





## 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



## Letter to the Public

# 2012 Annual Report

### **Without exception 2012 was a good year for Baptist Community Ministries (BCM).**

We feel good about our progress. Our enthusiasm for the year just finished and the year ahead is both palpable and contagious. We made great strides toward the accomplishment of our basic mission. Even after many years as grantmakers, we are amazed and energized by the local outpouring of affection and respect for BCM. This year we hit our investment targets and accomplished almost all of our operating and strategic objectives. We also merged with our long-time subsidiary "Christian Health Ministries-Foundation" and created a new community advisory group of involved leaders. Going forward, we will operate as a single private foundation focused on improving the lives of the people living in New Orleans and in the four surrounding parishes.

History continues to shine on our stewardship. In 1995 we held investable assets worth \$153 million. Since then, we have spent \$165 million in qualifying distributions and our investible assets are now roughly \$100 million higher than when we started. Today, BCM protects and invests a fund corpus of more than \$260 million which produces earnings which, in turn, are re-deployed as grants to area non-profits and for the provision of direct services through our chaplaincy and congregational wellness divisions. BCM disbursed more than \$7 million in grants and it spent another \$4 million in direct services in 2012. We are not complacent. We pay close attention to the volatility of the economy and we have drawn the conclusion that the 2012 rocky economic environment may not be a temporary bump in the road, but the new way of doing charitable business. Our investment process is up to the rigor. A decade from now, we expect our careful stewardship to produce similarly remarkable results as we experienced in the past decade. Free enterprise and private ownership have been and will be good to us.

We have ramped up our efforts to more forcefully engage BCM grants, chaplains and nurses, the oxygen of our business. The most important job of the Board of Trustees is to see that the right people are running the Company and to be sure that the next generation of leaders is being properly nurtured. Our Executive Committee has been diligent during the year in overseeing the development of human capital and systems of oversight. In specific, the Board and CEO renewed and extended our working agreement and it appears that good health and high energy are on our side in the future. This year, we are particularly proud of our new grant application review process and of our strengthened strategic planning process between the Board of Trustees, community and staff. For the first time, we included our twenty-year goals in our business plan and the metrics by which we will measure our success. We have raised our team and individual



(left to right)

Byron R. Harrell, Sc.D.

Herschel L. Abbott, Jr., Esq.

performance standards and connected compensation to results. Our strategic focus of the past year has dramatically reshaped and strengthened BCM. We think our efforts have paid off.

Our overall corporate strategy is to find critical leverage points in four big zones of interest (Health, Education, Public Safety, and Governmental Oversight) and to push those levers to improve the overall quality of life in our region well beyond the four zones and five parishes. As an example, we are keenly focused on reinventing public education and protecting the recent dramatic gains that have been locally produced by charter schools by extending our efforts into after school programming. Our plan is to help many more children achieve their maximum potential while avoiding the life-long penalties of a failed educational system.

Few organizations take the time to substantively mention their employees in their annual letter. Nonprofit partners, beneficiaries, and even government all get kudos, but the employee appears to be off in the wings. Not so at BCM, for a very good reason, we extol the accomplishments of our operating managers and team members. They are truly world-class and they manage their responsibilities as if with the single-mindedness of people who love this region as their home. They hit the ground running hard every day and take great joy from their successes above and apart from their paychecks. This inspiring team reinforces our reputation as a great place to work. Nothing creates more pride in BCM than our team members delivering on our mission. Because of their relentless dedication, we rank among the best run private foundations anywhere.

Finally, we work in a new publicly visible arena in which the discourse and regulation, in general, is somewhat critical of wealth and private foundations. We worry that the mood of the times may slow or someday even prevent us from moving forward on our mission. This should not come as a surprise. Our national and regional economic problems are challenging; when economic progress is uneven and unemployment is high, we need to work together to find a better way. We invite you to find our story in these pages and to see our efforts at doing exactly this.

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.



**BCM Board of Trustees:** (left to right)

David Guidry, Secretary/Treasurer

Frank Kelly

Kenneth E. Pickering, Esq.

Robert A. "Drew" Jardine

Hans B. Jonassen

Tina S. Clark, Esq.

H. Merritt Lane, III, Vice Chair

Byron R. Harrell, Sc.D., President

Herschel L. Abbott, Jr., Esq., Chair

Richard Estrada

Patricia M. Prechter, Ed.D., M.S.N.

Jerry St. Pierre, M.D.

James Tucker

John J. Graham

Thomas L. Callicutt, Jr.

## 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.

### 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.





**Grants Committee:** (left to right)

Kenneth E. Pickering, Esq.

Hans B. Jonassen

Tina S. Clark, Esq.

H. Merritt Lane, III, Chair

Herschel L. Abbott, Jr., Esq.

Robert A. "Drew" Jardine

Richard Estrada

Patricia M. Prechter, Ed.D., M.S.N.

Jerry St. Pierre, M.D.



**Finance Committee:** (left to right)

James Tucker  
Frank Kelly  
John J. Graham  
David Guidry  
Thomas L. Callicutt, Jr.  
Herschel L. Abbott, Jr., Esq.

**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.



### **The McFarland Institute Council**

Supporting the mission of The McFarland Institute is the McFarland 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.

### **The McFarland Institute Leadership:** (left to right)

Byron H. Harrell, Sc.D.

James Hightower, Ed.D.

Jerry St. Pierre, M.D.

Charles E. Young

Frances Hawkins (not pictured)



## Thomas Callicutt

**To serve** on the BCM board of trustees requires a certain skill set. You have to be organized, disciplined, intelligent, hard working, able to collaborate with others and eager to serve the community.

While BCM's current and former trustees have all lived up to those lofty standards, some, like Thomas Callicutt, have exemplified them. The soft-spoken, serious-minded banking executive and Mississippi native is what others describe as a trustee's trustee, the kind of board member colleagues look up to for the example he sets in his words, deeds and temperament.

"I would have to say Tom is one of the most effective board members we've ever had," says BCM President Byron Harrell. "That is true both in a leadership sense and in a representative sense for the community."

Callicutt's effectiveness with the BCM board has been a key factor in the foundation's growth and success over the past seven years. He first became affiliated with BCM through his work with Christian Health Ministries in the early 2000s. At the time, he was the executive vice president and chief financial officer of Whitney Holding Company. His experience in the financial sector coupled with his natural leadership ability and calm, consensus-building style attracted the attention of others, who asked him first to serve as an advisor to BCM's grants committee and then as a member of the Board of Trustees.

It was a propitious moment in BCM's history. Not long after Callicutt's election to the board, Hurricane Katrina ravaged the city, creating a greater need than ever for the social services and programs BCM's support could help make possible.

"He came in following Katrina in a big leadership way that let him represent much more of what he knew about the community," Harrell says. "He helped lead a housing initiative, which we had never done before or since,

*“...I have seen us grow from a very inwardly focused foundation that wanted no publicity to one that very thoughtfully but forcefully wields its influence to get things done in the community.”*

but we got into housing ... he also started several other initiatives that enabled us to be helpful in an emergency grant-making sort of way.”

As the city continued to recover, BCM grew and evolved. Along the way, Callicutt helped shape the direction it would take, first as a member of the finance and grants committees then as secretary/ treasurer, vice chairman and, eventually, chairman. Among his chief accomplishments was to lay the foundation for a long-term strategic planning process.

“I think there had developed over time a feeling that the board wanted to be more involved in strategic planning,” says trustee Herschel Abbott. “Tom began to lead us down the road that would permit that involvement.”

As a result of the strategic planning process Callicutt helped initiate, BCM has become more focused and strategic in its grant making. That has made the organization more effective and also increased its profile in the community.

“We have always been good at grant making,” Callicutt says. “But over the years we have become more strategic in that area and have become quite adept at measuring our success, with probably a great deal more rigor than many very large foundations ... I have seen us grow from a very inwardly focused foundation that wanted no publicity to one that very thoughtfully but forcefully wields its influence to get things done in the community.”

Reflecting on his accomplishments while on the board of trustees, Callicutt says there are many of which he is proud. During his tenure, BCM helped launch New Orleans' charter schools program, which is changing the face of public education in the city. It helped establish Federally Qualified Health Centers,

and also provided funding to Baptist Crossroads to facilitate the building of Musician's Village in the 9<sup>th</sup> Ward after Katrina.

“While there are so many needs that remain unmet, we really have been blessed to have been able to participate in so many things that we can be proud of,” he says. “I'm thankful for that.”

Those who have served with Callicutt say they are sorry to see him leave—not only the organization but also New Orleans, as he has relocated to Atlanta to serve as executive vice president of State Bank. They will miss his reasoned approach to problem solving and his ability to broker compromises.

“There's not going to be anybody like Tom,” says Abbott. “He has provided a leavening for the board and he has smoothed the road time and time again. Those kind of people are very hard to find.”

Adds retired trustee Janice Foster: “Tom brought an ability to see the details but, at the same time, to also see the big picture ... we are going to miss that.”

For his part, Callicutt is typically circumspect about his departure. Given the demands of his new position in Atlanta and the challenges of trying to keep up with the duties of the BCM board from afar, he says it's time to move on. But that doesn't mean he won't stay connected and committed to the community and the foundation that have meant so much to him over the years.

“I will miss being involved with BCM,” Callicutt says. “But I will continue to follow its progress as closely as I can ... and once I 'really' retire in a few years I'm sure we'll be back and involved in similar ventures.”



## BCM Staff

Front row (left to right):

Elizabeth Scheer

Jo Laxton

Vanessa County

Laurie DeCuir

Christine Constanza

Allen Mitchell

Luceia LeDoux

Faith Berthey

Ruth Mack

June Wilder

Ashley Navarre

Julaine Anderson

Lisa Collins

Jennifer Roberts

Charles Beasley



Back row (left to right):

- Lauri Ashton
- Jane Mauldin
- Jennie Thomas
- Joanne Schmidt
- Royce Ballard
- Brian Cleveland
- Byron Harrell
- Rene Dorsey
- Joe Cull
- Rosa Herrin
- Peggy Day
- Charles Young
- James Hightower
- Patricia Patterson

# History of BCM



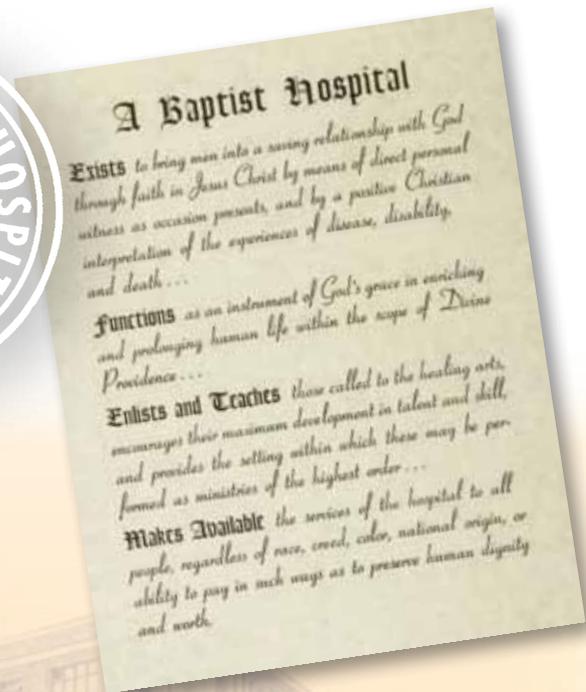
Clementine Kelly, a Baptist missionary working closely with the people of New Orleans, saw the need for a new hospital to serve the sick and suffering of the city. In 1919, she presented her idea to Baptist leaders and remained a strong advocate for the hospital during its formation.

## The School of Nursing trained a new class of professionals

The hospital established a nursing school within two years of its founding. The School of Nursing graduated over 700 nurses in its first 25 years and went on to educate many more. Trained nurses took positions in Southern Baptist Hospital as well as in New Orleans' other health care institutions, improving the quality of care across the city. The school benefited young women by providing opportunities to establish careers.



Southern Baptist Hospital in 1926 opened the doors of its new facility at the intersection of Claiborne and Napoleon Avenues. Inspired by Baptist values of compassion and tolerance, the hospital bylaws outlined a mission to serve people from any religious background and all walks of life. The thriving hospital became one of the most respected institutions in the South for its quality of care and its commitment to service in the community.



## Today The McFarland Institute offers counseling and caring

The McFarland Institute, a division of BCM, carries on the caring, hands-on traditions of the School of Nursing through its Chaplaincy Services and its Congregational Wellness program. Chaplaincy Services provides counseling and guidance for the gravely ill and their families, often assisting with end-of-life decisions. Chaplains also provide spiritual and emotional support to crime victims and their loved ones as well as to police officers. Meanwhile, Congregational Wellness trains registered nurses, social workers, and other health care professionals to provide health assessments and education for congregations and their communities.



## Southern Baptist Hospital staff rallied to America's cause during WWII

Southern Baptist Hospital, like countless other American institutions, heeded the call to support the American effort in World War II. Staff physicians, nurses, technicians, orderlies and other workers ventured from New Orleans to wherever they were needed around the globe. Back at home, the hospital expanded its nursing school to help meet the increased demand for nurses to care for wounded soldiers. The hospital turned down federal offers for reimbursement. It bore the increased expense and reduced staff with great difficulty but also with pride and patriotism.



*Hospital staff and their colleagues working for the war effort shared news and encouragement through frequent correspondence.*



## Chaplaincy program provided practical and spiritual guidance

The hospital began a chaplaincy program years after the end of World War II under the leadership of Dr. Myron Madden. As director of pastoral care, Dr. Madden trained chaplains and assigned them to patients and their families in order to provide them with both practical advice and spiritual guidance during times of illness and uncertainty. This compassionate service lives on through The McFarland Institute, a division of BCM.



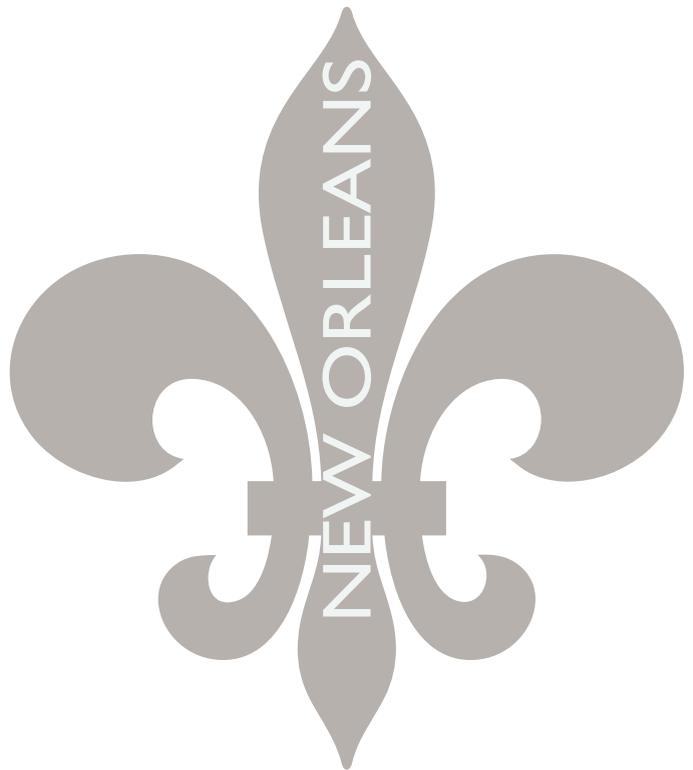
## Hospital Sale Marks the Beginning of a New Era

Southern Baptist Hospital upgraded its campus over the decades and acquired other health care providers, including a nursing home and Mercy Hospital in Mid-City. In 1995, however, the board of Mercy+Baptist Medical Center decided to sell its facilities to a private corporation due to the changing landscape of health care in New Orleans. The organization used the proceeds from the sale to form a new foundation, Baptist Community Ministries. BCM maintained the integrity of the mission of its predecessor by expanding the mission's scope from medical care to the greater health of New Orleans citizens and institutions.



## BCM reacts to the devastation caused by Hurricane Katrina

The aftermath of Hurricane Katrina strengthened the resolve of New Orleans citizens and the institutions that serve the city. BCM seized the opportunity to take a leadership role in New Orleans' rebirth and put its support behind the charter school movement, school-based health clinics, criminal justice reform efforts, and the independent monitoring of governmental services.



## BCM selected four key areas determined to elevate the quality of life in New Orleans

The mission of Baptist Community Ministries remains centered on developing the physical, mental, and spiritual health of everyone in the New Orleans community.

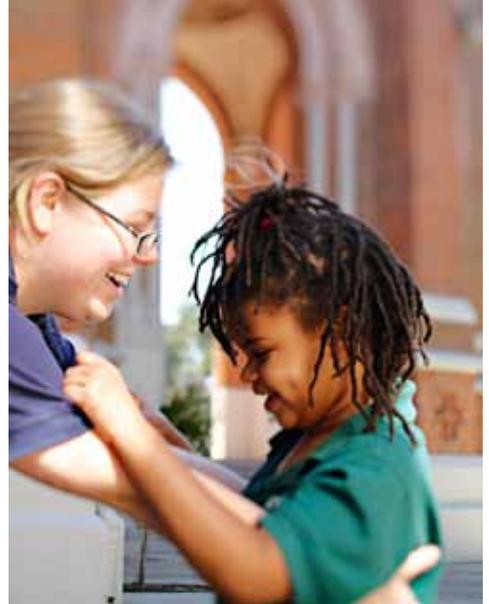
To that end, BCM identified four zones on which to focus: education, health, public safety, and governmental oversight.

### FOCUS 1 *Health*

#### BCM supports the physical and mental health of all New Orleanians

Central to the work of BCM is our advocacy for health-related issues, a natural fit for us considering that our organization began as a major hospital. A population's health is determined by the complex interaction between personal behaviors, the community environment, government health policies, and the availability of quality clinical care. BCM's efforts have been focused on all four of these areas.

BCM has aimed to address the single most important and least costly way to improve health status among those we serve by focusing on increasing access to healthcare services, preventing unhealthy behaviors and simultaneously addressing the social determinants of health.



### FOCUS 2 *Education*

#### Education proves essential to the overall health of New Orleans

BCM chose educational improvement as a focus area because education is a conduit to solving many of the city's challenges. Improvements in education typically leads to better personal care, greater earning power, and informed life decisions.

Since Hurricane Katrina, BCM has worked with community partners to increase and strengthen quality learning opportunities for all students. Be it through the creation and development of high-quality charter schools, building systems and infrastructure to support high-quality kindergarten readiness and out-of-school-time programs, or advocating for children and youth-friendly policies in our state legislature, BCM seeks to improve the quality of educational options for all children, youth, and their families.



## FOCUS **3** *Public Safety*

### **A safe city is a happy city**

In a healthy community, people should feel secure and not have to worry about threats to themselves or their possessions. BCM works to support crime prevention measures, New Orleans-area police, and local judicial and correctional systems. We identify organizations that can make a difference in terms of addressing crime and assist them with funding and operational support.

BCM has leveraged significant federal, state and local funds to improve the criminal justice system and reduce and prevent criminal behavior through evidence-based practices, all aimed at creating an environment friendly to positive youth development while reducing criminal attitudes, values, beliefs, and actions.

### **BCM welcomes nonprofits to apply for funding**

BCM accepts unsolicited grant proposals called “transom grants” named for an old publishing term where unsolicited manuscripts would be dropped over the transom of the publishing house door. Transom proposals that are awarded funding cover a diverse range of programs, but they all offer new ideas and inventive solutions to community problems. Applications are submitted by qualified, nonprofit organizations during two semi-annual transom cycles.

Strategic grants, meanwhile, target long-range goals concerning a specific community issue that BCM wishes to address. BCM invites nonprofit organizations to fulfill strategic grant opportunities by partnering with us to achieve our goals.



# FOCUS 4 *Governmental Oversight*

## **An honest, efficient government allows communities to thrive**

When a community has an effective and efficient government, it becomes a pleasant and healthy place to live, a place that fosters strong businesses, job growth, and engaged citizens. As New Orleans' reputation for waste, fraud and cronyism slowly fades, post-Katrina energy has given birth to many public-interest groups who are successfully working to change the old state of affairs.

BCM has supported diverse efforts to provide the community with information products that create a greater understanding of government functions, evaluate their effectiveness and encourage and facilitate civic involvement to hold public officials accountable for the honest, efficient and effective performance of their duties.



### **Values are the foundation of BCM**

BCM's origins begin with Clementine Kelly's charitable impulse to start a Baptist hospital. We continue to support Christian values in the Baptist tradition such as compassionate care, reverence for the dignity of each individual, the importance of cultural diversity, and the unconditional acceptance of those we serve.



## FirstLine Schools

*"We believe in a highly structured, aspirational environment," says FirstLine founder and CEO Jay Altman.*

*"We have high expectations for students and teachers and a belief in the potential of all young people."*

**While the charter school movement in New Orleans** didn't register on many radars until after Hurricane Katrina, in reality it has been around for nearly two decades—and FirstLine Schools has been on the ground floor since the beginning.

In fact, FirstLine, a non-profit organization originally known as Middle School Advocates, began operating the city's first charter school, New Orleans Charter Middle School, in 1998. Nearly 15 years later, FirstLine Schools is one of the most successful and best-established charter management organizations in the city, operating five schools that collectively serve more than 2,400 students in grades K-12.

"We believe in a highly structured, aspirational environment," says FirstLine founder and CEO Jay Altman. "We have high expectations for students and teachers and a belief in the potential of all young people."

While those founding principles are among the reasons for FirstLine's long and proven track record, particularly at turning around failing schools, the organization has recently been focusing on a new approach to education that is enabling the schools in its network to be even more effective. That approach is called blended learning, and it integrates traditional face-to-face classroom instruction with virtual or online course work.



Around the country, school districts, charter management organizations and educators are finding blended learning to be one of the most effective ways to teach kids, especially those who are poor-performing students. That's because it customizes the educational experience for each student, providing direct support to those who need it through computer-based instruction and more responsive instructor support.

"It allows you to provide individualized support in a way you never could before," says Altman. "In the schools where we are doing this and it is fully implemented, the teachers cannot imagine ever going back."

FirstLine Schools engaged in blended learning include Arthur Ashe Charter School, Joseph S. Clark Preparatory High School and Langston Hughes Academy. The other two schools in the FirstLine network, John Dibert Community School and Samuel J. Green, currently have pilot blended learning programs with plans to expand to the whole school next year.

That's because at schools where the program has been fully implemented, the results are promising. Data shows positive improvement in student achievement in English and significant or substantial improvements in math. In fact, in 2011 FirstLine had two of the top five gaining schools in the city, Dibert

and Clark. Students are learning more effectively; as a result, they're enjoying school more.

"Students really like it for the most part," says Altman. "Kids who are accelerated have no ceiling on them. Kids who are struggling get support at their level."

Teachers also like the blended or personal learning approach. It's not as though computers are replacing them in the classroom. Rather, online tools are supporting educators and giving them opportunities to do more for the kids in their classroom.

"Teachers where the models are fully implemented cannot imagine going back because they are able to provide support in a way they never could before," says Altman. "We've been able to double class sizes and the students are so highly engaged on the computers it frees up the teachers to serve more students."

FirstLine Schools is planning to implement the blended learning model through all of its schools beginning in the fall of 2013. For now, the organization has no plans to take on more troubled schools or to create new ones. Instead, Altman wants to concentrate on tweaking and continuing to perfect the blended learning model.

"Everything we've done is very promising," he says. "But the more student assessment data we are able to collect the better we will get at providing systematic learning support for our students."



Stephen Tremaine, BECNO's executive director



## Bard Early College in New Orleans

*"Their success affirms the program's founding premise," says Stephen Tremaine, BECNO's executive director. "Bright, disadvantaged students can respond powerfully when introduced to the forms of inquiry and intellectual engagement that define the nation's best college classrooms."*

**When officials** with the Louisiana Recovery School District were trying to revitalize New Orleans' failing public education system in the wake of Hurricane Katrina, they looked around the country for ideas. Among the successes that caught their eye was Bard Early College, a satellite program of the renowned New York state liberal arts college designed to give eleventh and twelfth graders an opportunity to experience college courses during their last two years of high school.

Would Bard consider launching an early college program in the Crescent City?

It did, and more than four years later Bard Early College in New Orleans (BECNO) has enrolled more than 600 students from nearly every open admissions high school in the city. Of those, an impressive 98% have gone on to four-year colleges. Perhaps even more significantly, surveys suggest some 90% of those attending four-year institutions have stayed in school past the first two semesters.

"Their success affirms the program's founding premise," says Stephen Tremaine, BECNO's executive director. "Bright, disadvantaged students can respond powerfully when introduced to the forms of inquiry and intellectual engagement that define the nation's best college classrooms."

Tremaine is the driving force behind BECNO. He is a native New Orleanian and understood the tremendous opportunities to reshape the public education landscape



in New Orleans in the mid-2000s. “I saw, in New Orleans, a unique commitment to real innovation and an appetite for re-thinking what a high school can be,” he says. “This is a new and radically different approach to educating adolescents, and it can only work with a community of innovative, forward-thinking, and dedicated school leaders. Bard has found that in New Orleans.”

Students enrolled in the Bard program attend morning classes at their regular high school. After lunch, however, they attend courses as undergraduates of Bard College, thereby completing the first year of a Bard education during the last two years of high school. BECNO runs two half-day college campuses in partnership with the Louisiana Department of Education, enrolling students from public high schools across the city. BECNO campuses are among the most rigorous and inclusive early colleges in the country.

In keeping with its 150-year-old tradition as a liberal arts college, Bard automatically enrolls all its high school students in a first-year seminar, which gives them an interdisciplinary introduction to college writing and analysis. They are also allowed to choose an elective course each semester from the natural sciences, social sciences and arts/humanities.

While BECNO, like its counterpart programs around the country, is winning rave reviews from educators and students alike, it is not without its challenges. The

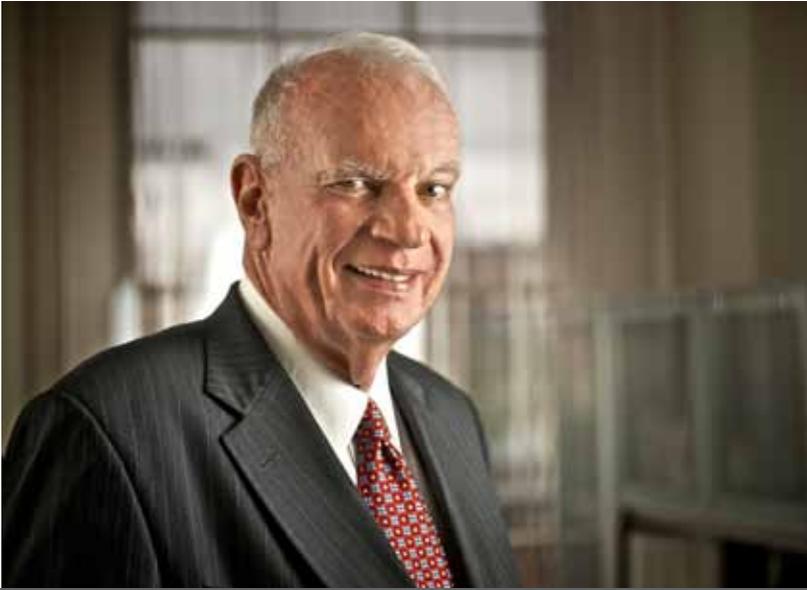
program struggled for years to refine an admissions process that identifies thoughtful, engaged students without penalizing those whose inadequate schooling has set them behind their peers.

“We’ve sought ways to distinguish between the quality of a student’s preparation and the quality of their mind,” says Tremaine, explaining that the solution is a group audition process. “It is one of the more unique college admissions processes in the country and seeks out students who respond to an intellectual challenge with enthusiasm and curiosity, regardless of academic background.”

Demand for the program is high, one of the many testaments to its success so far. Last year, more than 750 students applied for about 100 slots in BECNO.

As he looks forward, Tremaine says the program’s long-term goal is to give young people across New Orleans an introduction to a college classroom as a place of real intellectual engagement, critical and creative discovery, and deeply meaningful personal rewards.

“The coming decades in New Orleans will be defined by complex and urgent challenges, and we need all hands on deck,” he says. “We want to live in a city in which students from all neighborhoods—especially those for whom these problems are most pressing—have access to a college education that fosters the commitments and skills to address these problems.”



Dr. Donald Erwin, CEO of the St. Thomas Community Health Center



## St. Thomas Community Health Center

*"We really have a significant presence in the community now," says Dr. Donald Erwin, CEO of the St. Thomas Community Health Center.*

*"There is a tremendous need for the services we are providing."*

**Since it was founded in 1989**, the St. Thomas Community Health Center has provided badly needed health care services to the underserved population of New Orleans. But since Hurricane Katrina, the center has proven more invaluable than ever. It now treats more than 32,000 patients a year from 250 different ZIP codes, including many transplanted New Orleanians who come for care from as far away as Houston, Texas.

The volume of patient care has grown particularly over the past three years, which is when the St. Thomas Community Health Center officially became designated as a Federally Qualified Health Center, one of just two such facilities in to Orleans Parish. That's a key distinction because it means the Center is eligible for increased Medicaid and Medicare reimbursements as well as an annual federal grant of \$650,000, all of which enables it to expand its services to those who need them most.

"We really have a significant presence in the community now," says Dr. Donald Erwin, CEO of the St. Thomas Community Health Center. "There is a tremendous need for the services we are providing."

Thanks to its FQHC designation, St. Thomas has been able to grow and expand, providing the same



type of quality care to the uninsured, just more of it. Over the past year, the clinic has moved in to a new larger facility across the street from its original location on St. Andrew St. It has also opened two satellite clinics, enabling it to serve more patients.

"We are able to do primary care for children and adults at all three facilities now," says Erwin. "We are also able to do mammography and optometry in our new expanded clinic."

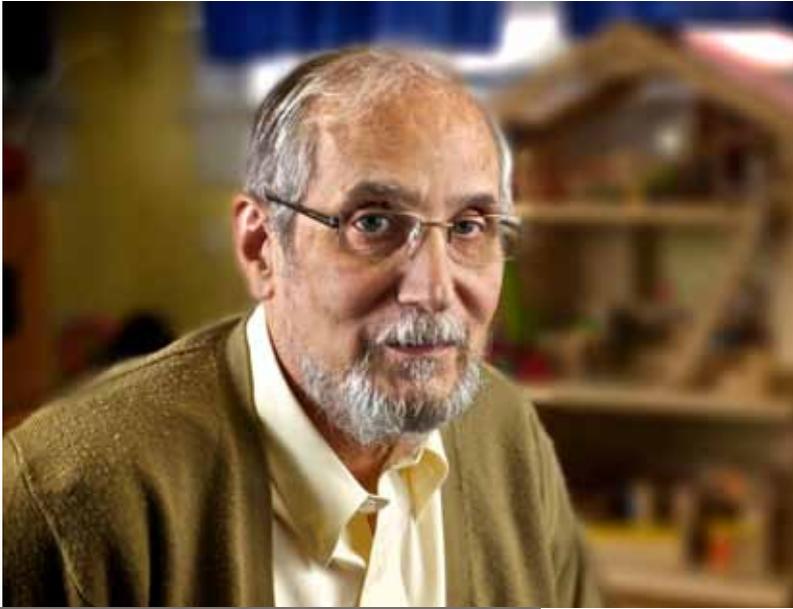
The new facility is a \$5.5 million, renovated clinic across the street from the original location on St. Andrew Street. St. Thomas also has a new 12,000-square-foot clinic at 1936-38 Magazine Street, which has enabled St. Thomas to double the number of providers on staff. Additionally, it operates a satellite clinic at 2405 Jackson Avenue at the Mahalia Jackson school complex and a wellness clinic at another Magazine Street location. "In the past, these patients were going to the Charity emergency room," Erwin says. "The care they're getting at our clinics is more preventive and more comprehensive."

With its FQHC designation, the St. Thomas CHC has been able to leverage its resources and partner

with other health care providers. One of the newest and most promising examples of such a partnership is between St. Thomas and Trinity Counseling Center, a mental health care provider. The two recently signed a memorandum of understanding that will allow Trinity counselors to provide services to its patients at St. Thomas clinics. (See related story, (pages 28-29).

"We will provide the facilities and make available patients and they will provide the counseling services," Erwin says.

It's a collaboration that will enable both provider groups to leverage what they do best. Using St. Thomas' FQHC designation which provides enhanced reimbursement for Medicare and Medicaid patients that then subsidizes uninsured clients, Trinity will be assured federal reimbursement for providing its badly needed services. It's a model St. Thomas would like to pattern with other community partners down the line, and one that reflects the success of BCM's strategic grant making approach.



John Shalett, executive director at Trinity

## Trinity Counseling and Training Service

*“We will be able to get Medicare reimbursement more easily, which will increase our income, which will then allow us to continue our training mission and that narrows the gap between what we receive and what it costs us to provide service,” says John Shalett, executive director at Trinity. “That, in turn, enables us to see more clients below the federal poverty level.”*

**For more than 25 years**, Trinity Counseling and Training Center has provided mental health services to the low-income population of New Orleans, while at the same time training young professionals in the fields of counseling and social work. It's a valuable service in a community where the needs are great—and have gotten even more so since Katrina.

But making ends meet has been a constant struggle for the agency, as the reimbursements for serving uninsured or underinsured patients are inadequate to cover the cost of providing care.

At least until now. Thanks to BCM, however, Trinity is teaming up with the nearby St. Thomas Community Health Clinic, a Federally Qualified Health Center, to provide services to its patients, who come from across the state and beyond to receive care. The partnership is the proverbial win-win for both agencies. It will give Trinity access to a much larger base of Medicare and Medicaid patients, which will guarantee more reimbursements, and it will give St. Thomas the ability to offer its patients mental health services, something it is not currently able to do.

“We will be able to get Medicare/Medicaid reimbursement more easily, which will increase our income, which will then allow us to continue our training mission and that narrows the gap between what we receive and what it costs us to provide service,” says John Shalett, executive director at Trinity. “That, in turn, enables us to see more clients below the federal poverty level.”



The idea for the partnership came about after Trinity received a strategic implementation grant in 2011 from BCM to examine its financial stability and sustainability. The agency quickly realized it needed to start doing some things differently if it wanted to be able to continue to provide care to the low-income population. Consider, for example, that one hour of counseling services costs more than \$100 to provide; Trinity gets about \$23 in fees from its patients.

"We realized we need to make up that difference somewhere," Shalett says.

Hence the idea for the partnership with St. Thomas which receives enhanced reimbursement for Medicare and Medicaid patients based on its status as a Federally Qualified Health Center (FQHC). This in turn provides a financial base to provide services for the uninsured. Last year, the two agencies launched a pilot program whereby Trinity sent its licensed clinical social workers to St. Thomas to provide cognitive behavioral health services. The Cognitive Behavioral Health practice utilizes physical, psychological, spiritual, and social means for enhancing a person's well-being and achieving balance. That way they could jointly provide more comprehensive care to patients in one-on-one and group settings. The trial run gave both agencies an opportunity to work through rough spots and identify how best they can partner for the long term. It also ensures that mental health services are sustainable even in the face of ongoing reimbursement challenges for these services.

Under the terms of the partnership between the two agencies, St. Thomas will refer patients to Trinity, which has 12 interns, a licensed counselor and a licensed clinical social worker, with plans to add another social worker. Because Trinity is conveniently located down the street from St. Thomas, it is able to see patients in either location. An added benefit for the patients is that Trinity is open until 8 p.m., while St. Thomas closes at 5 p.m.

"A lot of the patients cannot get off of work that early so this will be helpful to them," Shalett says.

While the goal of the partnership is to enable both agencies to provide better care to a wider group of needy patients, the strategic objective is to ensure that Trinity can continue to provide the services that the community values while ensuring its ongoing sustainability. Because of the unique role and enhanced reimbursement that all FQHC'S receive, it allows providers to serve the uninsured, a large portion of Trinity's clients. That will ensure more sustainability for the center, which, in turn, will allow it to continue training more counselors who can, in turn, provide more care to more patients.

"It's leveraging what we do and it's leveraging what they do," says Dr. Don Erwin, CEO of St. Thomas. "It makes sense for everybody."



Marcia Kavanaugh, executive producer



## Reshaping A Greater New Orleans: Criminal Justice

*"The idea is really to keep messaging out to the community about the changes that are ongoing or are being attempted within the system," explains Marcia Kavanaugh, executive producer of the series.*

**In the years immediately following Hurricane Katrina**, executives at New Orleans' public television station, WYES, came up with a way in which they could contribute to the community's rebuilding effort. Their idea: A television series that would help keep citizens informed about the rebuilding and reshaping of New Orleans.

With support from BCM, their idea was realized, and in 2007 they aired two, hour-long programs about rebuilding neighborhoods. Four years later, that program has evolved into a series entitled "Reshaping A Greater New Orleans: Criminal Justice," which, as its name implies, focuses specifically on efforts to reinvent the Orleans Parish Criminal justice system in order to make it more efficient and fair.

"The idea is really to keep messaging out to the community about the changes that are ongoing or are being attempted within the system," explains Marcia Kavanaugh, executive producer of the series.

Those changes were badly needed. Community stakeholders, elected officials and residents alike knew long before Katrina that the city's police, courts, and prison systems were disconnected, fractured, inefficient and, at times, corrupt. After Katrina, they saw an opportunity to do something



about that dynamic, hence a series of studies, reports, and suggested changes designed to address the problems.

“Reshaping A Greater New Orleans: Criminal Justice” has been an important component in the whole undertaking. Not only does the series chronicle the reform/ rebuilding/reinvention process as it is happening; it is keeping citizens up to speed on the momentous changes and making sure they understand why those changes are so important.

The first program in the series was an hour-long pilot that aired on WYES in 2008. It included an in-studio discussion as well as field interviews with candidates for Orleans Parish District Attorney and criminal court judgeships, who discussed changes at work within the criminal justice system to make improve communication, coordination and the equitable administration of justice. The program was well received locally and also received national recognition, winning the Association of Public Television Stations' EDGE award.

In 2012, BCM's Project Justice NOLA and WYES partnered again to produce a follow-up series. The first installment aired in late September; subsequent programs are planned for May 2013 and late fall,

each dealing with different aspects of the criminal justice system—the federal consent decree and its effect on the New Orleans Police Department, for instance. Besides the three, hour-long reports, the series includes live video chats, a website, regular interstitials, and various social media and print media promotions.

The idea is to provide an easily accessible, reliable and credible resource containing background material and updated information about court system operations and proposed change initiatives. So far, response to the series has been very positive.

“The feedback we get is largely from people who are interested and informed and they feel it is on the mark,” Kavanaugh says. “It is credible, good and accurate.”

Looking to the future, Kavanaugh hopes the series will continue to evolve, as the criminal justice system continues to reinvent itself and build upon the successes it is already having. An informed and engaged citizenry drives change; keeping the people of New Orleans informed and engaged about their criminal justice system is a crucial step in continuing to address the problems that have plagued it for so long.



Melanie Talia, president and CEO of the NOPJF

## Orleans Parish Information Sharing and Integrated System

*"We have never before had a coordinated approach to the administration of criminal justice technology," explains Melanie Talia, president and CEO of the NOPJF. "That's what this is—a coordinated plan or blueprint for a fully integrated justice system."*

**In an age of smart phones**, mobile apps, and cloud-based data storage, it's hard to believe that some of the most important data in the Orleans Parish Criminal Justice system is still housed in an inefficiently indexed, decades-old computer system.

It won't be that way for much longer, however. Thanks to a grant from BCM, the New Orleans Police and Justice Foundation (NOPJF) is working on a project that will update the database and integrate it with other data systems so all the stakeholders in the city's criminal justice system will be better able to communicate and share vital information.

"We have never before had a coordinated approach to the administration of criminal justice technology," explains Melanie Talia, president and CEO of the NOPJF. "That's what this is—a coordinated plan or blueprint for a fully integrated justice system."

The plan is the latest initiative of the Orleans Parish Information Sharing and Integrated System, or OPISIS. It's a seven-year-old public/private partnership between the NOPJF and various local law enforcement agencies that seeks to improve the criminal justice system by addressing issues of timeliness, quality and completeness at all stages of the justice process.



"Technology plays a role in every profession today and that includes criminal justice," says Talia. "We are creating a strategic approach to the criminal justice system."

So far, OPISIS has an impressive track record. Since its creation in 2006, it has replaced the paper subpoena process for police officers with an electronic system, reducing the number of errors and inefficiencies. It has created an evidence management system shared by the New Orleans Police Department and Criminal District Court, into which some 350,000 items of evidence have been entered. It has implemented and deployed the Investigative Case Management System throughout the NOPD, which is used as a central tool for managing and sharing information on investigations. It has also implemented crime mapping and analysis software.

Most recently, OPISIS has focused on the blueprint project, increasing the amount of data stored on the Criminal Justice Data Exchange Server, or DES. This has enabled the NOPD to replace some of the reports that previously were drawn from a mainframe system that required redundant data entry by NOPD and employees of the Orleans Parish Sheriff's office. As a result, many NOPD reports are now drawing from the

source data directly through the DES, improving accuracy while giving user agencies easier access to it.

NOPJF is now working on connecting the arrest data stored on the DES to the criminal history data on the DES. It's an important development because it will give NOPD officers access to complete criminal history data from criminal and municipal courts. It will also allow NOPD officers and other authorized users to run custom queries to look at the outcomes of arrests.

"This will help NOPD more accurately judge the quality of arrests," says Nathaniel Weaver of the NOPJF. "This will also help them comply with the consent decree by identifying officers who make 'bad arrests,' or arrests that are routinely refused by the District Attorney or dismissed in court."

While addressing technical and data issues won't solve all the problems plaguing the criminal justice system, getting better access to information and using it properly is key to making a difference. So far, it is and NOPJF officials believe it will only continue to improve.

"There are so many deficiencies in the system that need to be addressed," Talia says. "This will make a world of difference."



# The McFarland Institute



A Division of 

**The McFarland 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 and congregational wellness programs, touching 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:

**The Chaplaincy program** has ten chaplains serving the Greater New Orleans area. Five chaplains serve in the area of health care. 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. Another chaplain serves at Children's Hospital and another at Touro Infirmary.

An achievement this year has been the placement of a chaplain at Tulane Medical Center. Having a highly skilled, Board Certified (Association

of Professional Chaplains) professional 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 City of 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 three long-term care facilities. These institutions, Crescent City Health Care Center, Covenant Nursing Home and St. Anna's Residence, cut across the socio-economic spectrum of the city.

These ten chaplains made 70,416 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** 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.



*Frances Hawkins, Vice President of Congregational Wellness (far left), stands beside Rev. Fred Luter, Pastor of Franklin Avenue Baptist Church and President of the Southern Baptist Convention, along with other church members.*

Wellness ministry leaders provide health guidance and education that focuses on prevention, awareness and healing. Through the CNEP and LHAP programs 453 wellness ministry leaders have been trained 291 nurses and 162 lay health leaders. This past fiscal year, the total number of network churches increased to 252. However, 73 churches have been intricately and consistently in compliance with the criteria for 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 2012, Congregational Wellness continued the execution of Year 2 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 continue to be trained in a faith- based initiative, Strategies to Reduce and Trim (STAR) Project, which addresses weight loss and blood pressure for improving the quality of life for congregants. After 12 sessions, major health improvements have been 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. The STAR project initiative has been highlighted in local conferences and at the International Parish Nurse Resource Center's Annual Conference in Memphis, TN.

Finally, the Congregational Wellness Division through its church network has conducted more than 1000 activities and contacted over 50,000 congregants and made 400 referrals. The division continues to engage with community partners and this year established a relationship with the Crescent City Beacon Community's Text4Health initiative which has demonstrated a significant impact of disseminating, with the use of social media, information on diabetes prevention and control. Our efforts with valued partners will ensure that churches, congregants, the community and individuals will be aware of community resources and their available services.

# Evaluation, Research & Strategy

**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 FY 2012 \$21,152,270

## Health

Grantee Name-Project Title	Grant Amount	Term Months
Bridge House - Women's Program	\$338,500	36
Catholic Charities Archdiocese of New Orleans - H.O.P.E. Health Promoters Program: Health Outreach, Promotion and Education	\$225,000	36
Early Childhood and Family Learning Foundation - Coordinated School Health	\$287,500	24
Children's Hospital - Greater New Orleans Immunization Network (GNOIN)	\$879,541	48
Healthy Lifestyle Choices - Core Programming	\$2,400,000	48
Louisiana Public Health Institute - Transforming the City of New Orleans Health Department	\$249,452	18
Louisiana Public Health Institute - Corpus Christi - Epiphany Church 7th Ward Community Center Sustainability Plan	\$77,790	12
Louisiana Public Health Institute - Assessment of City of New Orleans Community Health Clinics	\$100,000	12
Louisiana State University Health Sciences Center - St. Bernard Family Resiliency and Recovery Project	\$230,000	24
New Orleans Baptist Ministries - Christ Community Health Services, New Orleans Primary Care Project	\$250,000	24
New Orleans Children's Health Project - The Hispanic Outreach Initiative	\$300,000	36
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	\$399,232	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 - Population Health Management System Project	\$800,000	36
Trinity Counseling and Training Center - Strategic Direction Assessment for the Trinity Counseling and Training Center	\$220,000	24
Tulane University - Faces and Voices of the Community: Inspiring Moms to Breastfeed Through Social Support	\$152,676	24
<b>TOTAL HEALTH GRANTS</b>	<b>\$7,590,266</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
Choice Foundation - Graduate Support at Esperanza Charter School	\$75,062	12
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	\$150,000	36
Jefferson Chamber Foundation - Jefferson Chamber Foundation Academy	\$115,000	24
Junior Achievement of Greater New Orleans, Inc. - 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. - 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
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
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
<b>TOTAL EDUCATION GRANTS</b>	<b>\$7,733,960</b>	

Grantee Name-Project Title	Grant Amount	Term Months
Families and Friends of Louisiana's Incarcerated Children - Parents in School Leadership Project	\$255,000	36
Innocence Project New Orleans - VOTE's Campaign to End Employment Discrimination (CEED)	\$170,000	36
Juvenile Justice Project of Louisiana	\$50,000	12
Loyola University of New Orleans - Workplace Justice Project	\$67,736	12
Neighborhood Housing Services of New Orleans Inc. - Community Conferencing: Using Crime and Conflict to Build Healthy Communities	\$180,000	30
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 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
<b>TOTAL PUBLIC SAFETY GRANTS</b>	<b>\$2,143,044</b>	

## Governmental Oversight

Grantee Name-Project Title	Grant Amount	Term Months
Safe Streets/Strong Communities - Implementation and Community Support for Independent Police Monitor	\$180,000	24
City of New Orleans - New Orleans Innovation Fund	\$90,000	12
Greater New Orleans Educational Television Foundation (WYES) - Reshaping a Greater New Orleans: Criminal Justice	\$229,712	18
Loyola University of New Orleans - Workplace Justice Project of Loyola Law Clinic	\$450,000	36
<b>TOTAL GOVERNMENTAL OVERSIGHT</b>	<b>\$949,712</b>	

## Core Funding

Grantee Name-Project Title	Grant Amount	Term Months
Metropolitan Crime Commission of New Orleans (MCC)	\$500,000	60
Nonprofit Knowledge Works	\$300,000	36
United Way of Southeast Louisiana	\$550,000	36
Bureau of Governmental Research Inc.(BGR)	\$750,000	36
<b>TOTAL CORE FUNDING</b>	<b>\$2,100,000</b>	

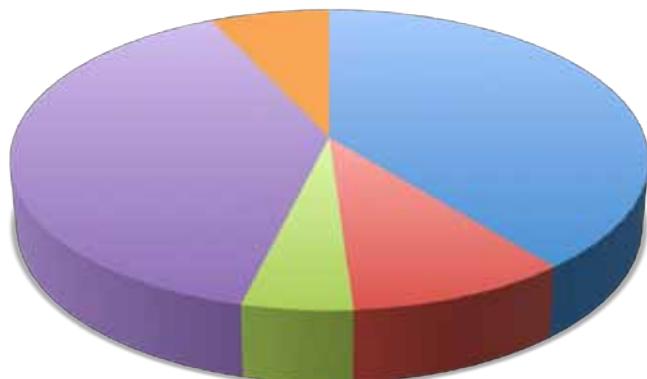
## Other

Grantee Name-Project Title	Grant Amount	Term Months
Baptist Crossroads Foundation - Rebuilding of the Upper Ninth Ward	\$1,500,000	60
Catholic Charities Archdiocese of New Orleans - Hurricane Isaac Emergency Funds	\$35,000	3
United Way of Southeast Louisiana - Organizational Transformation - Quick Start	\$50,000	12
<b>TOTAL OTHER</b>	<b>\$1,585,000</b>	
<b>TOTAL ACTIVE GRANTS FY2012</b>	<b>\$21,152,270</b>	

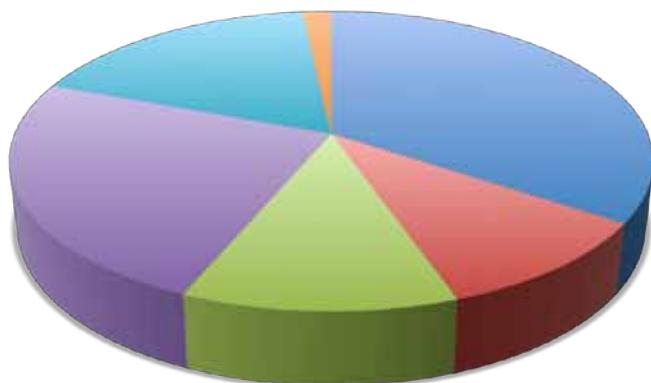
# Selected Financial Highlights

## 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, 2012.



<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>2012</b>		<b>%</b>
Large Cap Stocks	\$81.0	34%
Small/Mid Cap Stocks	\$24.2	10%
International Stocks	\$27.6	12%
Bonds	\$57.3	24%
Alternative Investments	\$41.4	18%
Cash & Cash Equivalents	\$4.1	2%
<b>Total Portfolio</b>	<b>\$235.6</b>	<b>100%</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

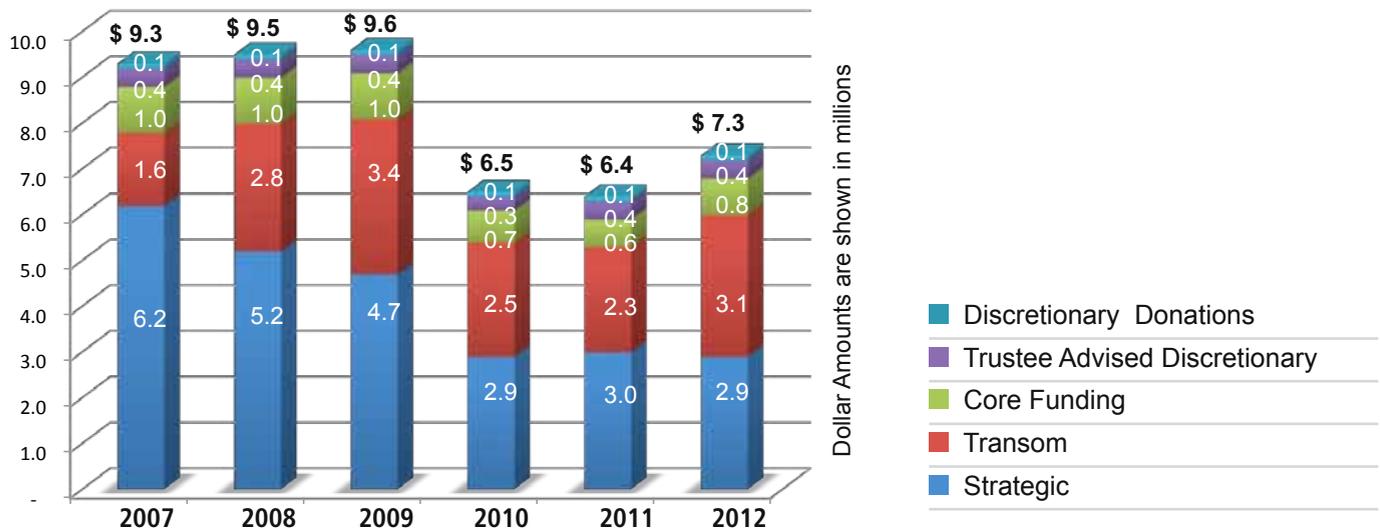
- By invitation only
- Mission of the grantee is considered extremely important to the community by the BCM Board

## Trustee Advised Donations (TADs)

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

## Discretionary Donations

- Small grants; grant requests of \$5,000 or less  
- Typically in support of fundraising events



	Strategic	Transom	Core Funding	TAD	Discretionary Donations	TOTAL \$ million
Inception to Date	\$71.4	\$45.5	\$9.6	\$4.3	\$1.5	<b>\$132.3</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).

## Contact Us

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