

Effective Boards Series 2024

**Upholding
the Public Trust** Thursday, February 15
3 – 4:30 p.m.
Zoom

**What Does a
Treasurer Do?** Tuesday, February 27
9 a.m. – 12 p.m.
Geekdom

**So, You Want to be
President** Tuesday, March 26
9 a.m. – 12 p.m.
Geekdom

**Why Do We Need a
Secretary?** Tuesday, April 30
9 a.m. – 12 p.m.
LISC San Antonio

**Funders' Perspectives
on Effective Boards** Wednesday, May 15
9 – 10 a.m.
Zoom

**Representing Your
Organization** Wednesday, August 21
9 – 11 a.m.
LISC San Antonio

**Recruiting & Orienting
Board Members** Wednesday, September 25
2:30 – 3:30 p.m.
Zoom

**Fundraising for
Board Members** Tuesday, October 22
9 – 11 a.m.
SAAFdn

**Reflections on
Public Service** Thursday, November 7
5 – 6:30 p.m.
In-Person

LISC SAN ANTONIO



LISC SAN ANTONIO

ABOUT

Local Initiatives Support Corporation

Together with residents and partners, LISC's 38 local offices help forge resilient and inclusive communities of opportunity across America.

MISSION

Working in community to build wealth, health and power

STRATEGY

Expanding local partners' capacity
Advocating for & leading systems change

VALUES

People are at the center of our work
We move at the speed of trust

VISION

A community in which residents are empowered to achieve their aspirations

AGENDA

Funders' Perspective on Effective Boards



I. Welcome and Introductions—Leilah Powell, LISC SA

II. Panelists

- Mary E. Garr
President & CEO, Family Service
- Nikisha Baker
President & CEO, SAMMinistries
- Roger Caballero
Executive Director, Madonna Center, Inc.

III. Q&A

Mary E. Garr

President & CEO – Family Service



Mary Garr is an experienced leader with three decades of diverse roles in several industries, including healthcare, city management, and the military, both as a CEO and COO.

As CEO of Family Service, Mary is responsible for the day-to-day management and operations of Family Service and for leading her teams to collaboratively work to improve the health of our community by addressing challenges and adversity in peoples' lives.

Mary has a bachelor's degree in Foreign Service from Georgetown University, and master's degrees in Health Administration from Baylor University and Strategic Studies from the U.S. Army War College. She has been actively engaged in the San Antonio community for a number of years, both in her military service and in her volunteer service in several organizations and serving on various nonprofit boards and committees. She has been with Family Service since 2018.

Nikisha Baker

President & CEO – SAMMinistries



Nikisha J. Baker provides strategic oversight for SAMMinistries' efforts to provide housing interventions and supportive services for San Antonians experiencing or facing homelessness. Having served the Ministry since 2015 in various roles of increasing responsibility, Nikisha is credited with developing and implementing the organization's annual fundraising strategy. She has also been responsible for a number of special projects, including renovation at the Ministry's Transitional Living and Learning Center, mission-driven strategic conversations, and media and public relations.

Throughout her 15-year career, Nikisha has served in several development roles in the education and social services sectors. She has been involved in several strategic planning initiatives that have resulted in public/private and nonprofit partnerships; development of new programs; and refinement of service delivery mechanisms.

Nikisha strongly believes in service to the community, and initially came to SAMMinistries as a volunteer. Currently she serves on the Board for the Planned Giving Council of San Antonio and the Development Committee for St. Luke's Episcopal School.

Roger Caballero Executive Director – Madonna Center, Inc.



A non-profit executive with over 35 years' experience, Roger is driven by a passion to serve those most in need.

During his 10-year tenure at the Madonna Center, he has stabilized the organization and overseen operational improvements, increased staff and clients served, and expanded the programs and services offered. Individuals served have increased from 27 to over 250 children and seniors annually. Staff has also grown from 7 to 52 with the expansion of programs including Early Head Start, preschool and school age children's services, senior programming, and more. Additionally, Roger has led building campaigns that have included 2,500 sq. ft. of new buildings and the rehab of a 4,500 sq. ft building that house four children's classrooms, a new kitchen, and renovated space for seniors.

A graduate of St. Mary's University, Roger' experience is rooted in a strong belief that education is the key to success. Because of this belief, he looks for opportunities to serve in areas that impact education and served on the Edgewood ISD Board of Trustees for 6 years.



Family Service

SUPPORT. STRENGTHEN. SERVE.

Board Recruitment and Orientation

September 25, 2024

Mary E. Garr, President/CEO

Board Recruitment

- What type of nonprofit are you?
- What are your needs?
- Do you have Board positions tied to specific organizations or types of roles?
- What processes do you have in Board recruitment?

Family Service Process

- Board Recruitment Committee
- Nomination sources to the Board: A company's departing Board member, Other Board members, Staff, MLP, Self-referrals, Other
- Do they meet an existing or upcoming gap in our Board Matrix?
Helps to assess our Board needs
- Board Recruitment Committee Interview
- Board Chair and CEO meeting, mission overview, Annual Report, and tour of one of our sites
- Board Nominee forms – Agreement to serve, Conflict of Interest, Code of Conduct statement
- Presentation to the full Board for Approval
- Notification and congratulations to Nominee



Board Orientation

- Except for out of cycle fills, we conduct an annual Board Orientation
- Family Service Orientation Half Day
 - Board Resource Guide
 - Governance Training
 - Overview of Departments/Programs by Directors and Managers
 - Site Visit
 - Every Board member must actively serve on at least one committee
- Every Board meeting includes a program education agenda item

Board Resource Guide



TABLE OF CONTENTS	
1	STAFF ORGANIZATIONAL CHART, EXECUTIVE TEAM PROFILES, JOB DESCRIPTIONS
2	HISTORY AND BACKGROUND HISTORY, BACKGROUND, MISSION, AND FACT SHEET
3	FAMILY SERVICE BRIEF
4	CALENDARS BOARD & COMMITTEE CALENDAR, AND AGENCY CALENDAR
5	BOARD ROSTER AND RESPONSIBILITIES BOARD CONTACT LIST, BOARD PROFILES, BOARD PROFILE MATRIX, ATTENDANCE
6	BUDGET AND FINANCIALS CURRENT ANNUAL BUDGET, AGENCY BUDGET, IRS FORM 990
7	BOARD BY-LAWS
8	GOALS AND STRATEGIC VISION BOARD STRATEGIC PLANNING SESSION
9	COMMITTEE AND BOARD MEETING MINUTES COMMITTEE LIST (FOR BOARD MEMBER'S USE)
10	MISCELLANEOUS (FOR BOARD MEMBER'S USE)

Board Resource Guide

- Tab 3 is our mission briefing that they can use when talking about Family Service.
- Tab 4 includes the Board and Committee Meeting schedule for the Board Year which is the calendar year. It lists dates, times, frequency, and meeting locations, as well as Committee Chairs and Committee Members. This tab also includes our calendar of organization events which they are welcome and encouraged to attend.
- Tab 5 includes our Board Member Contact List, showing the Board Officers and positions, Board members, contact information, to include if they have an assistant to include in correspondence. This tab also includes short bios of each current Board Member so the Board Members can better know each other, as well as a Board Profile Matrix, and Attendance Roster.
- Tab 6 is our current annual budget and most current 990.
- Tab 7 is our most current by-laws for the Board Members to use as a reference.
- Tab 8 is our Strategic Plan. We use the Balanced Scorecard methodology.
- Tab 9 is for the Board Members to insert their Board and Committee minutes and information if they so desire.
- Tab 10 is Miscellaneous.
- In the left hand side of the Board Resource Guide, we include the Agreement to Serve, Code of Conduct, and Conflict of Interest Statements. We also add in our Annual Report and Agency Brochure for their reference.

Board Members

- Your Board members are ambassadors for you in addition to their required roles and responsibilities for which they are fiduciarily liable.
- Take time to educate them on what their roles are and what they are not, include them in special events, etc.
- Keep them updated on your work. They are expected to provide strategic guidance and approve your budget and need to understand it at a high level.
- Take time to recognize them often, to include when they depart. They can continue to support you, be ambassadors, give, perhaps serve on a committee, etc.

Questions?
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family-service.org

@FamilyServiceSA



MISSION

SAMMinistries is an interfaith ministry whose mission is to help the homeless and those at risk of becoming homeless attain self-sufficiency by offering, with dignity and compassion, shelter, housing, and services. SAMMinistries also provides volunteers opportunities to be renewed and fulfilled as they serve.

SAMMinistries
OVERCOMING HOMELESSNESS



Stabilizing Our Community

Prevention

Diverting families and individuals from becoming homeless through interventions that provide rental or utility assistance and case management



Outreach

Engaging the unsheltered through Street Outreach, non-congregate Emergency Shelter, and the Young Adult Stability and Support (YASS) Center



Housing

Providing long-term housing stability and support services for families and individuals through Rapid Re-Housing, Transitional Housing, and Permanent Supportive Housing



Building Bright Futures

Creating pathways to success by facilitating academic achievement, social and emotional development, and physical and mental health and wellness for parents and their children



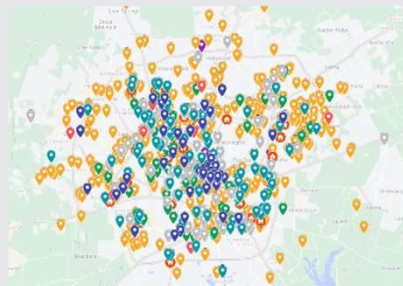
Board Responsibilities, Constituency, and Tenure

- **Duty of Care** – Handle the business of the organization with the care an ordinary and prudent person would use.
- **Duty of Loyalty** – Act in the best interests of the organization, even if it means forfeiting an opportunity that would benefit them personally.
- **Duty of Obedience** – Work to ensure the organization follows all applicable laws, complies with all reporting requirements, and follows the organization’s articles and bylaws.
- Board shall consist of not less than five members.
- Each director is elected for no more than two consecutive 3-year terms however, officers can serve out existing terms. A former Director who has departed from service due to term limits is eligible to return after one year or more has lapsed.
- Immediate Past Chair is ex-officio non-voting member.
- President and CEO is ex-officio non-voting member.
- Board should look to maintain diversity with respect to race, creed, national origin, religious preference and gender.

FY23 Impact

Serving San Antonio and Bexar County

- 3,677 Clients Served
- 1,733 Households Served
- 1,515 Children Served
- 202 Veterans Served



Client Outcomes

- Decreased Likelihood of Returning to Homelessness
- Improved Physical and Mental Health
- Increased Income
- Connection to Social Support System
- Self-Sufficiency ~ Maximum Independence



Growing Community Needs

Population Growth

- San Antonio is one of the fastest-growing cities in the United States.
- Significant population increases annually, along with inflation, have led to higher demand for housing and support services.

Poverty and Homelessness

- San Antonio's poverty rate is higher than the national average – 18%.
- Homelessness has increased significantly, especially among families.

Population Specific Services

- Youth and young adults (18-24yo).
- Street Outreach and Encampment Response.
- Chronic unsheltered with high-acuity needs



Program Expansion Timeline



Questions for the
panelists?