



Foundation NEWS

Boards Rule -- Or Do They?

An exceptional board adds significant value to an organization, making a discernible difference in advancement of the organization's mission. Nonprofit organizations are best served by boards of directors that understand and accept their role as the governing body of their organizations. But good governance requires the board to balance oversight with support for the organization. The difference between a "responsible" board and an "exceptional" board lies in its degree of thoughtfulness and intentionality, of action and engagement, and of knowledge and communication.

At Fairport Baptist Homes, the FBH Caring Ministries Board is known as the "big" or umbrella board, and each of Caring Ministries' subsidiary corporations (Community Ministries, Nursing Home, Seasons, Adult Care Facility) also has its own board made up of members from the "big" board and the community. The FBH Caring Ministries Foundation has its own board. All these boards, adhering to rigorous ethical and professional standards, are responsible for ensuring that FBH remains accountable to the community, providing advice needed according to a specific strategic plan.

As donors, you pay attention to how Fairport Baptist Homes is run, and you have the right to demand assurance that the organization which you support is a well-governed, effective, efficient service provider. You believe that your

board will participate in developing and supporting the organization's strategic priorities, allowing roles and responsibilities to change as the organization moves through its life cycle. You expect your trustees to stay ahead of the curve, and to be informed, committed, and forward-thinking. You trust that they will be selected so that they can offer the skills needed to advance the organization's work and that they will be given ongoing training to ensure their effective service.

What is FBH's board selection process?

At Fairport Baptist Homes, trustees of both the Foundation and the Caring Ministries boards are elected at the semi-annual Corporation Dinner meeting in May for a renewable term of three years. They are expected to attend board and committee meetings, to contribute financially to annual and special campaigns, and to become knowledgeable about and to advocate on behalf of the ministries of the Homes. Each board has other expectations as well, which are articulated to potential trustees in recruitment meetings, orientations and board handbooks. Term limits are in place and enforced, as part of an established commitment to maintain board effectiveness through regular renewal. A conflict of interest policy is reviewed annually and signed by each board member.

The boards meet regularly throughout the year to address matters of policy, strategic direction, organizational performance, and community impact. Operational matters do not fall within the board's oversight responsibilities. One indicator of good governance is that a majority of directors attend these meetings.

What are the expectations of board members?

Candidates for nonprofit board membership should know what they're getting themselves into—not only for their own good, but also for the good of the organization. They should ask many questions, such as the following: Why me? What's expected of me as a board member? What are the organization's greatest needs and challenges? How much time and how many meetings are required of me? What is the focus of the current strategic plan? What is the organization's fiscal position? What is the management style? The culture? Who else is on the board? What is the financial obligation of each board member to the organization? What are the expectations about attending or supporting special events? Will I be expected to solicit for gifts or to identify potential donors?

At FBH, the "real" work of the board is often done in committees reflecting strategic priorities but changing when

FBH Caring Ministries Foundation

Board of Directors
2009 - 2010

Richard Wien, Chair
Eastman Kodak Company (Retired)

Kelly Bonanno
VP, Voluntary Benefits, Provident

Kathryn Coyne, Marketing Chair
VP, Marketing Mgr., Key Bank

Terri Cubiotti
VP/Account Supervisor, Mason
Selkowitz Marketing

Michael Donnelly
Financial Advancement Executive

R. Clinton Emery, Esq.
Partner, Harter, Secrest and Emery (Retired)

Jenifer J. Higgins, Advisor
Program Officer, United Way of
Greater Rochester

T.C. Lewis, Investment Chair
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Canandaigua National Bank & Trust Co.

Mark Maxim, Treasurer
President, HCR

Robert McVea, Jr., Vice President
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First Niagara Risk Management

Staff

Rev. Garth E. Brokaw
President, Fairport Baptist Homes

Ellen S. Bevan
Director of Advancement

Laurie B. Pincus
Development Associate

Letter from the Chair

This year brings both a challenge and an opportunity for the FBH Caring Ministries Foundation. We are in the midst of an economic recession which is making successful fund raising for both the "Framing the Future" Capital Campaign and our annual campaign an ongoing challenge. However, we are fortunate that FBHCM has developed a vision and strategic plan for the next few years that looks beyond our current situation and addresses the growing and changing needs of our senior population.

As the new Foundation Board Chair, I will work to harness the many talents of our board members in order to develop and implement plans to support FBH's new strategic initiatives. Together, we will conduct efficient and productive meetings with most routine business being conducted by board committees. We will increase the utilization of our Advisory Council to generate suggestions and broaden support for Foundation initiatives.

We need to reinvigorate our "Framing the Future" fund raising activities so that we meet our goals and are able to make our promised payment of \$355,000 by year-end without dipping into the Foundation's cash reserves. This goal is especially challenging, because many of our outstanding pledges of support will not be received for one or two more years.

A second goal is to broaden our donor base by at least 10%. We need to increase our visibility in southeastern Monroe County and beyond and to create awareness in the larger community of what Fairport Baptist Homes does as a leader in the field of eldercare, providing a workable model, as well as resources and elder services, that create aging-friendly communities. We know that we are an organization with many parts working



together as a whole to support aging individuals and develop aging-friendly communities, but that knowledge is not shared by the broader community.

The Foundation board also needs to develop plans to fund the varied initiatives proposed in Caring Ministries' new strategic plan, so that these leading edge opportunities supporting "aging in place" in our community can become reality.

Visibility, Awareness and Unity. The Foundation, focusing on these areas, will strive in the coming year not only to meet our financial goals but, more importantly, to ensure that FBHCM sustains its position as the first and best choice for seniors' successful aging, especially for our underserved elders, whether in our facility, in supported housing, or in the community at large.

Richard Wien, Chair
FBH Caring Ministries Foundation

Boards (continued)

necessary to advance the mission. These standing or ad hoc committees bring matters to the full board for discussion or approval on a regular basis.

What are the indicators of good governance?

Benchmarks for effective boards include performance in areas of both spirit and formal responsibilities. Formal commitments include vision, program, financial, legal, fundraising, public relations, and leadership responsibilities. But there must also be spirit and passion for the organization's mission, mutual trust, commitment to process, high standards and aspirations, and openness to evaluation and change.

Board Operations

The board of directors is actively engaged in oversight and needs to be knowledgeable about the key external and internal issues that affect the organization's success. The board's focus is on policy development, strategic direction, and organizational evaluation, and respecting the staff's responsibility for implementing policy directives in day-to-day operations.

Program

The board's effectiveness is apparent when an organization has well-run programs, well-managed operations, a stable funding base, sustainability, and longevity. Programs are developed and implemented consistent with the mission and strategic direction laid out by the board, and there are clear data for performance measurement to ensure program integrity and effectiveness. Trustees can speak knowledgeably both in board discussions and to the public about program goals and outcomes and have visited program sites and met clients when possible.

The board annually evaluates the performance of the chief executive, based on criteria previously agreed to by both parties.

Board Effectiveness

An exceptional board has established clear leadership roles (officers and committee chairs) to drive its activities effectively and fosters development of new leaders to fill future roles as needed.

The board understands its fiduciary and legal responsibilities. Each board member makes an annual financial contribution to the organization, an indication that the board is engaged, supportive, and committed.

Funding Stability and Financial Oversight

The board recognizes the critical importance of donor relationships. An appropriately diversified funding base provides sufficient funding to support programs and services and ensure sustainability. The board actively recruits new funders to ensure continuing financial support.

The board has established sound internal financial controls, approves an annual operating budget, oversees investments, and regularly reviews financial reports to monitor budget compliance and fiscal health. There is an open and direct communication with the auditor.

Strategic Planning

With staff input and support, the board has developed and approved a strategic plan, and receives regular progress reports from the CEO about the plan's implementation. The board can articulate a shared vision for the future of the organization and members share their individual resources to support progress in achieving the vision.

Constituent Voice

The board includes diverse viewpoints which add value to the organization's mission and furthers its success. It is sensitive and responsive to its stakeholders and has an objective, systematic process in place for attaining inclusion. It understands its constituents' various needs and addresses them, including designating resources and creating alliances to provide for their input.

External Relations

The board's focus is more than just internal. Board members engage their personal and professional networks to support the organization's mission, actively promoting the organization's interests outside the boardroom. Board members readily identify opportunities to raise the organization's profile in the community.

Organizational Evaluation

Program performance is measured against other leaders in the field and evaluation measures are used by the organization for the board's review. Evaluation results are used to improve programs and operations and to monitor the impact of the organization's work. They are reported back to funders, and the CEO is held accountable for outcomes and charged with ensuring improvement, as necessary.

More than Compliance

Clearly, the work of boards entails more than just ensuring compliance related to fiduciary, ethical, and legal obligations. Broadly viewed, boards reach their full potential only when they work to "advance the common good through uncommonly good work," as noted by Deborah Hechinger, president and CEO of BoardSource.

Exceptional Boards

Exceptional boards, balancing oversight and advancement of mission, share a number of characteristics, as described in *The Source: Twelve Principles of Governance That Power Exceptional Boards* (Washington, DC: BoardSource 2005).

Constructive Partnership: An interdependent and constructive partnership with the chief executive built on trust, candor, respect, and honest communication.

Mission Focus: A commitment to shape and uphold the mission, articulate a compelling vision, and ensure that decisions and core values align with

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both. These statements are drilled down and integrated into all decisions and deliberations.

Strategic Thinking: Allocating time to hone the organization's direction, aligning agendas and goals with strategic priorities and using them for assessing progress and shaping board recruitment.

Culture of Inquiry: Institutionalizing a culture of constructive, mutually respectful debate leading to sound and shared decision-making. Questioning assumptions and challenging conclusions so that they may advocate for solutions based on analysis.

Independent-Mindedness: Applying rigorous conflict of interest procedures and putting the interests of the organization above all else when making decisions.

Ethos of Transparency: Ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information regarding finances, operations, and results and that all board members have access to relevant materials when making decisions.

Compliance with Integrity: Establishing appropriate mechanisms for active oversight, such as independent audits, used to ensure accountability

and sufficient controls, to deepen understanding of the organization, and to reduce risk of waste, fraud, and abuse.

Sustaining Resources: Linking bold visions and ambitious plans to financial support, expertise, and networks of influence; linking budgets to strategic planning and approving only those activities that can be reasonably financed with existing or attainable resources, while ensuring that the organization has the infrastructure and internal capacity it needs.

Results Orientation: Measuring progress and evaluating performance for efficiency, effectiveness, and impact while also ensuring quality of service and program delivery and calculating return on investment.

Intentional Board Practices: Structuring the board to fulfill governance duties and support organizational priorities by investing in structures and practices that can be thoughtfully adapted to changing circumstances.

Continuous Learning: Embedding learning opportunities into routine governance work and into activities outside the boardroom.

Revitalization: Energizing themselves through planned turnover, thoughtful recruitment, and inclusiveness. Understanding the correlation between mission, strategy, and board composition

and the importance of fresh perspectives as well as the risks of closed groups.

The importance of the board's role in leading a non-profit organization, making the difference between a good nonprofit and a great one, cannot be overestimated.

Most boards recognize that one of their responsibilities is to review the performance of the organization's CEO. How many understand that it is also important to fulfill the critical duty of evaluating their own performance, that of the individual members and that of the board as a whole?

How does FBH measure up?

At FBH, we strive for excellence in all that we do, including building, sustaining, and improving our boards. To ensure that our boards are not just responsible, but are actually exceptional, we must continually work to remain mission-driven, results-oriented, strategic, vital, inquisitive, and independent, working within adequate resources to sustain best practices. When our boards are not just built but also continually nurtured, they will continue to be our organization's best allies.

To comment or offer suggestions in response to this article, please contact Ellen Bevan at 388-2324, ebewan@fbhcm.org.



FBH Caring Ministries Advisory Council 2009-2010

David Brooks, HSBC
David Butry, Canandaigua National Bank & Trust
Penny Decker, Penny's Papers and Notes
Sally Forsyth
Rev. Sue Forsyth, South Livonia United Church of Christ
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Foundation Board and Advisory Council Welcome New Members

Many changes are in place for the FBH Caring Ministries Foundation Board of Directors. This spring, a number of long-time board members completed their terms, and new trustees were elected for an initial three-year term.

Paul Vick, who has completed three consecutive terms on the Foundation Board, nearly all of them as Board Chair, is rotating off the Board, along with Board Secretary Doug Whitney, also completing his third three-year term of service. Elizabeth Thorley and David Glossner, also completing two three-year terms, will be leaving the Foundation Board, along with Steve Segar, Keith Williams, and Colleen McDermott. All of them will be greatly missed, but Vick, Whitney, Thorley, Segar, and Williams will continue their close affiliation with the Foundation as new members of the Advisory Council.

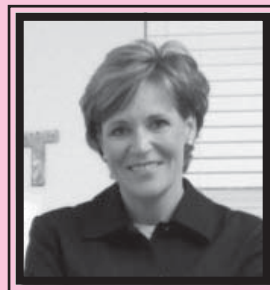
We welcome the following new members to the Foundation's Board of Directors: Jodie Ryan, Litigation Associate with Phillips Lytle; Kelly Bonanno, Voluntary Benefits VP with Providium/Gallagher; Terri Cubiotti, Executive Vice President/ Director of Client Services at Mason Selkowitz Marketing; and Michael Donnelly, Financial Advancement/Communications Executive; Terrence Finegan, CFA, also joins the Foundation Board as an Advisor.

New officers of the Foundation Board of Directors are Dick Wien, Chair; Bob McVea, Jr., Vice- Chair; Glenn Stahl, Secretary, and Mark Maxim, Treasurer and Chair of the Finance Committee. Jennifer Wenzke-Wallace is the new Leadership Development Committee Chair and TC Lewis the new Investment Chair; Katie Coyne continues as Marketing Committee Chair.

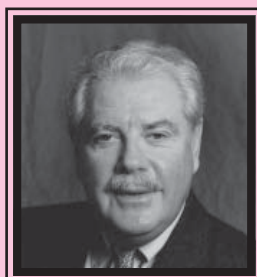
Other new Advisory Council Members include Penny Decker, Claudia Tuckey, Ellen Lewis, Cecelia Horwitz, and Bruce Steele. Sharon Riesenberger of MVP Health Care, is the Advisory Council's incoming chair, succeeding 2008 - 2009 chair Mary Ross of Harter, Secrest, and Emery LLP.



Kelly Bonnano



Terri Cubiotti



Michael Donnelly



Jodie Ryan

Foundation Advisory Council Meets

On a sunny afternoon in early June, the Foundation's Advisory Council gathered, along with members of the Foundation Board of Directors, at the Fairport home of Foundation Board member Bob McVea, Jr. After enjoying a social hour with refreshments provided by Council member Rev. Sue Forsyth, they were briefed by FBH President Rev. Garth Brokaw on the Homes' current strategic planning initiatives.

These new strategic proposals represent a broad array of potential projects and projects designed to implement FBH's vision for the next several years: to become an acknowledged leader, as a faith-based organization, in developing models, providing resources, and delivering elder services that create aging-friendly communities. Following a year of discussion and research in a number of different program areas, staff and board members held two days of strategic planning sessions, followed by in-depth internal staff work groups in five separate areas, designed to prioritize and refine the recommendations. Among the strategic initiatives identified presented to the Foundation Board and Advisory Council were the following:

Marketing: Enhance FBH's visibility and community awareness through updates in signage, web site, collateral marketing materials and advertising, and improve internal communication. Budget for and hire professional marketing expertise either internally or through a consultant.

Skilled Nursing: Reflect contemporary design, service, and staffing models in skilled nursing and assisted living communities, offering flexibility and focus on the local community. Extend geriatric medical care to outpatient, in-home, and telemedicine clinical services; improve rehab services and facility appearance, and offer out-patient rehabilitation. Explore group home models in neighborhood settings.

Social Entrepreneurship: Advance FBH's mission through selected entrepreneurial, earned-income strategies for social benefit, generating income and diversifying revenue sources. These might include opening a restaurant at FBH, a pharmacy, or an in-house staffing agency as well as increasing options for transportation services.

Home and Community-Based Services: Ensure that FBH leads Fairport/Perinton as a benchmark for aging-friendly communities. Leverage current elder services and add programs as needed, such as meal delivery, caregiver training, "Balance Buddies," and daily "check-in" programs for seniors. Lead, convene, and facilitate community planning efforts for services such as a community garden and bulletin board; measure and track progress through data management.

Housing Programs: Offer a variety of geographically-dispersed, neighborhood-based housing options addressing the needs of seniors of various income levels, with a special focus on those in low- and middle-income brackets. Add meal

service (delivery and a café), a clinic, housekeeping, and walking path/stocurrent housing; consulting services, including caregiver support and training; develop a roommate registry.

Human Resources: Help FBH to become an "employer of choice" where staff can express their individual gifts and talents; achieve and celebrate diversity, and provide a respectful, supportive work environment; offer competitive compensation and benefits; and create a workplace fostering growth, recognition, and personal satisfaction.

The Advisory Council reaffirmed its commitment to assisting the staff and Foundation Board in supporting and promoting these initiatives, as they are further developed and operationalized in the next year, and commended FBH on the hard work and visionary insight that these strategic proposals represent.

Mary Ross, Esq., 2008 - 2009 Chair of the Advisory Council, announced that for the coming year, Sharon Riesenberger of MVP Health Care will serve as Advisory Council Chair.

The next semi-annual Corporation Dinner for Fairport Baptist Homes Caring Ministries will be Tuesday, October 6th.

Please mark your calendars!

Please join us as we salute Rev. Garth Brokaw's
30 years of dedicated leadership of the
Fairport Baptist Homes.

Friday, October 30, 2009
Burgundy Basin Inn
1361 Marsh Road Pittsford, NY 14534

6:00 Social hour with refreshments
7:00 Dinner
8:00 Program

Tickets \$50 (\$30 tax deductible)
Patron Ticket \$75 (\$45 tax deductible)
Table \$400 / Patron Table \$600

Please RSVP by October 10, 2009

phone: 585-388-2322 email: Lpincus@fbhcm.org
or mail in the form below

Number of regular tickets ___ @ \$50

Number of patron tickets ___ @ \$75

Total amount enclosed \$ ___

Indicate your choice and guests' choice of dinner entrees:

___ Roast Sirloin of Beef ___ Chicken French ___ Vegetarian Lasagna

Name _____

Address _____

City _____ State _____ Zip _____

Phone _____ E-mail _____

___ Check enclosed

___ Please bill my credit card as indicated below:

Credit card number _____

Expiration date _____

Name on card _____

Signature _____

Support for the Annual Fund is always needed.

YES! I WANT TO HELP SUPPORT THE MISSION OF THE FAIRPORT BAPTIST HOMES FOUNDATION AND ENSURE QUALITY CARE FOR OUR COMMUNITY'S ELDERLY

Enclosed is our/my check for \$_____ (Please make checks payable to FBHCM Foundation)

Please charge this gift to our/my: _____ Visa _____ MasterCard

Account Number: _____

Expiration Date: _____

Signature (required): _____

Please circle: Dr. Mr. Mrs. Mr. & Mrs. Ms. Miss Rev.

Name: _____ Spouse: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ E-mail: _____

This gift is in honor/memory (please circle one) of: _____

**Please return pledge form to: FBHCM Foundation, 4646 Nine Mile Point Road
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