Head Start program or anything like this in the Gentilly area, so parents are pretty excited about it," says Adrian Todd, Chief Program Officer at Kingsley House for Educare New Orleans. "We've had a great reaction."

The school opened in October. Part of what makes it so special is that the campus is located in the heart of the nationally recognized mixed-income residential community known as Columbia Parc in the Bayou District, the former site of the St. Bernard Housing Development. It includes a combination of new construction and the renovation of three former public housing buildings that were part of the St. Bernard development.



"All the families are at or below the federal poverty level," Todd says. "The idea is by the time they enter kindergarten they are ready to learn, and their parents also understand the expectations, namely that they are their child's first teacher and learning advocate."

Educare New Orleans is one of 19 schools in the national Educare Learning Network and the first in the Gulf South. Educare Schools are acclaimed by state and national policy leaders as models of high-quality early childhood education because they are designed with a high-quality staffing structure, increased professional development, and rigorous student evaluation. Dramatic results have followed. An independent evaluation found that children who enroll in Educare between birth and age two enter kindergarten with the same school readiness skills as their middle-income peers.

So far, the experience locally has been equally impressive. During Educare New Orleans' first two years in operation in the temporary facility, the program had a 92% success rate in preparing three- and four-year-olds for kindergarten. With a permanent facility and a larger, well-trained staff, that figure is expected to increase.

"BCM was the first private partner we had for this," says Todd. "That kind of leverage made all the difference in helping make this a reality."



# Liberty's Kitchen

Tevin Clark grew up like many disconnected youth in New Orleans, underprivileged, in and out of the foster care system and without positive role models, higher education or work skills. In 2009, a member of his church suggested he apply to work at the then new Liberty's Kitchen, a program that works with youth in a culinary setting to increase their employability. Clark quickly fell in love with the culinary arts and today is employed as a chef at Lūke, one of the city's most-renowned restaurants.



While the story of Clark's success is dramatic, it is not unusual in the program, which has an impressive track record of training. Since its founding in 2009, the program has graduated more than 300 16-to-24-year-olds. More than 90% of them have found employment in the food services or in other sectors of the local economy upon graduation. At the six-month benchmark, more than 80% are still employed.

"We are not a culinary training program but an employability skills training program in a culinary setting," says Liberty's Kitchen founder and former executive director Janet Davas. "We don't want our kids to be locked into one particular industry. We just want to give them the skills that they need to be able to work."

Davas founded Liberty's Kitchen in 2009 with support from BCM because she wanted to help the many disadvantaged young people in New Orleans. It is modeled after a similar program in Seattle, Catalyst Kitchen, and provides students with soft-skills training as well as training in the culinary arts.



"There are so many things they need help with," Davas says, "things like financial literacy, how to open a banking account, how to behave in a workplace setting."

The 15-week program also provides wrap around support focusing on social issues like housing needs and day care, then provides job placement and transition services to graduates. It even continues working with graduates for one full year after they have completed the program to enable job retention and continue any needed social services.

Though Liberty's Kitchen was founded as a youth development program, it actually has a dual mission in providing healthful school lunches to undernourished public school children. Each day, the Youth Development Program at Liberty's Kitchen prepares more than 2,500 nourishing and freshly prepared meals to low-income public school children.

"School meals – often high in fat, sodium and refined sugars and skimpy on fresh fruits and vegetables are impeding kids' ability to learn," says Davas. "Liberty's Kitchen gives schools an exceptional opportunity to guide children toward healthier lifestyles by serving wholesome, freshly-prepared meals and creating a healthy nutrition environment."

To date, more than one million meals have been served from Liberty's Kitchen. "To have provided so many children with nourishing meals is rewarding," says Davas. "But equally important is to have given so many young people a career—and a shot at a decent future."

"It's not that these young people lacked opportunity," Davas says. "They lack the ability to act on opportunity. That is what we are trying to change."



# New Schools for New Orleans

Before Hurricane Katrina, New Orleans ranked last among the state's 67 school districts. Today, it is viewed as a model for national education reform and the city's schools have seen tremendous growth, thanks to the school reform movement and organizations like New Schools for New Orleans, which supports public education in the city by investing in charter schools.



Since its inception in 2006, NSNO has launched 28 charter schools, 25 of which are still in operation. All but one of those schools have been directly tied to the closure of an existing failing school, which means students in the city's worst schools now have better options.

"We replicate high-performing schools that will replace low-performing schools," says Michael Stone, Chief External Relations Officer. "We have seen tremendous improvement in the city, and a lot of that has been driven by this initiative."

A major goal of NSNO is to reach every public school child in New Orleans through the development of 50,000 high quality seats. The idea is to create for every student in New Orleans a seat in a school that is considered high-performing, scoring either A or B on the state's school performance score accountability rating system.

"Right now in New Orleans about 40% of the kids in the city are in A or B schools, or schools that are rapidly approaching that level," says Stone. "That's way up from the 10% where it was when we started, but it's nowhere near the 100% we believe it should be."



To reach that goal, NSNO and the national Charter School Growth Fund (CSGF) established the NOLA Charter Excellence Fund in 2013. The vision of the NOLA Charter Excellence Fund is to help transform New Orleans into the first urban city in the United States where every public school student is able to attend an excellent school. Over the next five years, the NOLA Charter Excellence Fund will invest some \$30 million in the creation of 15,000 new high-quality school "seats" in New Orleans, by providing a combination of financial and strategic support.

"Those 15,000 high quality seats will help us a long way toward our long-term goal of 50,000 seats," says Stone. "This has really helped us shape all the work we are doing in other areas."

There is much work to be done. CSGF and NSNO will incubate new charter schools and identify high-performing local and national charter networks interested in expanding their impact in New Orleans. CSGF will focus its support on charter networks planning to launch three or more charter schools, while NSNO will focus its support on single-site operators and emerging charter networks planning to launch up to two new schools.

Launching new schools is no small feat, and BCM's support is critical to ensuring the right charter operators get off the ground in the right way.

"Startup costs are not incidental for a new organization that needs to launch, particularly one that will be assuming control over a failing school," says Stone. "BCM has been instrumental in supporting us throughout this process with financial resources and incredible thought partnership."



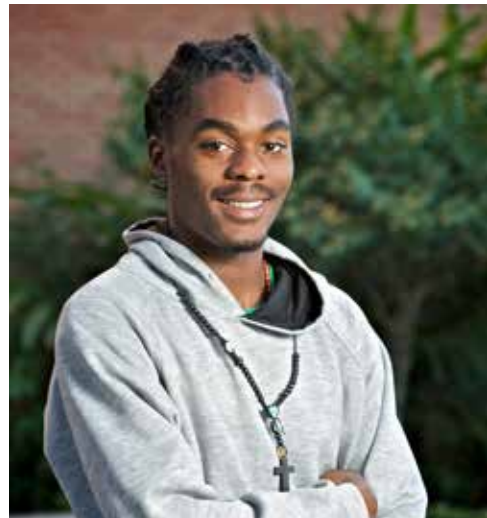
# Rights of Passage

When Ronnie first came to Covenant House, he was 16 years old. He had been recently released from a juvenile detention facility, where he was incarcerated since age 13. An aunt had initially taken him in but kicked him out after two weeks. He spent two nights on the street before someone referred him to Covenant House, which has provided residential programs and professional services to at-risk youth for over 25 years.

Today, thanks to Covenant House and its transitional living program, Rights of Passage (ROP), Ronnie is now working in the culinary field and living in a college dorm-type setting with other young people. He is learning everyday life skills and receiving counseling and support that will prepare him to be independent and move out into his own apartment.

"Rights of Passage makes me feel like I am loved by someone," says Ronnie, whose last name is not used in keeping with Covenant House policy. "They've helped me in a lot of ways."

Rights of Passage at Covenant House provides assistance beyond the average 27-day stay in its Crisis Center. Made possible with support from BCM, ROP offers between six and 18 months of secure housing and support while youth work, continue their education, and learn a range of valuable life skills. Young people enrolled in the program pay rent and contribute to personal savings accounts, while professional staff provides counseling and guidance, helping residents develop case plans with individualized goals and objectives.





"It's an independent living program," says James Kelly, Executive Director of Covenant House. "It models a university setting with dormitory-style housing, a pleasant campus and a focus on education, skills-building and careers, as well as a special camaraderie with other residents of a similar age."

BCM is providing key leadership support for the first three years of the Boys ROP program. In its first six months, the program has served 26 young men through job training, school enrollment, housing, and behavioral health services.

For Ronnie, ROP has been particularly beneficial. After going through the Covenant House Crisis Center, he completed the culinary training program at Café Reconcile. Still, he was not quite ready to go out on his own. Through ROP, he learned basic life skills and financial literacy, as well as parenting skills, as he was expecting to become a new father in late December.

"He is taking responsibility for his life and he is doing wonderfully," says Kelly. "He is going to be a good father and a good provider."

Ronnie's next step will be to move out of ROP into his own apartment, shortly after the birth of his child. He says he is looking forward to it and feels prepared, thanks to all the love and support he has received from the staff and volunteers of Covenant House—and from BCM.

"They are teaching me parenting skills so I can be a good father to my child," Ronnie says. "They're also helping me keep a job while also thinking about school. They're like family."



# New Orleans Office of Inspector General

Since its creation in 2006, the New Orleans Office of Inspector General (OIG) has served a critical function as a watchdog agency that works to prevent and detect fraud and abuse, while promoting efficiency and effectiveness in city operations. But accomplishing that mission is no easy task, particularly in a city long accustomed to governmental mismanagement and corruption.

With support from BCM, the OIG is now working on several elements of a strategic plan aimed at providing better information to the public about how its tax dollars are being spent within the criminal justice and public safety systems so they, in turn, can make better decisions about who is running their government and how.



“We look primarily at efficiency and effectiveness of government operations and base all our findings on verifiable, documented evidence,” says Nadiene Van Dyke, Assistant Inspector General for Inspections and Evaluations. “Taxpayers need to know if they’re getting their money’s worth and, historically, good information has been in short supply.”

Over the past year, the OIG has been systematically analyzing the financing of the various departments within the city’s criminal justice system, which accounts for the single largest portion of the general fund. Last summer, the agency released an analysis of the Orleans Parish Sheriff’s Office. A funding analysis of the New Orleans Police Department is well under way and, late last year, the OIG began tackling the books of the Municipal and Traffic courts.

“We are looking at how much money is spent at these agencies, what the money is spent on, and whether or not it is spent in a way that models best practices,” says Van Dyke. “We cannot afford to keep doing what we have been doing ... we need to use the limited dollars we have to produce the best outcomes possible.”

BCM is one of the few foundations in the country that has a public safety/governmental oversight zone of interest, which makes it a particularly invaluable partner to the OIG. BCM's support has enabled the OIG to hire research and technical assistants, who will help the office increase the capacity of its grant-funded work. BCM is also helping the OIG disseminate the information it develops through its research in a more effective manner. The OIG is working to redesign its website, adding graphics and more visual elements, so users will have better access to the valuable information the agency is developing as it seeks to promote best practices in New Orleans city government.

"The purpose of this is to promote positive change and get good information to the public in order to make government more efficient, effective, and accountable," says Van Dyke. "The more people have access to good information and can ask good questions of public officials, the more impact we can have."



# Bureau of Governmental Research

Last fall, the Bureau of Governmental Research (BGR) took on the sensitive topic of “right-sizing” New Orleans’ court system in a study called “Benchmarking the Bench.” Using a formula developed by the Judicial Council of the Louisiana Supreme Court, BGR flagged potential judicial surpluses at trial courts in Orleans Parish and across the state. The report called on the Supreme Court to conduct additional analysis needed to determine whether

the courts flagged by the formula indeed have an excessive number of judges. It also called on the state legislature to eliminate any unnecessary ones.

Not surprisingly, the study met with stiff resistance from judges and others who work in the court system. Despite the heated response, BGR has continued to pursue the topic.

While the court system study was the most high profile of the reports BGR did in 2013, it tackled several other hot-button issues as well. One study, for example, examined the New Orleans Fire Department’s pension fund and pending legislation to reform the fund’s governance.

BCM’s funding enables BGR to pursue these and other important, politically unpopular subjects without fear of financial reprisal. “BCM’s funding is absolutely critical to our operation,” says BGR Executive Director Janet Howard. “It gives us a solid, stable, financial platform and allows us to hire staff without turning to funding sources that would potentially compromise our independence.”

That independence is critical to BGR’s effectiveness. Its staff monitors a large number of government entities, including the Jefferson Parish Council, the New Orleans City Council, the Orleans Parish School Board and the Louisiana Legislature. Doing so provides BGR with unparalleled

knowledge of local governmental activities and insight into issues that cross agency lines. It allows BGR to identify issues that are ripe for study and find the necessary information.

BGR has been working to bring to fruition several Sewerage and Water Board governance reforms that BGR first recommended in 2011. Over the past few years, BGR has been aggressively publicizing the need for such reform. The message is beginning to sink in. This year, several of the reform measures passed legislative session and were later ratified by voters. They are slated to go into effect in January 2014.

“We have been actively pursuing the implementation of the reform measures that grow out of our research,” Howard says. “It has been very rewarding to see some of these efforts come to fruition.”



As much as BGR has accomplished in recent years, Howard says there is more to be done, both following up on studies and analyzing new issues. In 2014, BGR will issue a report on how local courts are funded – and how they should be funded. It will continue to work with a coalition of groups pushing for the consolidation of Municipal and Traffic courts. It will continue to focus on the Sewerage & Water Board, pressing for internal governance reforms and releasing a study on the use of drainage fees to meet the looming obligation to match Federal drainage funds. It will continue its work in the pension arena with a study on reform options.

BCM will play a key role in enabling those studies to happen. "By supplying core funding, BCM provides a stable foundation for our operations," Howard says. "It gives us the flexibility necessary to address issues in a timely manner and the independence to address them in an objective, uncompromising manner."



# The McFarland Institute

A Division of 

## **The McFarland Institute (the Institute) is the direct services division of Baptist Community Ministries.**

The mission of the Institute is to address the spiritual dimension of healing through Chaplaincy Services and Congregational Wellness programs that touch the lives of approximately 300,000 individuals annually throughout the greater New Orleans area. Their work continues the traditions of Christian service that are part of BCM's legacy.

Supporting their mission is the McFarland Institute Council, established by the BCM Board of Trustees to serve in an advisory capacity and act as a liaison with the community. In addition to promoting McFarland's ministry, the Council also provides fundraising support, including the Annual Spring Garden Party event.

Below is a recap of service highlights from the Institute's Chaplaincy and Congregational Wellness divisions:

**Chaplaincy Services** has 12 chaplains serving the Greater New Orleans area. Seven chaplains serve in the area of healthcare. Two of these chaplains work at West Jefferson Medical Center where one specializes as an Oncology chaplain and the second serves the medical/surgical units. A chaplain serves at Children's Hospital and another at Touro Infirmary. One chaplain also ministers at Tulane Medical Center. A recent achievement has been the placement of chaplains at the Interim Louisiana Hospital. Having highly skilled, Board Certified (Association of Professional Chaplains and National Association of Catholic Chaplains) professionals in a highly regarded teaching hospital

extends the influence of the Institute's mission. As young doctors witness the value of chaplaincy, hopefully they will want to have the service of chaplains in hospitals they serve in future years.

Four chaplains serve the eight districts of the New Orleans Police Department. While three are assigned two districts each, the fourth chaplain has two districts plus headquarters. These chaplains spiritually minister to officers and their families. Police chaplains attend roll calls as shifts change, ride with officers during three shifts, minister to families and officers at crime scenes and relate to those who serve at headquarters. Finally, one chaplain serves two long-term care facilities. These institutions, Covenant Nursing Home and Uptown Health Care Center cut across the socio-economic spectrum of the city.

These 12 chaplains made over 74,000 contacts in this reporting period. The real stories are the grandmothers being held by a chaplain as they cry over deceased children, officers comforted after a brutal murder, a long-term care chaplain who help the elderly learn the meaning of letting go, stress management taught in roll call rooms and at in-services for nurses and aides, doctors who over time learn the value of chaplaincy and become personal advocates for the ministry. Chaplaincy is also rejoicing with parents as a baby is born, bearing witness to a good report after waiting for test results and the call of God on women and men who do the work of chaplaincy.

**Congregational Wellness** (CW) promotes healthy lifestyles by educating church members to implement wellness ministries within their congregations and the communities they serve. CW trains registered nurses through the Church Nurse Education Program (CNEP) and trains lay health members (e.g. social workers, counselors, clergy, community health workers) through the Lay Health Advocate Program (LHAP). These wellness ministry leaders, in cooperation with McFarland's CW team, help to guide the ongoing transformation of the faith community into a source of health and healing. Wellness ministry leaders provide health guidance and education that focuses on prevention, awareness and healing. Through the CNEP and LHAP programs, 473 wellness ministry leaders have been trained: 299 nurses and 174 lay health leaders. This past fiscal year, the total number of network churches increased to 260. However, 81 churches have been intricately and consistently in compliance with the criteria for an active church. Of these active churches, 54 are led by registered nurses and 27 are led by lay leaders. Each year wellness ministry leaders at churches provide direct referrals and access to health screenings for thousands of church members. Medical homes are found for indigent and disadvantaged community members who would otherwise suffer without services because they lack the resources.

In 2013, Congregational Wellness concluded the Year three evaluation plan that utilized a cohesive Results-Based Accountability system (RBA), which executed a strategic planning process, set goals, indicators, benchmarks, and mechanisms for regular reports on results. One insightful highlight was the faith-based initiative, Strategies to Trim and Reduce (STAR) project. This project addressed weight loss and blood pressure control for improving congregant's quality of life. Forty-five churches participated, 45 ministry leaders were trained, and 451 congregants attended the sessions. Over the three-year period, results were both

impactful and beneficial. Improvements were seen in lower consumption of medications, greater extremity mobility, medium weight loss was 4.7 pounds, and 43% of the participants experienced a reduction in blood pressure. Following the training, participants reported a feeling of empowerment when discussing their health plan with their healthcare providers and taking greater charge over their medical needs. Twelve churches received monetary awards of \$4,000 that enabled them to continue the project in their churches. STAR has been highlighted at conferences

both locally and nationally, Xavier University's Health Disparities in New Orleans and International Parish Nurse Resource Center's Annual Conference in Memphis, TN. The implementation of STAR Power as an added component enabled those who completed the 13-week STAR Project sessions to have a mechanism to support each other as they maintain their positive health practices and health gains.

Additionally, CW, through its church network, has conducted more than 902 activities, contacted 108,840 individuals, and made 245 referrals. CW continues to engage with community partners such as Crescent City Beacon Community's Text4Health initiative using social

media as a resource for disseminating information on diabetes prevention and control. CW, along with seven churches, partnered with PLACE MATTERS, a major initiative of the Joint Center to build capacity of community leaders to address social, economic and environmental conditions in communities that shape health and health outcomes. This program assisted churches in developing and implementing community-based strategies to address the social factors that determine health outcomes. Finally, an end of year Christmas initiative included the wellness ministry leaders choosing three organizations that focused on homeless families to receive Wal-Mart gift cards. As our efforts continue, we can ensure that our churches and the community are afforded the opportunity for a better quality of life through resources and available services.



## Ken Pickering (Founder)



In his 75 years as a New Orleanian, husband, father, attorney and community leader, Ken Pickering has tried to live by some simple credos he learned as a Boy Scout: Be honest, be prepared, always be ready to help people. "That is really the way I have tried to live my life," says Pickering.

It is a simple yet powerful set of guiding principles that have informed Pickering's actions and influenced the manner in which he has helped lead BCM during his 17 years of service to the foundation.

"Ken is like our Benjamin Franklin, says Board Chair H. Merritt Lane, III. "He is one of our founders. He is the keeper of the flame. He goes out of his way to make sure we understand what makes BCM tick."

Pickering understands BCM better than most. He became a member of the Baptist Hospital Foundation in the mid-1980s and served as chairman for several years. When the hospital was sold in 1995, he was one of seven founding members asked to serve on the BCM Board of Trustees. In the 17 years since, Pickering has held every committee position on the Board and served multiple times as Chairman. Under his leadership, BCM has awarded more than \$120 million in grants to deserving organizations throughout New Orleans.

"I am very proud that we have been able to support so many worthy organizations in New Orleans, particularly in the education and health zones, which target the city's neediest children," he says. "If we can help give those children some of the same opportunities my eight grandbabies have had, then it is all worthwhile."

Family has always been a top priority in Pickering's life. He married his high school sweetheart, Marguerite Kehl, and they had three children. Though he built a successful and busy career as an attorney, Pickering always made time for his beloved Marguerite, who died in 2012, their children and, now, their grandchildren. He also made time for community service. Pickering has not only devoted years to BCM but to organizations like the Boy Scouts of America—about which he says he is "passionate"—and to the YMCA, for which he worked tirelessly to help raise money and improve facilities in the New Orleans area. "There would not be a West Bank YMCA if it were not for Ken," says Trustee Hans Jonassen. "Honesty is the byword. Integrity is the byword. That is what Ken Pickering is about."

Those who have served with Pickering at BCM and elsewhere say his commitment to family and community is what has made him such an effective leader and volunteer. It helps, too, that he has a warm personality and a down-to-earth demeanor.

"Kenny has this wonderful ability to take the edge off," says Trustee David Guidry. "He made me feel very very comfortable in my rookie days."

As he looks back on his years of service to BCM, Pickering says he is sad to step down. As a founding Board member, he helped make the rule that requires Trustees to retire at age 75. "It seemed like a good idea at the time," he says. "Now, not such a good idea." But he is proud of the work the Foundation has done, not only in the way it has helped individual organizations within its four zones of interest, but in the structure it has established to make sure every grant dollar BCM awards is well spent and truly goes to make a difference in the New Orleans community.



# Jim Tucker



Jim Tucker is a natural-born leader. From his days growing up in Algiers-- where he was a standout at O. Perry Walker High School to his tenure in the Louisiana Legislature--where he became Speaker of the House after just eight years, he has always been a motivator, a galvanizing force, and the kind of guy to whom others gravitate.

Those leadership qualities have helped define his decade of service on the BCM Board of Trustees, which he joined in 2003. He is thoughtful, knowledgeable and committed to the BCM ministry, say those who have served with him. He is also respected for his knowledge and ability to help get things done.

"Jim has brought a very global perspective to issues because of his wide circle of influence," says Charles Young, President of BCMs McFarland Institute Council. "That has been invaluable."

Tucker, who describes himself as a lifelong "Algerian," came to BCM through Christian Health Ministries Foundation. He had been recruited to serve on that Board in the late 1990s by Nancy Calhoun, a founding member of the BCM Board. Volunteer service and giving back to the community have always been important to Tucker, and he enjoyed working with Christian Health Ministries Foundation. When a position on the BCM Board came open in 2003, Tucker was a natural choice.

"I was honored to be a part of BCM," he says. "The people who have served on the Board are phenomenal, and I feel so fortunate to have been able to work with them."

Because of his degree in finance and his professional experience in investments and real estate, Tucker spent much of his tenure with BCM on the Finance Committee, where he was known for his reasoned approach to fiscal conservatism.

"Jim knows government and he is a fiscal conservative," says Board Chair H. Merritt Lane, III. "That combination made him a really strong Trustee."

Tucker's political experience also made him an invaluable asset to the BCM Board of Trustees. He was elected to the state House of Representatives in 2001, where he was known as a good government, reform-minded legislator. His influence and popularity quickly spread and in 2008, he was elected Speaker of the House, a position he held until he was term limited out of office in 2012.

Tucker's political acumen proved particularly advantageous in the immediate aftermath of Katrina, when the city's needs were so great and BCM, like other organizations, was trying to fill as many gaps as possible.

"I think the high point for me was seeing how BCM participated in what, at the time, were radical changes in education, particularly the charter movement," he says. "BCM played a huge behind-the-scenes role in getting schools up and operating and getting the political will, the intellectual capital involved and pulling all the various pieces together."

"Even though we are called BCM, it is a ministry and it is a continuation of what Baptists did many generations ago," he says. "It is a philosophy of giving quietly, without taking recognition. It has been ingrained in this organization's DNA, and it is very important to the way they do business."

Wherever his career and wife Marisol Fernandez Tucker and their four children take him, Tucker says working with BCM is one of the most rewarding and meaningful things he has ever done. And he doesn't rule out the possibility of seeking public office again!

# Total Active Grants

(as of September 30, 2013)

# \$23,249,826

## Health

Grantee Name-Project Title	Grant Amount	Term Months
Access Health Louisiana-FQHC/SBHC Collaborative Initiative	\$94,985	12
Bridge House-Grace House Women's Program	\$338,500	39
Early Childhood and Family Learning Foundation-Coordinated School Health	\$287,500	24
Louisiana Public Health Institute-Transforming the City of New Orleans Health Department	\$249,452	18
Louisiana Public Health Institute-Improving Maternal & Child Health through Interpregnancy Care for High Risk Mothers	\$500,000	24
Louisiana Public Health Institute-Assessing & Aligning St. Tammany Parish Behavioral Health Services	\$173,000	18
New Orleans Baptist Ministries-Christ Community Health Services, New Orleans Primary Care Project	\$250,000	24
New Orleans Health Department-Health Care for the Homeless Evaluation	\$203,177	24
New Orleans Women's Shelter-Planning Grant Funding Request	\$90,000	18
Second Harvest Food Bank of Greater New Orleans-Public Assistance Center	\$230,000	36
Sisters of Mercy Ministries-Project Fleur-de-lis (2)	\$180,000	36
St. Tammany Parish Hospital Foundation-Nurse Family Partnership Mental Health Services	\$230,354	36
St. Thomas Community Health Center-Pediatric Healthcare Services in New Orleans, LA	\$150,000	36
St. Thomas Community Health Center-St. Thomas Community Health Center Population Health Management System Project	\$800,000	36
St. Thomas Community Health Center-Columbia Parc Healthy Families Initiative	\$675,000	36
Trinity Counseling and Training Center-Strategic Direction Assessment for the Trinity Counseling and Training Center	\$220,000	29
Tulane University-Faces and Voices of the Community: Inspiring Moms to Breastfeed Through Social Support	\$152,676	30
<b>TOTAL HEALTH GRANTS</b>	<b>\$4,824,644</b>	

## Education

Grantee Name-Project Title	Grant Amount	Term Months
Algiers Charter School Association-Reaching High-Middle School Initiative	\$578,118	36
Bard Early College in New Orleans-Early College for Students in Every High-Poverty New Orleans Public High School	\$130,100	24
Boys Hope Girls Hope of Greater New Orleans-On Course for College Program	\$240,000	36
Choice Foundation-LOOP Programming in Choice Foundation, FirstLine, RENEW, and NOLA College Prep	\$364,676	36
City Year, Inc.-Whole School, Whole Child	\$300,000	36
FirstLine Schools-FirstLine Schools Blended Learning Project (Phase II)	\$200,000	24
Foundation for Science and Mathematics Education Inc.-Sci High's Comprehensive Academic Enhancement Program	\$150,000	36
Greater New Orleans STEM Initiative-Core Element Summer STEM Initiative	\$250,666	36
Isidore Newman School-Breakthrough New Orleans-College Readiness Initiative	\$50,000	12
Jefferson Chamber Foundation Academy-JCFA-East Academic, In-Class Tutors	\$164,145	24
Junior Achievement of Greater New Orleans, Inc.-JA BizTown Capstone Challenge Campaign	\$236,031	36
KID smART-School-Reform through Comprehensive Arts Integration Best Practices	\$245,820	36
Kingsley House-Educare of New Orleans	\$225,000	36
KIPP New Orleans Schools-Teaching Children How to Learn: A Social and Emotional Development Initiative	\$200,000	24
Liberty's Kitchen, Inc.-Liberty's Kitchen Youth Development Program	\$285,000	36
Louisiana Endowment for the Humanities-Improving and Expanding Kindergarten Readiness in Orleans Parish	\$190,200	36
New Orleans Military/Maritime Academy-Technology Enhanced STEM Education	\$405,000	36
New Schools for New Orleans-50,000 High-Quality Seats	\$500,000	36
Reconcile New Orleans-Educating for Success: Improving and Expanding Job Readiness and Retention Services	\$267,963	36
School Leadership Center of Greater New Orleans-SLC Years 12-16 (2009-2013)	\$3,450,000	60
The Posse Foundation-Posse New Orleans Program	\$300,000	36
University of New Orleans-WWNO-WYES Education News Initiative	\$172,533	24
<b>TOTAL EDUCATION GRANTS</b>	<b>\$8,905,252</b>	

## Public Safety

Grantee Name-Project Title	Grant Amount	Term Months
Bard Early College in New Orleans-Disconnected Youth Initiative	\$76,800	12
Covenant House-Rights of Passage:A University for Street Kids	\$270,000	36
Juvenile Justice Project of Louisiana-Reduce School-Based Referrals to Court	\$255,000	36
Kids Rethink New Orleans Schools (Rethink)-The Student Restorative Justice Project	\$195,000	36
Neighborhood Housing Services of New Orleans Inc.-Restorative Justice in New Orleans Schools and Juvenile Courts	\$225,000	36
New Orleans Bayou Steppers Social Aid and Pleasure Club-Victim Allies Project	\$195,000	36
New Orleans College Preparatory Academies-Drop Out Prevention Project-NOCP/YEP Collaborative Pilot	\$501,610	36
New Orleans Police and Justice Foundation-Blueprint for Fully Integrated Justice Information System/MOTION Replacement	\$322,443	36
Southeast Louisiana Legal Services Corporation-Collaborative One-Stop Civil Legal Aid for Family Violence Victims and Children	\$177,000	36
Urban League of Greater New Orleans-New Orleans CeaseFire Community Mobilization and Public Education Campaign	\$204,101	24
Vera Institute of Justice-New Orleans Pretrial Supervision Services	\$296,764	36
Vera Institute of Justice-New Orleans Pretrial Services-General Operating Support	\$100,000	8
Voice of the Ex-Offender (VOTE)-Campaign to End Employment Discrimination (CEED)	\$50,000	12
<b>TOTAL PUBLIC SAFETY GRANTS</b>	<b>\$2,868,718</b>	

## Governmental Oversight

Grantee Name-Project Title	Grant Amount	Term Months
City of New Orleans-New Orleans Innovation Fund	\$90,000	24
Court Watch NOLA-Painting a More Complete Picture of Judicial Effectiveness	\$100,000	24
Greater New Orleans Educational Television Foundation-Reshaping a Greater New Orleans:Criminal Justice	\$229,712	24
Loyola University of New Orleans-Workplace Justice Project of Loyola Law Clinic	\$450,000	36
New Orleans Office of Inspector General-OIG Justice System Funding Evaluations	\$431,500	36
<b>TOTAL GOVERNMENTAL OVERSIGHT GRANTS</b>	<b>\$1,301,212</b>	

## Core Funding

Grantee Name-Project Title	Grant Amount	Term Months
Bureau of Governmental Research Inc. (BGR)	\$750,000	36
Metropolitan Crime Commission of New Orleans (MCC)	\$200,000	36
Nonprofit Knowledge Works	\$300,000	36
United Way of Southeast Louisiana	\$550,000	36
<b>TOTAL CORE FUNDING GRANTS</b>	<b>\$1,800,000</b>	

## Other

Grantee Name-Project Title	Grant Amount	Term Months
Baptist Crossroads Foundation-Rebuilding of the Upper Ninth Ward	\$1,500,000	60
Ochsner Clinic Foundation-Ochsner-Baptist Neonatology Unit	\$1,000,000	60
The National World War II Museum-Liberation Pavilion Chapel and Exhibition	\$1,000,000	60
United Way of Southeast Louisiana-Organizational Transformation - Quick Start	\$50,000	12
<b>TOTAL OTHER GRANTS</b>	<b>\$3,550,000</b>	

# Selected Financial Highlights

## Investment Position

BCM engaged an investment consultant and several money managers to implement the investment policy adopted by the Board. Over time, the Board has approved changes to the asset allocation strategy. The charts below show the composition (by asset class) of the BCM portfolio at inception and as of September 30, 2013.



<b>Inception June 1996</b>		<b>%</b>
Large Cap Stocks	\$60.0	39%
Small Cap Stocks	15.0	10%
International Stocks	7.5	5%
Bonds	60.0	39%
Cash & Cash Equivalents	10.7	7%
<b>Total Portfolio</b>	<b>\$153.2</b>	<b>100%</b>



<b>2013</b>		<b>%</b>
Large Cap Stocks	\$97.7	37%
Small/Mid Cap Stocks	\$31.7	12%
International Stocks	\$33.8	13%
Bonds	\$50.6	19%
Alternative Investments	\$43.1	17%
Cash & Cash Equivalents	\$5.6	2%
<b>Total Portfolio</b>	<b>\$262.5</b>	<b>100%</b>

## Grants

<b>Strategic</b>	<b>Transom</b>	<b>Core Funding</b>	<b>Trustee-Advised Donations (TADs)</b>	<b>Discretionary Donations</b>
<ul style="list-style-type: none"> <li>Target the long-range goals of BCM's annual Business Plan</li> <li>Implemented by program staff using community nonprofits and expert consultants</li> </ul>	<ul style="list-style-type: none"> <li>Encourage the development of new ideas and nurture inventive solutions to community problems</li> <li>Generated through unsolicited grant proposals twice a year</li> </ul>	<ul style="list-style-type: none"> <li>By invitation only</li> <li>Mission of the grantee is considered extremely important to the community by the BCM Board</li> </ul>	<ul style="list-style-type: none"> <li>Donations made at the suggestion of BCM's volunteer Trustees and approved by the Board</li> </ul>	<ul style="list-style-type: none"> <li>Small grants; grant requests of \$5,000 or less, typically in support of fundraising events</li> </ul>

	Strategic	Transom	Core Funding	TADs	Discretionary Donations	TOTAL \$ million
<b>2013</b>	\$2.9	\$4.6	\$0.6	\$0.3	\$0.1	<b>\$8.5</b>
<b>Inception to Date</b>	\$74.3	\$50.1	\$10.2	\$4.6	\$1.6	<b>\$140.8</b>

## Financial Results

For more information about BCM's financial results, audited financial statements and tax returns can be accessed through our website at [www.bcm.org/about/financial](http://www.bcm.org/about/financial).

# Volunteers

## Board of Trustees

Baptist Community Ministries is governed by a Board comprised of 14 local community civic leaders who volunteer their time and professional expertise to oversee the business and affairs of BCM as guided by its Mission, Vision & Values.

H. MERRITT LANE, III  
*Chair*

DAVID GUIDRY  
*Vice Chair*

PATRICIA M. PRECHTER  
*Secretary/Treasurer*

HERSCHEL L. ABBOTT, JR.  
DIANNE C. BOAZMAN  
TINA S. CLARK  
RICHARD ESTRADA  
JOHN J. GRAHAM  
ROBERT A. "DREW" JARDINE  
HANS B. JONASSEN  
FRANK KELLY  
KENNETH E. PICKERING  
JERRY J. ST. PIERRE  
JAMES W. TUCKER

## Grants Committee Advisors

The Board invites four non-Trustee members of the community to serve as Advisors to the Grants Committee. Advisors are recruited to bring additional perspectives on a broad range of community issues, which add significant value to the grantmaking process. Advisors are voting members of the Grants Committee.

Kim M. Boyle  
Janice M. Foster  
John "Jack" S. Hunter  
Kim Sport

## McFarland Institute Council

The Board established an advisory Council to support the Mission of The McFarland Institute. The Council promotes the ministry of BCM's two direct service programs, Chaplaincy Services and Congregational Wellness. The Council also provides fundraising support, including the annual Spring Garden Party event.

Charles E. Beasley, *ex officio*  
John D. Becker  
David Birdsong  
E. Christian Blessey  
Dianne C. Boazman  
Bobby Brannon  
Nancy H. Calhoun  
Elizabeth "Dee" Clubb  
G. Price Crane  
Morrell "Mo" S. Crane, Jr.  
Marian "Gay" Cunningham  
Richard Estrada  
Kenneth J. Faust  
Jean C. Felts  
Michael W. Flores  
Alan M. Ganucheau  
Veronica Gillispie  
David Guidry  
Sidney J. Hardy  
Rufus C. Harris, III  
Stephen Harris  
C. Allen Hennesy  
Bruce Hoefler, Jr.  
John "Jack" S. Hunter  
R. Andrew "Drew" Jardine  
Dennis Kay  
H. Merritt Lane, III, *ex officio*  
Gregory Muro  
J. Chris Nungesser, III  
Ernest L. O'Bannon  
Sharon A. Perlis  
Roy A. Perrin, Jr.  
Kenneth E. Pickering  
Holly S. Popham  
Robert B. Richardson  
Jerry J. St. Pierre, *Chair*  
Robert J. Sanders  
W. Nelson Shepherd  
Flora B. Shoaf  
Slade M. Simons  
David S. Thomas, Jr.  
John J. Weiler  
W. J. Wilkinson  
Everett J. Williams (deceased)  
Jonathan Wolfson  
Charles E. Young, *ex officio*

# Staff

## Administration

Charles Beasley  
*Interim President & CEO*

Laurie DeCuir  
*Senior Vice President & CFO*

Julaine Anderson  
Christine Constanza  
Nina Hebert  
Jo Laxton

## Grantmaking

Luceia LeDoux  
*Vice President, Public Safety & Governmental Oversight Grants*

Jennifer Roberts  
*Vice President, Education Grants*

Elizabeth Scheer  
*Vice President, Health Grants*

Kayla Gelman  
Rosa Herrin  
Ashley Navarre

## Fund Development Consulting Initiative

Charles Young  
*Senior Consultant*

Patricia Patterson

## The McFarland Institute

### Chaplaincy Services

James Hightower  
*Vice President, Chaplaincy Services*

Royce Ballard  
Faith Berthey  
Brian Cleveland  
Joe Cull  
Peggy Day  
Rene Dorsey  
Barbara Duke  
Debra Guidroz  
Jane Mauldin  
Allen Mitchell  
Zachary Ritchie  
Jennie Thomas  
June Wilder

### Congregational Wellness

Frances Hawkins  
*Vice President, Congregational Wellness*

Lisa Collins  
Vanessa County  
Peggy Day  
Ruth Mack

### McFarland Institute Council

Charles Young  
*President*

Patricia Patterson



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