

## 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. BCM evaluates the performance of the funded programs and holds grantees accountable for results. BCM directs 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

**From a tiny acorn a giant oak grows**





**Etienne de Boré Oak** (Tree of Life)  
Audubon Park – New Orleans, Louisiana

In New Orleans, and especially the neighborhoods surrounding Audubon Park, this oak has been dubbed "The Tree of Life." The oak is located in Audubon Park on the down-river side of the Audubon Zoo, right over the fence from the giraffe habitat. It's an enormous tree with a broad gnarly base of roots and a crown of limbs more than 160 feet wide. This tree has endured for over 100 years and continues to give its shade and beauty to all who visit.

## The Leadership of BCM Welcomes You

It is our pleasure to share with you the accomplishments of Baptist Community Ministries (BCM) in 2011. We are privileged to serve as Chairman of the Board and President, respectively, and honored to work with other dedicated business and community leaders who serve on the Board voluntarily. It is our goal to work together to help make our city and region a better place to live, work, and raise a family.

Since gaining private foundation status in 1995, BCM has enjoyed a number of important accomplishments working to carry out its mission—just as those who preceded us did dating back to 1924 when we were first incorporated as Southern Baptist Hospital. For 86 years, BCM has devoted countless hours and a great deal of money toward being a living witness to the love of God as expressed through Jesus Christ and the Holy Spirit for the benefit of the people of the New Orleans region. BCM is committed to the development of a healthy community and to improving the physical, mental, and spiritual health of the individuals we serve without regard to race, religion, gender, or ethnicity.

In the pages of this annual report, you will find concrete evidence that BCM lives its mission. BCM makes grants to qualifying nonprofit organizations in the region; places clinically trained chaplains in area hospitals, nursing homes and other institutions; and helps organize and support church-based wellness programs in more than 130 diverse congregations. BCM has a professional staff of experienced nurse leaders, chaplains and grant officers that enhance the effectiveness of the organizations with which they work through their zone-specific knowledge. Our work touches many lives in a wide range of settings from hospitals to clinics, churches, governmental agencies and nonprofit charities. BCM is focused on areas where it can obtain the best possible results applying our talents, time and funds to make the New Orleans region a vital, growing, and healthy place to live.

As you browse through this report, we hope that you will see how BCM is putting these words into action. We invite you to join us in helping the New Orleans region grow and thrive, and look forward to many prosperous days ahead for this world-class American city.

Sincerely,

Herschel L. Abbott, Jr., Esq.



Byron R. Harrell, Sc.D.

## BCM BOARD OF TRUSTEES



BCM is governed by the Board which is comprised of business and civic leaders in the community who volunteer their time to oversee the mission of Baptist Community Ministries.

*Seated*

*Byron R. Harrell, President*

*Thomas L. Callicutt, Jr., Past Chairman*

*Standing (left to right)*

*Tina S. Clark, Esq.*

*H. Merritt Lane III, Vice Chairman*

*Herschel L. Abbott, Jr., Esq.*

*Chairman*

*David Guidry, Secretary/Treasurer*

*Kenneth E. Pickering, Esq.*

*Drew A. Jardine*

*Frank Kelly*

*Back Row Standing (left to right)*

*Michael W. Flores*

*Hans B. Jonassen*

*Rep. James Tucker*

*John J. Graham*

*Richard Estrada*

*Not pictured,*

*Patricia M. Prechter, Ed.D., MSN*



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## COMMITTEES OF THE BCM BOARD OF TRUSTEES

All members of the Board serve on at least one of the following four major committees of the Board—the Executive, Nominating, Grants, and Finance Committees.

### EXECUTIVE COMMITTEE

The Executive Committee exercises the powers of the Board when the full Board is not in session and in those additional functions delegated to it by Board resolutions passed by a majority of Board members. The Executive Committee approves the appointment of an internal auditor to the Board; receives appeals from grantee organizations concerning grant modifications or terminations; and oversees the compensation and evaluation of the President/CEO. The Executive Committee also oversees the development of the annual business plan for approval by the Board.

Executive Committee members include the Chair of the Board, the Vice Chair of the Board, Secretary/Treasurer, and Chair of the Grants Committee. The Immediate Past Chair of the Board is also a member.

### NOMINATING COMMITTEE

The Nominating Committee is elected at the beginning of each year and proposes candidates for Chair of the Board, Vice Chair of the Board, and the Secretary/Treasurer. The Nominating Committee also develops the selection criteria for new trustee and advisory positions on the Board and proposes candidates for Board membership. It identifies and recommends four additional members of the community to serve as Advisors to the Grants Committee and offers governance suggestions to the Board that may result in amendments to the corporate bylaws.

Nominating Committee members include the Immediate Past Chair of the Board and three non-officer Board members elected by the Board.





*Pictured, seated left to right; Pat Prechter, Merritt Lane, Kim Sport, Richard Estrada and Tina Clark, standing Left to right; Jack Hunter, Frank Kelly, Ken Pickering, Hans Jonassen, Alden McDonald and Herschel Abbott. Not pictured: Kim M. Boyle and Thomas L. Callicut, Jr.*

## **GRANTS COMMITTEE**

The Grants Committee establishes guidelines for funding, receives and reviews all grant requests and proposals, makes recommendations regarding grants to the Board, and reviews and evaluates the performance of all grants issued by BCM.

The Chair of the Board appoints the Committee Chair and at least four other Board members. The Vice Chair of the Board also serves on the Grants Committee.



*Pictured, seated left to right; Mike Flores, Jon Graham, Herschel Abbott, Dre Jardine and David Guidry. Not pictured: James Tucker.*

## FINANCE COMMITTEE

The Finance Committee recommends independent external auditors and investment advisors for approval by the Board. The Finance Committee works with the President/CEO to review and make recommendations concerning fiscal aspects of the operations; it monitors and reviews reports from all external and internal auditors; it also prepares yearly and long-range financial plans for operating and capital needs for ultimate presentation to and approval of the Board.

The Secretary/Treasurer serves as the Chair of the Finance Committee. Finance Committee members include at least three other members of the Board appointed by the Chair of the Board.



*Kim Boyle  
Attorney*



*Kim Sport  
Volunteer*



*John S. Hunter, Esq.  
Attorney*



*Alden J. McDonald, Jr.  
Banking*

## GRANTS COMMITTEE ADVISORY MEMBERS

The Board of Trustees of BCM invites four non-trustee members of the community to serve as Advisors to the Grants Committee. Grants Committee Advisors offer unique professional or personal backgrounds and perspectives important to grantmaking. They often bring diverse views on a broad range of community issues and may live or work in different locations in the five-parish region served by BCM. Grants Committee Advisors are voting members of the Grants Committee.



## Historical Overview – BCM: A Look Back

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In one respect, Baptist Community Ministries has a relatively short -though impressive - history. The organization was reformed just 15 years ago, and in that time has established itself as one of the largest private foundation in Louisiana, awarding more than \$124 million in grants and touching countless lives through its support of programs, projects and reform efforts in the areas of education, health, public safety and governmental oversight.

But the story of BCM and its mission goes back much further than 1995 when the board of the Mercy Baptist Medical Center decided to sell the hospital and use proceeds to further its mission. Rather, its roots stretch back to 1922, when the Baptist missionaries first recognized the need for and built a hospital in the bustling port city of New Orleans.

For the next 70 years, the Uptown institution that came to be known as Baptist Hospital grew to become one of the finest and well-respected health care facilities in the south. That reputation was further solidified in 1993 when the hospital merged with Mercy Hospital in Mid City to become the Mercy Baptist Medical Center.

It was a wise strategic move that gave both institutions a collectively larger share of an increasingly competitive market. But health care was changing, and by the mid-1990s, the city had too many facilities with empty beds and shuttered wings. The Mercy Baptist Board considered its options, eventually concluding that selling the hospital was the best way to help the institution fulfill its historical mission of focusing on the physical, mental, and spiritual health needs of the community.

Thus, BCM was recreated as a private foundation with both grant-making and operating components that are grounded in a mission that is both spiritual and physical.



To determine how best to focus its resources, the newly formed BCM board turned to experts for help, hiring a national consulting firm to do a community needs assessment and analyze the statistical data it collected. At the same time, BCM conducted its own series of interviews with key business and political leaders, gathering their opinions on what was most needed.

After a process that took more than one year, the BCM board elected to narrow its focus to four specific areas — education, health care, public safety and governmental oversight – and to award its grants very strategically within those zones.

To that end, grant recipients are closely monitored to ensure they are doing with their funds what they said they would. It has enabled the foundation to determine where it is making a very real difference and to track where its dollars are being most effective.



Another important aspect of the way BCM does business is that it purposely keeps a low profile, preferring to stay behind the scenes and out of the limelight. That is by design; in the early days of the foundation, grant recipients were not even allowed to disclose the source of their funding. Though that requirement has since been softened, BCM still believes in the very practical and spiritual benefits that come from humility.

It's an approach that is working. Over the years, BCM's strategic-grant making has helped launch the enormously successful charter school movement in Orleans Parish. It has led to the creation of dozens of programs that bring health care services to underserved areas of the population and teach low-income residents how to make healthy choices for healthy lifestyles. It has brought together leaders of the criminal justice system in a series of initiatives that is making the system more efficient and, hopefully, more effective. It has also spearheaded government reform efforts that are helping to root out political corruption.

As it looks forward to the next 15 years and beyond, BCM wants to hone its focus on strategic grant making, tying together projects that have a natural synergy and logically belong together. It is also developing an interest in public policy grant making, which tries to ensure that evidence-based programs that make a difference in peoples' lives actually get government funding.

Throughout, however, the mission and the overall goal will be the same: To help the people of New Orleans improve their quality of life by addressing their physical, mental, and spiritual needs.



## BCM Zones

### Four Areas of Focus

- **Education**
- **Health**
- **Governmental Oversight**
- **Public Safety**

## BCM Goals

BCM maximizes the impact of many of its grant programs by emphasizing a team approach with its grantees using three cross-zone practices including: (1) leveraging funds; (2) influencing public policy; and (3) building nonprofit capacity.

Goal Statements are designed to guide the achievement of each BCM grantmaking strategy within the four areas of focus including health, education, public safety, and governmental oversight.

# Education Goal

Children and adults should be equipped with a basic education in reading, writing, math, and science. They should also develop the character and relational skills necessary to be successful, contributing members of society.





## Café Reconcile

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Since its founding in 2000, Café Reconcile has trained more than 600 young people from at-risk neighborhoods in the culinary and hospitality industry, teaching them skills that will help them acquire and retain jobs in New Orleans-area restaurants, hotels, hospitals and universities.

The program has also taught these 16-to-22-year-olds valuable life skills they can use in any field and will need in order to succeed in any walk of life.

“We teach them how to get to work on time, how to peacefully resolve conflicts, and how to communicate their needs to a superior,” explains Mary Lou Specha, executive director of the program.

“All those things most of us were taught somewhere along the way, these kids never were.” Now, thanks to BCM, Café Reconcile will be able to increase the number of students it serves while also improving and expanding the support it offers them both while they’re in the program and after they graduate. Specifically, Café Reconcile plans to hire two new staff members who will work closely with students to help them outline career and training goals and follow up with them to help them attain those goals.

“BCM’s first grant helped us to nearly triple our number of graduates over four years, from 37 in 2008 to more than 90 this year,” says Dave Emond, Director of Development for Café Reconcile. “This will help us to expand improve.”

Café Reconcile is unlike any other in the metro area. Housed in a five-story, 12,000-square-foot building reclaimed in economically distressed Central City, Café Reconcile is at once a functioning, full-service lunchtime restaurant, an engine for economic development, a training ground for young people and a safe haven in the community. It brings together businesses, nonprofit organizations and people of faith to create jobs, support community development and encourage entrepreneurship through the ministry of reconciliation.



Graduates of the program, like 19-year-old Angel Osbey, say it has helped them turn their lives around.

“I loved everything about Café Reconcile because there were so many opportunities to learn,” says Osbey, a high school dropout who earned a two-week internship at Domenica after completing the Café Reconcile program and now has plans to enroll in Delgado’s culinary arts program. “I learned what I need to do to be successful in the workplace.”

With funds from its BCM grant renewal, Café Reconcile will be able to better help students like Osbey in several ways. They include:

- Drafting an Individual Performance Plan (IPP) for every enrolled student, outlining training/career goals and an advancement plan that identifies needed services.
- Conducting weekly one-on-one sessions with each student to monitor progress toward IPP goals, program completion, and job placement and retention.
- Tracking students more closely during the final internship stage of the program and providing more regular follow-up during the critical early months of post-placement employment.
- Facilitating graduates’ long-term engagement with Reconcile by developing continuing education opportunities and providing incentives for alumni to remain engaged.
- Implementing a more intentional approach to relationships with employment partners, to ensure the program is responsive to industry needs and to fine-tune internship and employment placements.
- Providing more intensive and tailored in-house mental health services and drug/sex/abuse/trauma counseling.
- Making outside referrals when appropriate and implementing a strategy to identify and utilize local mental health and medical care resources most effectively.

Given the success Cafe Reconcile has achieved so far and the countless lives it has touched, the expanded services it will now be able to offer can only help a great program become that much better.

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## Health Goal

A healthy community provides its citizens an environment that creates a state of positive physical, mental, spiritual, and social well-being and not merely the absence of disease or infirmity.







## 9-A-Day the Head Start Way

When 9-A-Day the Head Start Way was created by the Second Harvest Food Bank of Greater New Orleans, administrators of the educational and outreach program knew they were attempting to address a critical need in Greater New Orleans.

After all, hunger and a lack of access to nutritional foods are very real problems in the area, and the idea behind the program was to help children in low-income areas eat more healthfully by making it easier for them to get fresh fruits and vegetables.

But they had no idea how successful the program would be, and that five years later 9-A-Day would be thriving and growing, touching thousands of lives along the way and taking a bite out of hunger in the New Orleans area.

“It’s a very successful program and we get wonderful feedback from parents and caregivers,” says Tanya O’Reilly, programs manager for Second Harvest Food Bank of Greater New Orleans and Acadiana. “We do comprehensive surveys and studies and find that it is changing eating habits among children and their families.”

That’s thanks in large part to BCM, which helped launch the program in 2006 and opted this year to renew its funding for the next several years. It’s a decision that will enable Second Harvest to continue the program and, hopefully, expand it down the line.



“BCM is the lifeblood of this program,” O’Reilly says. “We couldn’t do it without them.”

It’s truly impressive to consider what Second Harvest does through 9-A-Day, which gets its name from the recommended number of fruits and vegetables the average person should consume daily. The program is a comprehensive nutritional education and outreach program that is in place in 12 Head Start schools in Orleans and Jefferson parishes. Nearly 900 preschool students, their teachers and assistant teachers participate, which means they get a variety of educational materials, including worksheets and games as well as cookbooks, recipes and five pounds of fresh fruits or vegetables each every week.

The type of produce varies depending on the time of year. During the fall, it might be squash or apples; in the spring, fresh berries, perhaps, or string beans. Each week it’s something different, and the educational components that tie in to the item of produce not only touch on nutrition and kid-friendly methods of kitchen preparation but basic subjects like language arts.

“I might send them potatoes, for instance,” says O’Reilly. “Then, that week the lesson is all about potatoes, and the recipe if for mashed potatoes, and they’ll also talk about the color brown and the letter P.”

An important aspect of 9-A-Day is that teachers and other school staffers receive the weekly five pounds of fresh produce as well as their young students. The philosophy behind that approach is to actively engage the educators in the program and also enable them to model good behavior and healthful eating habits for the kids.



As she looks to the future, O'Reilly's ultimate hope is to change behavior within the community to such an extent that families are growing their own produce within community gardens and even their homes.

"It really gives them buy in," O'Reilly explains. "They enjoy it, too." That helps the program to be more successful. Surveys of participants and their families both at the beginning and the end of the school year suggest that children really are changing their eating habits in response to the exposure and education they receive about healthful eating and fresh fruit and vegetables.

"People will say, 'My daughter eats broccoli now. We could never get her to do that before,'" O'Reilly says.

Currently, the schools participating in the program are: Berean Head Start, Diana Head Start, El Yoyo Head Start, Founders Head Start, Louise Head Start, Martin Luther King Head Start and St. John Head Start in Orleans Parish; and, 31st Head Start, Bridge City Head Start, Causeway Head Start, Clay Head Start, George Washington Carver and Kenner Head Start in Jefferson Parish.

As she looks to the future, O'Reilly's ultimate hope is to change behavior within the community to such an extent that families are growing their own produce within community gardens and even their homes. It's a goal that may be several years away, but then, five years ago she would never have believed 9-A-Day would have come this far.



## Public Safety Goal

Community residents should feel secure and free from threat; both the strongest and the most vulnerable citizens should be equally protected. A healthy community provides crime prevention measures, police and prosecutorial, judicial and correctional systems that deter crime and penalize criminal behavior.





## Neighborhood Housing Services of Greater New Orleans

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When students at Cohen Sr. High School get into a fight, they're called into the disciplinarian's office. But instead of being suspended or expelled, as they would be at most other schools, the Cohen kids are brought together in a "circle" with other individuals who have been impacted by the altercation – fellow students, teachers and parents, for example. Together, as a group, they talk about the issues leading up to the confrontation and how they all were affected by it.

Then, with help from the others, the two students come to a joint resolution, and sign a contract in which they agree to certain measures that will address the problem that caused the fight in the first place, or help make up for the outcome of the conflict. They sign the contract and as long as they fulfill the terms to which they agree, neither student will face any further disciplinary action.

"It's a different way of resolving conflict in the community," says Lauren Anderson, executive director of Neighborhood Housing Services of New Orleans. "It's a way of bringing people together to reach consensus."

This novel approach to conflict resolution is the signature program of the Center for Restorative Approaches, a two-year-old program of Neighborhood Housing Services and one that has been made possible with grant funding from BCM.

"BCM was our initial funder but has since gone well beyond that role," Anderson explains. "They have become a real partner in helping us build bridges in the community."

Building bridges in the community is what Neighborhood Housing Services is all about. The 35-year-old organization was originally founded to help provide homeowners in the Broadmoor neighborhood with loans for home improvement and construction management services.



Over the years, however, its mission has broadened both geographically — to include all of New Orleans and parts of the north shore — and philosophically. While its primary focus continues to be on literally building communities by helping people become homeowners, it also now builds community relationships and bonds through its Community Building Initiative.

That’s where BCM comes in. The Community Building Initiative is the arm of Neighborhood Housing Services that oversees the Center for Restorative Approaches. BCM helped launch the Center in 2009, and since then has helped the organization secure funding from the Robert Wood Johnson Foundation.

“BCM was key in helping us pull that off,” Anderson says. “While the funding we get from BCM is critical, I find the relationship with BCM is even more important and very valuable.”

What makes the Center for Restorative Approaches so unique and so initially successful, is that it engages all the stakeholders in the community and seeks their input to resolving conflicts and issues of joint concern. It empowers individuals and gives them a voice in matters over which they are not typically invited to speak.

**“The tie that binds all our programs and initiatives is to empower people by giving them tools to better their lives, we give them a different way of talking and thinking. It’s an approach they can use their entire lives.”**

**—Anderson**

“We really believe it has tremendous potential to unite a community,” says Anderson. So far, the Center has programs at Cohen and at Langston Hughes Elementary. Both schools have seen a decline in the number of conflicts among students. Teachers also applaud the program and its approach and use it proactively to prevent conflicts.

“Students will say, ‘You really want to hear what I have to say?’” Anderson says. “No one has ever asked them before.”

That is what makes the Center for Restorative Approaches such a critical and fitting component of Neighborhood Housing Services of New Orleans. It’s strengthening the relationships in a community and giving people a reason to stay.

“The tie that binds all our programs and initiatives is to empower people by giving them tools to better their lives,” Anderson says. “We give them a different way of talking and thinking. It’s an approach they can use their entire lives.”



# Governmental Oversight Goal

All forms of local government (including elected or appointed officials and executive, legislative, or judicial branches) should be trustworthy, open to the public, independently monitored, and accountable to an informed electorate.





**For more than 14 years, the Juvenile Justice Project of Louisiana (JJPL) has been working to help reform New Orleans' troubled juvenile justice system and trying to reduce the so-called school-to-prison pipeline, which refers to the alarming number of youths referred into the juvenile system.**

## **Juvenile Justice Project of Louisiana**

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For more than 14 years, the Juvenile Justice Project of Louisiana (JJPL) has been working to help reform New Orleans' troubled juvenile justice system and trying to reduce the so-called school-to-prison pipeline, which refers to the alarming number of youths referred into the juvenile system.

Now, thanks to support from BCM, this local nonprofit agency is starting to make a real difference through its work in three distinct areas: advocacy for the construction of a new, state-of-the-art juvenile detention center, creation of new statewide standards for juvenile detention, and the training of students from Tulane and Loyola law schools to provide volunteer representation for students facing disciplinary action.

"Our support from BCM really funds each of these projects," says Dana Kaplan, director of the Juvenile Justice Project of La. "Really without the support of BCM none of this would be actualized at the scale it is."

That scale is impressive. Prior to Hurricane Katrina, New Orleans had one of the worst juvenile justice systems in the country. Since the storm, however, JJPL has been advocating for the construction of a new facility that would be a model for best-practices around the country.

Now, thanks to support from BCM and the availability of FEMA funds, that center is in the design stage and construction is expected to begin in 2012. When completed, the complex will include a youth study system, juvenile courts, a state-of-the-art detention center and facilities to accommodate youth programs like a Teen Court, among others.



"The Department of Justice is very happy to see New Orleans moving ahead with something that can be a model center," says Kaplan. "I think all parties feel good that after many years of there being too little progress that finally things are moving ahead".

Another project with which JJPL is having considerable success is its advocacy for new standards for juvenile detention centers statewide. The organization has led a statewide task force of stakeholder groups, and their new standards will become effective January 1.

"Some of the changes will include increased levels of training for all staff, improved medical care and improved mental health care in facilities," Kaplan says.

A third area in which JJPL is making a difference is in its training of Tulane and Loyola law students as volunteer advocates for younger students who are facing disciplinary actions. The goal is to ensure those kids have their due process rights met, which is a problem, particularly with special students.

"Sometimes they get recommended for suspension or expulsion and the end result is far too many kids out of the classroom," Kaplan says. "We want to ensure that as much as possible the kids can not only continue to be in the classroom but also that there is a more specific plan developed where they are held accountable for their actions and still have their educational needs met."

Kaplan acknowledges there is still much work to be done in the area of juvenile justice reform. But she is heartened with the progress JJPL has made over the past couple of years, and is thankful that BCM has made so much possible.

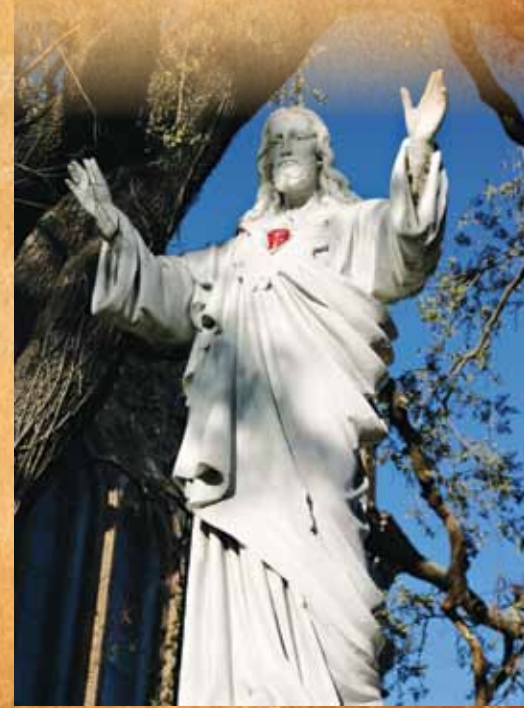
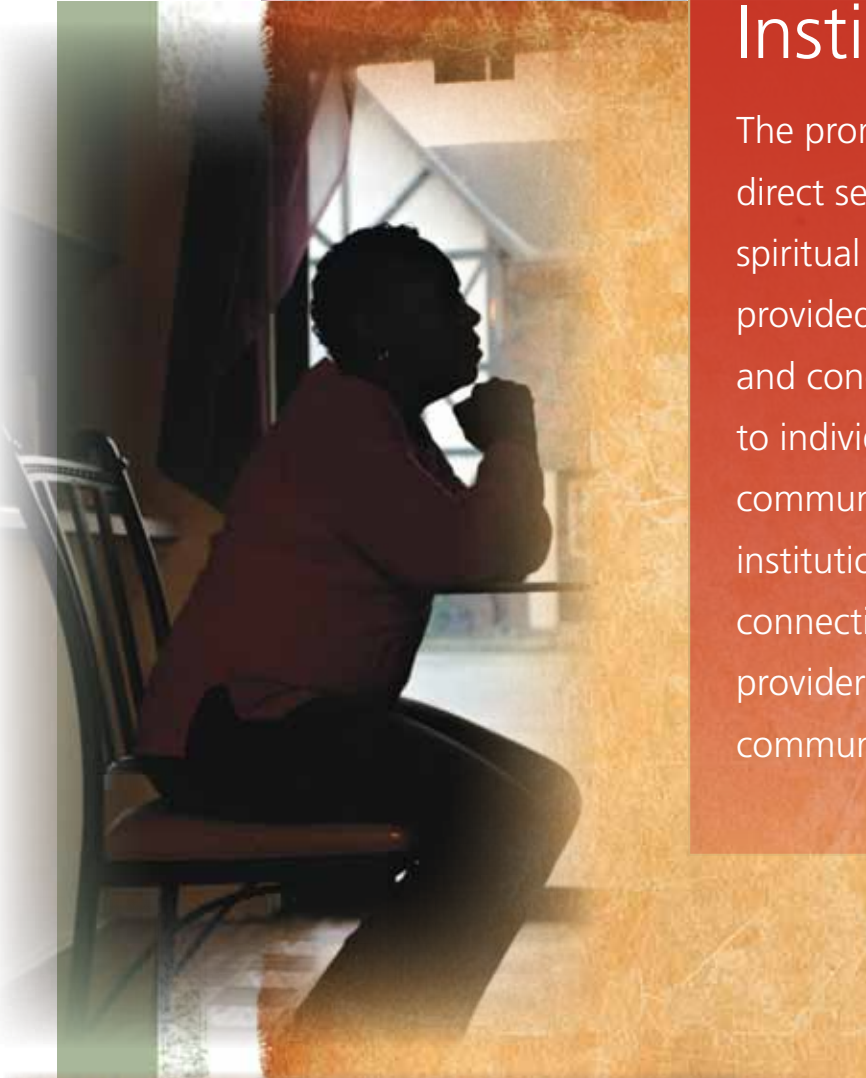
"They've made a tremendous difference," she says. "It's encouraging to see that we're really moving in the right direction."

Now, thanks to support from BCM, this local nonprofit agency is starting to make a real difference through its work in three distinct areas: advocacy for the construction of a new, state-of-the-art juvenile detention center, creation of new statewide standards for juvenile detention, and the training of students from Tulane and Loyola law schools to provide volunteer representation for students facing disciplinary action.



# The McFarland Institute

The promotion of programs and direct services that expand the spiritual dimension of healing provided through pastoral care and congregational wellness to individuals in healthcare, community and faith-based institutions is an important connection between the service providers and citizens of the community.





Following the example of Jesus Christ, The McFarland Institute (McFarland), a division of BCM, addresses the spiritual dimension of healing by providing pastoral care and wellness training to individuals throughout the Greater New Orleans region. McFarland promotes programs that expand the interface between spiritual, emotional, and physical healing through two operating functions: (1) Chaplaincy Services and (2) Congregational Wellness. With gratitude for our Baptist tradition of Christian service, McFarland emphasizes: respect for the dignity and diversity of all persons; integrity and competency demonstrated through behavior; honest empathetic relationships that create trust; and totality of health—spirit, mind, and body.

**Chaplaincy Services** provides pastoral care and consultation to individuals, groups, and institutions. McFarland chaplains are theologically educated, clinically trained, and board certified by either The Association of Professional Chaplains or The National Association of Catholic Chaplains. Chaplains are trained in listening and supporting on spiritual and emotional levels. Their listening skills are framed in a theological background, symbolizing the presence and love of God.

The spiritual dimension is an important element in the healing process. Chaplains assist persons to get well by helping them utilize their spiritual resources in dealing with

crisis. They contribute a holistic style of care that honors the needs of body, mind, and spirit. In 2010, nine chaplains serving in eight institutions provided a total of almost 68,000 visits.

As chaplains minister in hospital settings, they visit patients, staff and families, assessing and responding to their spiritual and emotional needs. By fostering a caring/ healing environment for patients and families, they can then assist with major decisions such as ethical decision making and end-of-life issues. These chaplains also set up and lead support groups, go on multidisciplinary rounds with doctors as invited, participate in hospital committees, do funerals, weddings, listen to all, and sometimes cry with those who are hurting. Primary in all these is to establish a ministry of presence—just being there during difficult times.

Chaplains who work with the New Orleans Police Department have schedules that change from day to day. They set goals to attend roll calls on all three shifts regularly to get acquainted with the officers, and then to go on “ride-alongs” with them to gain their confidence and trust. Community functions, such as Neighborhood Watch meetings are attended by chaplains to get to know the community in which they serve. A chaplain is available 24 hours a day, seven days a week for call outs—to respond to crime scenes and accidents as requested.

McFarland has one chaplain who services three long-



term care facilities on a rotating basis. Initial visits are made to all residents shortly after admission, assessing their spiritual/religious/emotional needs and assisting in the adjustment to residential life. Each resident has the opportunity to express their personal spiritual needs and concerns. Regular follow-up visits are made, some at the request of residents, families, visitors and staff. This chaplain leads Chapel services and Bible studies, and provides pastoral support in times of crisis. The staff members of each facility are also ministered to as they experience job frustrations and family difficulties, and also the constant dealing with the death of residents.

**Congregational Wellness** promotes healthy lifestyles by educating church members to implement wellness ministries within their congregations and the communities they serve. Congregational Wellness 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 Congregational Wellness 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 429 wellness ministry leaders have been trained, 279 nurses and 150 lay

health leaders. Each year new churches join the network, 7 were added this past fiscal year which brings the total number of network churches to 181. However, 64 churches are intricately and consistently in compliance with the criteria of an active church. Each year wellness ministers 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 2011, Congregational Wellness initiated an evaluation plan that utilized a cohesive results –based accountability system (RBA) which executed a strategic planning process, set goals and indicators, benchmarks and mechanisms for regular reports on results. This system emphasized the use of results –based data to target areas where performance needed to be improved. In addition, this RBA framework enables decision makers to assess achievements in the operation of the division in efficiency and effectiveness internally, in churches and in the community.

Church nurses and lay health advocates are trained in a new faith- based pilot initiative, Strategies to Reduce and Trim (STAR) Project, which address blood pressure and weight loss for improving the quality of life for congregants. After 12 sessions, major health improvements are seen such as reduction in body fat, lower dosages of medications and greater mobility. Participants have reported after the training a feeling of empowerment when they speak with their healthcare providers and take greater charge over their medical needs.

Finally, the Congregational Wellness Division application to the Louisiana State Nurses Association (LSNA) received approval as a provider of continuing nursing education. This provider approval period will extend from October 26, 2011 to October 31, 2014.



## Supporting The McFarland Institute

In response to the biblical challenge for community stewardship, Christian Health Ministries Foundation supports the voluntary not-for-profit provision of clinical chaplaincy and congregational wellness by The McFarland Institute through encouragement of charitable donations and philanthropy.

It is the vision of Christian Health Ministries Foundation to be the fundraising organization of choice for the Greater New Orleans Area in the fields of Congregational Wellness, Chaplaincy.

Christian Health Ministries Foundation holds fast to certain values including stewardship, performance and ethical behavior.

**Stewardship**—Christian Health Ministries Foundation serves as a financial storehouse of community support for the work of The McFarland Institute. Through sound investment and management of its assets, the Foundation supports The McFarland Institute as it provides charitable services and education in the community.

**Performance**—Cost-effective, efficient methods of seeking financial support are employed to assure the highest proportion of funding directly to The McFarland Institute. Opportunities are created for annual, deferred (planned), and capital support to further the work of The McFarland Institute.

**Ethical Behavior**—Through full disclosure of the use of gifts, Christian Health Ministries Foundation fairly and accurately presents giving opportunities to prospective donors. The Foundation openly declares its relationship to The McFarland Institute in all solicitations and ensures gifts are applied to the purposes intended by the donors.

The Foundation is a nonprofit organization governed by an ecumenical board of trustees. The Foundation, which only supports the activities of The McFarland Institute, offers comprehensive programs in the areas of annual, memorial, capital and planned (wills and bequests) giving.

## BCM 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





## EVALUATION, RESEARCH & STRATEGY

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**Evaluation Policy** - The Board of Trustees of BCM formed the evaluation, research and strategy (ERS) function in 1997 as a means to assess the effects of BCM Grantmaking relatively independent of internal grant administration. Both Trustees and Management believe that understanding the effects of individual and clusters of grants is important for planning and stewardship purposes.

**ERS Philosophy/Approach to Practice** - ERS serves the Board of Trustees through Senior Management, and works closely with Program Officers (POs). A natural tension, however, exists between program administrators (responsible for managing grants and day-to-day grantee relations) and ERS (responsible for tracking, documenting, and analyzing results of grantmaking and enterprise efforts). Since some portion of the success of ERS efforts depends on effective working partnerships with Program Officers, communication and transparency between POs and ERS personnel are essential. Thus, in most cases, ERS activities are intentionally designed and implemented to be appropriately transparent, as well as meaningfully engaging of, and relevant for, BCM Program Officers. Practical, creative, and innovative in approach, ERS efforts are conceptually grounded in a foundation effectiveness framework.

**Foundation Effectiveness** - There has been much focus on philanthropic effectiveness in recent years, creating a significant challenge to measurement, evaluation, and research professionals world-wide. Because field consensus has yet to be reached on a generalizable foundation effectiveness framework (let alone definitions and measures), many foundations have designed their own. BCM designed and adopted an Impact Assessment model intended to represent, thus capture, the totality of its stewardship; from Grantmaking Strategy, to Leveraging and Public Policy efforts, and also Foundation Operations. A set of concept maps were designed to represent the BCM Grantmaking strategy, which are used for communication, tracking, decision-making, priority identification, and results expectation. ERS directs efforts to understand the effects of BCM resource allocation in the New Orleans community, thus, is responsible for systematically collecting, tracking, analyzing, and reporting effectiveness-related data.

**Grantee Effectiveness** - Understanding what helps Grantee Organizations effectively achieve the intent of their BCM grant award is not only an important component of understanding foundation effectiveness; it is a central focus of BCM day-to-day efforts. ERS studies grantee effectiveness as a part of the larger framework of foundation effectiveness; to date, ERS contributions to grantee effectiveness have most often occurred through working with BCM Program Officers. Grant evaluation activities are required for each separate grant issued by BCM. The level of effort represented in each grant evaluation is directly proportional to the grant amount, such that smaller grants tend to plan simpler, easy to report evaluation activities; whereas, larger grants typically involve more complex and multi-layered evaluation designs. In parallel, ERS involvement at an individual grant level depends on grant size. For example, ERS provides technical and conceptual consultation to Program Officers on individual grant performance plans, and, in concert with Program Officers, may also participate in grant performance planning and design with Grantees.



**TOTAL ACTIVE GRANTS  
FY2011  
\$22,973,204**

**EDUCATION**

Grantee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
Algiers Charter School Association - Reaching High - Middle School Initiative	\$578,128	36
Bard Early College in New Orleans - Early College for Students in Every High-Poverty New Orleans Public High School	\$130,100	24
Choice Foundation - Graduate Support at Esperanza Charter School	\$75,062	12
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	\$150,000	36
Jefferson Chamber Foundation - Jefferson Chamber Foundation Academy	\$125,000	24
Junior Achievement of Greater New Orleans, Inc. - JA BizTown Capstone Challenge Campaign	\$246,031	36
Liberty's Kitchen, Inc. - Liberty's Kitchen Youth Development Program	\$285,000	36
Reconcile New Orleans - St. Regis Hospitality Program	\$520,000	36
School Leadership Center of Greater New Orleans - SLC Years 12-16 (2009-2013)	\$3,450,000	60
School Leadership Center of Greater New Orleans - The SUNS Center (Serving the Unique Needs of Students)	\$100,000	12
Young Aspirations/Young Artists (YA/YA), Inc. - Urban Heroes	\$180,000	36
Youth Rescue Initiative, Inc. - Club Lead	\$60,000	12
<b>TOTAL EDUCATION</b>		<b>\$6,299,987</b>

## HEALTH

Grantee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
Bridge House - Bridge House Women's Program	\$338,500	36
Catholic Charities Archdiocese of New Orleans - Case Management Institute	\$75,000	14
Catholic Charities Archdiocese of New Orleans - H.O.P.E. Health Promoters Program: Health Outreach, Promotion and Education	\$225,000	36
Common Ground Health Clinic - Common Ground Health Clinic Strategic Direction Assessment Project	\$50,000	12
East Jefferson General Hospital - Accelerated Associate of Science in Nursing Program	\$388,864	24
GNOIN c/o Children's Hospital - Booster - Greater New Orleans Immunization Network	\$879,541	48
Healthy Lifestyle Choices - Core Programming	\$2,400,000	48
Kingsley House - Health Care for All (2007 - 2010)	\$225,000	36
Louisiana Public Health Institute - Assessment of City of New Orleans Community Health Clinics	\$100,000	12
Louisiana Public Health Institute - Greater New Orleans Primary Care Outreach Campaign	\$272,000	30
Louisiana State University Health Sciences Center - St. Bernard Family Resiliency and Recovery Project	\$240,000	24
New Orleans BioInnovation Center - Phase 2: Greater New Orleans Economic Development District (GNOBEDD)	\$90,000	12
New Orleans Children's Health Project - The Hispanic Outreach Initiative	\$300,000	36
Ochsner Clinic Foundation - Ochsner Health System Chaplain Residency Program	\$341,380	36
PACE Greater New Orleans - PACE Westbank	\$200,000	24
Responsibility House - Integrated Treatment Training and Education Program	\$180,221	36
Second Harvest Food Bank of Greater New Orleans - 9-A-Day the Head Start Way	\$120,000	24
Sisters of Mercy Ministries - Project Fleur-de-lis	\$399,242	36
St. Tammany Parish Hospital Foundation - Nurse Family Partnership Mental Health Services	\$240,364	36
St. Thomas Community Health Center - Pediatric Healthcare Services in New Orleans, LA	\$150,000	36
Trinity Counseling and Training Center - Strategic Direction Assessment for the Trinity Counseling and Training Center	\$220,000	24
Tulane University Health Science Center - A Sickle Cell Day Hospital	\$410,418	36
<b>TOTAL HEALTH</b>		<b>\$7,845,530</b>

**PUBLIC SAFETY:**

Grant ee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
New Orleans Police and Justice Foundation - Community Safety Initiative	\$450,000	48
Catholic Charities Archdiocese of New Orleans - Hispanic Public Safety Program	\$257,915	36
Catholic Charities Archdiocese of New Orleans - Civic Justice Initiative	\$299,436	42
Neighborhood Housing Services of New Orleans Inc. - Community Conferencing: Using Crime and Conflict to Build Healthy Communities	\$180,000	30
Innocence Project New Orleans - Voice of the Ex-offender (VOTE)	\$72,600	12
Families and Friends of Louisiana's Incarcerated Children - Parents in School Leadership Project	\$255,000	36
GNO Afterschool Partnership - Advancing Youth Development Training	\$125,000	12
Resurrection After Exoneration - Beacon Industries, A Job Training Program for the Formerly Incarcerated	\$75,000	12
New Orleans Police and Justice Foundation - New Orleans CeaseFire Community Mobilization and Public Education Campaign	\$215,000	36
Juvenile Justice Project of Louisiana	\$50,000	12
Innocence Project New Orleans - VOTE's Campaign to End Employment Discrimination (CEED)	\$170,000	36
Loyola University of New Orleans - Workplace Justice Project	\$67,736	12
<b>TOTAL PUBLIC SAFETY</b>		<b>\$2,217,687</b>



## GOVERNMENTAL OVERSIGHT

Grantee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
Loyola University of New Orleans - Reforming Public Institutions	\$180,000	36
Safe Streets/Strong Communities - Implementation and Community Support for Independent Police Monitor	\$180,000	24
<b>TOTAL GOVERNMENTAL OVERSIGHT</b>		<b>\$360,000</b>

## CORE FUNDING

Grantee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
United Way for the Greater New Orleans Area	\$3,000,000	130
Bureau of Governmental Research Inc.(BGR)	\$1,250,000	60
Metropolitan Crime Commission of New Orleans (MCC)	\$500,000	60
<b>TOTAL CORE FUNDING</b>		<b>\$4,750,000</b>

## OTHER

Grantee Name/Project Title—Request Project Title	Grant Amount	Term (Months)
Baptist Crossroads Foundation - Rebuilding of the Upper Ninth Ward	\$1,500,000	60
<b>TOTAL OTHER</b>		<b>\$1,500,000</b>

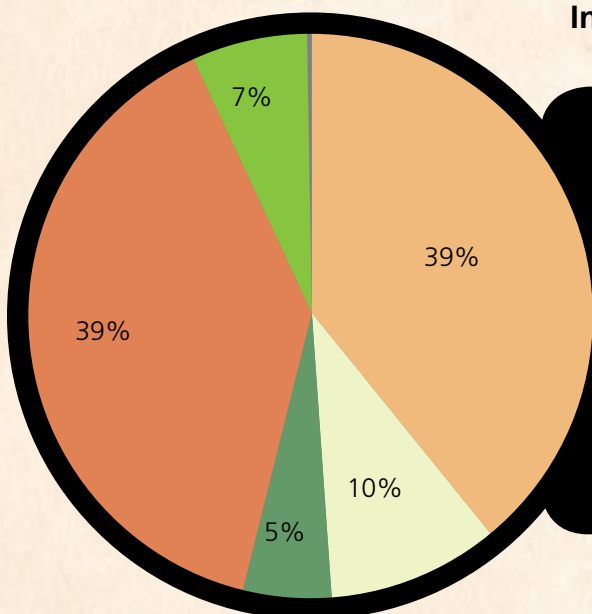


## SELECTED FINANCIAL HIGHLIGHTS

### INVESTMENTS

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, 2011.

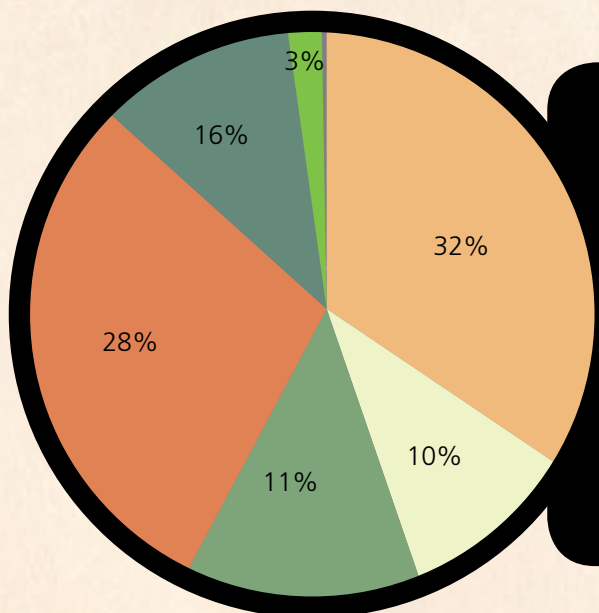
#### Inception June 1996



Dollar amounts are shown in millions

● Large Cap Stocks .....	60.0
● Small Cap Stocks .....	15.0
● International Stocks .....	7.5
● Bonds .....	60.0
● Cash & Cash Equivalents.....	10.7
<b>Total Portfolio.....</b>	<b>\$153.2</b>

#### September 2011



Dollar amounts are shown in millions

● Large Cap Stocks .....	66.8
● Small/Mid Cap Stocks .....	20.0
● International Stocks.....	22.4
● Bonds .....	59.7
● Alternative Investments .....	32.8
● Cash & Cash Equivalents.....	7.2
<b>Total Portfolio.....</b>	<b>\$208.9</b>

### Strategic

- Target the long-range goals of BCM's annual Business Plan
- Implemented by program staff using community nonprofits and expert consultants

### Transom

- Encourage the development of new ideas and nurture inventive solutions to community problems
- Generated through unsolicited grant proposals twice a year

### Core Funding

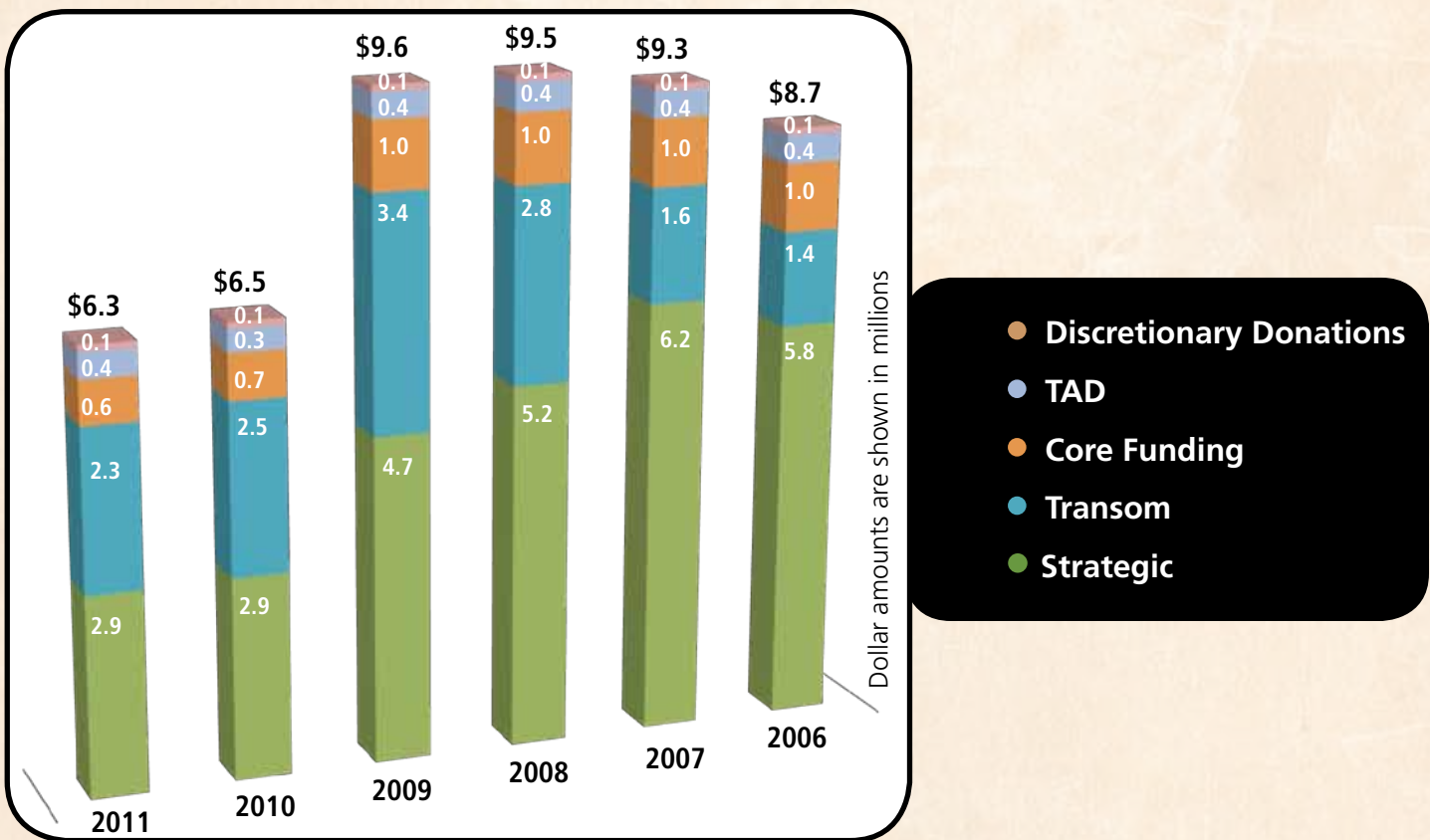
- By invitation only
- Mission of the grantee is considered extremely important to the community by the BCM Board

### Trustee Advised Donations (TAD)

- Donations made at the suggestion of BCM's volunteer Trustees and approved by the Board

### Discretionary Donations

- Small grants (\$5,000 or less)
- Typically in support of fundraising events



	Strategic	Transom	Core Funding	TAD	Discretionary Donations	TOTAL \$ million
Inception to Date	\$68.4	\$42.3	\$8.8	\$3.8	\$1.3	<b>\$124.6</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).



*Front to back, left to right: Row 1: Joanne Schmidt, Charles Beasley, Byron Harrell, Laurie DeCuir, Luceia LeDoux  
 Row 2: Connie Styer, Ruth Mack, Julaine Anderson, Frances Hawkins, Cindy Markham, Charlie Young  
 Row 3: Peggy Day, Nina Hebert, Christine Constanza, Patricia Patterson, Rene Dorsey, Elizabeth Scheer  
 Row 4: Henry Rutledge, Ashley Hoard, Royce Ballard, Barbara Duke  
 Row 5: Vanessa County, Joe Cull, Lisa Collins, Jim Hightower, Jennifer Roberts, June Wilder  
 Not pictured: Lauri Ashton, Faith Berthey, Lynn Hyder, Jo Laxton, Jane Mauldin, Laurie Miester, and Allen Mitchell*

## Contact Us

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