Letter from the Chair

I am pleased to report, on behalf of the Board of Directors, that the Baton Rouge Area Foundation’s hurricane relief efforts have made great progress in the 2 months since our last Currents. Through December 31, 2005, the Foundation has issued nearly $3.8 million in grants from the Hurricane Katrina Displaced Residents Fund to shelters and other organizations operating around our region to provide critical services to evacuees. Donations to the Displaced Residents Fund now exceed $13.8 million, while contributions to all recovery efforts total $30.7 million. Thus far, nearly $7.7 million have been awarded to relief efforts through both unrestricted and donor advised funds, including almost $1.4 million from employee assistance funds.

While many of our short-term relief priorities have already been met, we are only beginning to realize the great magnitude of these disasters, and understand the enormity of the recovery efforts that lay ahead. At this time, we are concentrating our efforts on long-term issues, and have shifted our grantmaking strategy to a bi-monthly cycle. Our priorities will be:

1. To support evacuees in the remaining shelters (primarily hotels), including quality of life enhancements for the trailer villages, and supporting the ongoing transition from shelters and trailers to permanent housing.
2. To develop an aggressive education and intervention program for the mental health challenges facing our community. According to mental health experts, both the displaced and host populations have been severely traumatized. We’re engaging some of the foremost mental health experts in the country to help us formulate an active response to this challenge.
3. To view this disaster, wherever possible, as an opportunity to make improvements to some of our state’s weaker infrastructural institutions, especially public education. We are currently in talks with several major foundations, and look forward to announcing funding partnerships that will allow us to re-structure several of the devastated school districts according to successful models currently in use throughout the country.

I am certain that our communities will recover, that our friends and neighbors will regain the stability they need to thrive. Thank you for supporting our work, and aiding the rebirth of our wonderful state. Our ability to respond during this crisis is a testament to the many kind-hearted donors who have helped shape the Foundation over its 40 year history.

When you examine the Foundation's practices, you’ll see that our commitments to transparency, accountability, and due diligence have helped us excel under the unparalleled pressures of providing critical relief and planning during this urgent time. That’s why so many donors choose to work with the Foundation. It’s an organization of optimism, founded on the idea that determination and vision can produce inspiring results.

Moving forward, I am confident that informed donors will find that the benefits of their contribution to any community is maximized beyond expectation by organizations with strong leadership, creative vision, and an unwavering commitment to enhancing the everyday lives of people in need.

Best wishes in the New Year.

Thomas H. Turner
This issue of *Currents* celebrates the generosity of our friends and neighbors across the country and around the world. With your help, the Foundation has been able to coordinate relief services for the estimated 263,000 people from evacuated areas who found refuge in our region. From food and shelter to counseling, school registration and re-employment, your contributions allowed the Foundation the flexibility to provide area service organizations with the resources they needed to help our distressed neighbors.

Thanks to you, the future of Louisiana is bright. Our people are re-stabilizing their lives by finding new homes and jobs, re-enrolling their children in local schools, and adjusting to their new neighborhoods. Donors to recovery efforts have played an important part in providing basic relief services to evacuees and cultivating opportunities for a successful recovery.

On pages 3, 4 and 5, we’ve included a brief timeline, notable donations, and maps that illustrate giving from across America. The Foundation’s relief activities are also recounted, beginning with the creation of the two Hurricane Katrina relief funds, and followed by a series of meetings where we convened local and national experts in order to develop a workable relief strategy.

On page 6, you’ll read about the efforts of City Year Louisiana, Share Our Strength, and Americares in our community; leading, national, service organizations that are stepping forward to assist our efforts to maintain short-term relief and long-term recovery opportunities for displaced residents. Together, we’re realizing that offering critical services, in a crisis of this size, to all evacuees requires a great amount of coordination and collaboration.

Immediately following the storm and subsequent flooding, local donors and volunteers helped prevent the sudden rise in demand for human services from overwhelming the Foundation’s capacity to respond with an informed, prioritized plan of action. On pages 7 through 10, you’ll read about the local heroes who gave us their time and resources so that we could stay effective.

Later, on pages 11 through 14, we recognize the support of community and private foundations who have contributed to the Foundation’s relief efforts. Where possible in our planning, these institutions have shared lessons they learned from relevant experiences in disaster management. In the future, we hope that our response to this situation will help other foundations develop their own strategies for disaster response.

Towards the end of this issue, you’ll find a brief explanation of the Foundation’s funds and fees, as well as an overview of the process that our fund donors usually experience. Our hope is that this article will help our readers more fully understand the Foundation’s fiscal processes, and continue our effort to promote informed giving and responsible philanthropy.

Our closing article, *Affirming Philanthropy*, reviews the Foundation’s leadership and advocacy practices, and examines how we’ve developed those roles in the wake of this disaster to provide immediate and ongoing shelter and care to evacuees. The Foundation has promised its donors, as our recovery process continues, to seek opportunities to provide effective advocacy for displaced residents, and continue promoting integrity and character in Louisiana’s leadership positions.

Thanks for your interest, and look for another edition this Spring.

*Over the last few months, the Foundation has witnessed thousands of charitable acts intended to aid our displaced neighbors. Unfortunately, this forum does not allow us to recognize each contribution; please forgive us if your gift was not included in this edition.*

*Currents* is a regular publication of the Baton Rouge Area Foundation, and funded by its normal operating budget. Gifts to relief funds were not used for this publication. Download our first Special Edition of *Currents* at FoundationsForRecovery.org.
Relief Summary

Timeline

Saturday, August 27, 2005
• 5:00 a.m. Katrina becomes a Category 3 storm.
• 5:00 p.m. Mayor Ray Nagin of New Orleans declares a state of emergency. Voluntary evacuation order.

Sunday, August 28, 2005
• 7:00 a.m. Katrina becomes a Category 5 storm.
• 8:00 a.m. Superdome opens. Allows people in.

Monday, August 29, 2005
• 6:10 a.m. Katrina downgraded to a Category 4 storm with 145 mph winds. Makes landfall as a Category 3 storm.
• 9:00 a.m. Lower 9th Ward Levee reportedly breached.
• 2:00 p.m. City Hall confirms 17th Street levee breach. Flooding 20% of the city.

Tuesday, August 30, 2005
• Second levee in New Orleans breaks. Water covers 80% of the city. FEMA activates the National Response Plan to fully mobilize federal government's resources.
• 10:15 p.m. Governor Blanco orders evacuation of the Superdome.

Received to date: Total of $30.7 million
Hurricane Katrina Displaced Residents Fund $14.2 million
Hurricane Katrina New Orleans Recovery Fund $4.6 million
Employee assistance funds $3 million
Donor advised hurricane funds $6.9 million
Planning fund $500,000
Medical fund $511,531
Educational fund $866,853

Top Contributions from Community Foundations
California Community Foundation $2,469,400
Community Foundation of New Jersey $369,997
Aspen Community Foundation $153,455
San Diego Foundation $143,150
New Hampshire Charitable Foundation $172,000
Peninsula Community Foundation $115,500

Top Contributions from Private Foundations
Conrad N. Hilton Foundation $1,500,000
Irene W. and C.B. Pennington Foundation $1,050,000
Huey and Angelina Wilson Foundation $1,000,000
Louis & Gladys Foster Family Foundation $1,000,000
Bill and Melinda Gates Foundation $751,650
Michael and Susan Dell Foundation $750,000

Grants awarded from the Hurricane Katrina Displaced Residents Fund by area:
Education $681,433
Human Services $2,132,117
Medical/Health $815,448
Job Development $165,562

Gifts according to source:

Corporations 20%
Community Foundations 15%
Private Foundations 32%
Individuals 33%
The Baton Rouge Area Foundation’s Initial Response

**Situation**

- Fueled by stories of past Hurricanes, like Betsy in 1965 or Camille in 1969, South Louisiana has wrestled for decades with the fear that an impending storm would flood New Orleans.

- On August 29, 2005, Hurricane Katrina decimated hundreds of communities along the Gulf Coast, ultimately leaving over a million people without safe housing. At first glance, New Orleans is spared, but within hours the city’s levee system falters. Nearly 80% of the Crescent City’s neighborhoods and businesses are flooded.

- Masses of displaced and evacuated people make their way down I-10 and other major roadways to cities like Baton Rouge, Houston, Atlanta, and Memphis. With limited resources, evacuees struggle to fill basic needs like food and shelter; few can anticipate the long-term effect that the storm will have.

- Louisiana’s economic future, historically dependant on revenue from the New Orleans area to generate 35-40% of all income, is weighted with uncertainty. Hundreds of businesses waver, on the verge of closing.

- With evacuation orders for low-lying parishes issued several days prior to Katrina’s strike, Baton Rouge and the surrounding communities struggle to cope with the influx of people and cars. Major roadways begin to resemble parking lots as vehicles line-up blocks away from gas stations and grocery stores.

- By Tuesday, August 30th, Baton Rouge has become the largest city in Louisiana growing from 400,000 to an estimated one million.

- As city, state and federal officials clamor to save the thousands of residents that still remain in New Orleans, the directors and staff of the Baton Rouge Area Foundation, along with community leaders and volunteers, convene at the Foundation to discuss their response.

- With little to no experience with disasters of such magnitude, many local nonprofit organizations quickly become overburdened with addressing the immediate needs of displaced New Orleanians.

**Response**

- Relying on the experience of international groups like the International Rescue Committee, the Foundation positions itself to respond to the needs of the community through coordination efforts and the development of a master communications system.

- By the evening of the first day after the storm, the Baton Rouge Area Foundation announces the creation of two funds, the Hurricane Katrina Displaced Residents Fund and the Hurricane Katrina New Orleans Recovery Fund, to aid care and recovery efforts.

- The Foundation forms a disaster response plan, dividing the types of organizations it will fund according to the following priorities: basic human needs, including food, shelter and security; both physical and mental healthcare; education; and employment.

- Within two days, FoundationsForRecovery.org is created to help fulfill the Foundation’s commitment to transparency and open-reporting. Excited to find local organizers, online donors average gifts over $196 and are instrumental to the success of recovery efforts.

- The Foundation relies on its 40 years of coordination experience to begin a tactical local effort to ensure basic care for each evacuee. Grantmaking teams perform hundreds of assessments, and begin issuing emergency grants to aid organizations within the first week.

- The Foundation’s staff and volunteers work to connect thousands of concerned individuals, corporations and other nonprofit entities with local groups who needed assistance. Paul Alan Caldwell, a generous asset manager, volunteers the use of his airplane and helicopter during the evacuation, ultimately helping transport expectant mothers from Women’s Hospital to Houston.

- Almost four months later, Baton Rouge is still reeling from its sudden influx of new residents, with many of the nonprofits in our community struggling to adjust to the increased need that accompanied the evacuations.

- By identifying the needs of the displaced community and engaging in insightful, expert planning, the Foundation continues to offer assistance and play an instrumental role in the reconstruction efforts of South Louisiana.
Perpetuating Philanthropy Through Unique Partnerships

Typically advocates of collaborative solutions, the Foundation realized early in this recovery process that its coordination talents would be pushed to new limits in order to provide comprehensive care for the displaced residents who found shelter in our communities. At this time, we'd like to recognize organizations playing a leading role in ongoing efforts.

**Americares**, a national organization that specializes in providing humanitarian aid and disaster relief, has been working across the battered region to provide an immediate response to a growing number of health concerns. In New Orleans, mobile medical units have been treating residents returning to the city; in Baton Rouge, Americares has teamed up with the Internal Medicine Department at Louisiana State University to open a clinic that will provide free healthcare services to people in need. Additionally, Americares has issued a grant to the Baton Rouge Area Foundation and the Community Foundation of Acadiana to coordinate an effective, statewide mental health program. Many people in our state have suffered long-term trauma; we’re lucky to have the expertise and devotion of Americares to rely on as we try to avoid a mental health crisis by crafting a proactive counseling program. For more information, visit [www.americares.org](http://www.americares.org).

**City Year**, a national youth service and AmeriCorps program, was created in Boston in 1988 by a team including Baton Rouge Area Foundation board member Jennifer Eplett Reilly and Baton Rouge native, Anna Reilly. Before Hurricane Katrina, the program was laying the groundwork to create City Year Louisiana with a planning grant from the LA Serve Commission. In response to the disaster and with a founding grant from the Baton Rouge Area Foundation, City Year Louisiana is launching in January 2006, deploying a diverse corps of fifty 17 to 24 year olds to serve the critical needs of displaced children in overcrowded East Baton Rouge Parish public schools, temporary communities, and across south Louisiana. City Year Louisiana corps members will partner with community service organizations as they promote City Year’s “whole child, whole school, whole community” focus. In the first year, direct human service will include tutoring, mentoring, and service camps; direct physical service will include school and playground rebuilding in New Orleans and in southwest Louisiana. Wyneshia Foxworth, co-executive director and a 9 year veteran of City Year, commented, “Over the next few months, City Year Louisiana will be planning and participating in projects around the state to help evacuees rebuild their lives, especially displaced children. We’ll also be encouraging other young adults to commit a year of their lives to service.” For more information, visit [www.cityyear.org](http://www.cityyear.org).

**Share Our Strength**, as one of the leading anti-hunger organizations in the country, inspires and organizes individuals and businesses to share their strengths in innovative ways to make lasting community solutions to such challenges as ending childhood hunger in America. Since Katrina, Share Our Strength has been working with Lori Bertman and the Greater New Orleans Foundation to organize “Hinges of Hope Tours.” Billy Shore, the magnetic founder of Share Our Strength, developed these tours to show potential donors and advocates the reality and magnitude of this disaster, while urging them to help us find the resources necessary to rebuild our communities. The first tour, featuring business and foundation leaders from across the country, made stops in damaged sections of New Orleans, and at relief programs and shelters in Baton Rouge. Billy Shore commented, “Recounting the devastation for people just doesn’t compare to putting them on the ground, letting them see the piles of debris and wreckage. This is an effective way to increase our exposure and raise the funds that we’ll need to continue the valuable services helping thousands of evacuees get back on their feet.” For more information, please visit [www.strength.org](http://www.strength.org).
Philanthropic Highlights

As the waters flowed into New Orleans, the Baton Rouge area experienced an enormous rise in demand for services: roads filled; gas stations and grocery stores emptied; shelters, kitchens, and medical centers were overwhelmed. At the Foundation, the lights were on, the phones were down, and the staff was transitioning from daily operations to emergency capacity, anticipating the increased service requests and coordination opportunities that came when the phone service finally returned.

Thanks to a generous community of volunteers and a strong philanthropic culture, the Baton Rouge Area Foundation had the necessary resources to immediately begin coordinating relief planning and services. This section of Currents pays tribute to some of the people and organizations who made the Foundation’s initial efforts, including assessments and grants in the first week after the storm, possible.

The Lamar Advertising Company, a locally-based, national company with strong personal and business interests in South Louisiana, demonstrated their commitment to the recovery of this region by donating $1 million to the Hurricane Katrina Displaced Residents Fund and the Hurricane Katrina New Orleans Recovery Fund.

Kevin Reilly, President and CEO of Lamar, commented, “When it became apparent that Baton Rouge was going to be the major staging ground for helping evacuees, we began working with the Baton Rouge Area Foundation to create a plan of action. The Foundation is helping our community leaders make sure that our friends and neighbors from New Orleans and the Gulf Coast get the basic necessities they need right away, and developing avenues for long-term recovery.”

Sean Reilly, the COO and President of the Outdoor Division of Lamar, appealed to other business leaders across the nation, “Rebuilding the homes of people who lost everything is one thing, helping them recover their lives—the dreams and mementos, is another. The damage here has been sobering. We have a lot of work in front of us: extensive planning, maintaining shelters and services, developing better mental health strategies—the Foundation will play a large role in coordinating each of these tasks.”
The Irene W. and C.B. Pennington Foundation, a private family foundation started in 1982 to support nonprofits and agencies that provide direct services, especially in the areas of human services and education, to people in need, donated $1 million to the Hurricane Katrina Displaced Residents Fund. Grants issued from this fund support people evacuated to Baton Rouge from the hurricane impacted areas in Greater New Orleans, and are given to organizations operating in the areas of housing, food, education and healthcare.

The Executive Director of the Irene W. and C.B. Pennington Foundation, William E. Hodgkins, commented, “Right away we realized that this tragedy would have a significant impact on Baton Rouge, heavily taxing our local resources, especially in the area of human services. From our past dealings with the Foundation, we knew that they would play a vital role in coordinating the initial response to make sure that everyone seeking refuge had shelter and access to basic necessities. We weren’t disappointed: in the first three weeks after the storm, seventy shelters around the region received relief funding from the Hurricane Katrina Displaced Residents Fund, aiding often over-burdened neighborhood churches and start-up shelters, ensuring that our displaced neighbors had access to adequate supplies wherever they found a place to rest.”

Founded in 1985 as a private family foundation that supports human services, healthcare, education and prison ministry, the Huey and Angelina Wilson Foundation gave $1 million to the Hurricane Katrina Displaced Residents Fund to support relief services for evacuees. The Foundation emphasizes programs that find ways to utilize and develop the talents of local people and organizations to solve problems and overcome hardships.

Gregory J. Cotter, Executive Director of the Huey and Angelina Wilson Foundation, said, “The task of identifying every shelter in the region, counting the number of residents, and figuring out what each one needed was a monumental task that required a great amount of resources. The benefit, though, is beyond measure. When our friends needed shelter, our community did all that it could to provide the best options available. Developing services that promote stability and opportunity will be important as the recovery moves ahead.”
Grantmaking Volunteers

Following Hurricane Katrina, the Baton Rouge Area Foundation faced enormous grantmaking responsibilities, including a region-wide shelter identification and assessment program. Relying on community volunteers and coordination with other relief organizations, the Foundation assembled 25 grantmaking teams to scour the area for relief services and administer assessments. Grants from the Hurricane Katrina Displaced Residents Fund were available immediately to aid relief organizations because of these diligent assessment efforts.

Crucial to the success of our grantmaking fieldwork were Tim McMains and Ashley Shelton. Tim, a Baton Rouge native and former Executive Director of the Auchand United Way, flew in from his vacation in California to aid the efforts, using his expertise in the area of human services and grantmaking to help us coordinate with Capital Area United Way to ensure that every shelter in the area was contacted, and that their needs were filled—keeping them flexible, capable of helping every evacuee. Ashley, an independent nonprofit consultant and former Director of Grantmaking, returned to help coordinate the difficult task of assessing capacity and ensuring the pursuit of best practices among organizations providing relief to evacuees. Her efforts helped the Foundation make responsible, timely decisions, aiding relief organizations already providing services.

Our volunteers and partners made critical, timely funding possible. Many of the programs funded during the first few rounds of grants were operating over budget, stretching themselves thin so that our displaced friends could receive the best care possible. Thank you for a job well done, to our grantmaking teams and service organizations.

Fundraising Volunteers

The long-term impact of this disaster is becoming more clear. New Orleans is ravaged, many Gulf Coast towns are decimated. Louisiana's economy, which flowed upstream from New Orleans, is crippled. The demand for sustained social services will be great, especially when coupled with the physical cost of rebuilding basic infrastructure. It's quickly becoming evident that the expense of providing responsible planning and critical human services will have to be absorbed by the generosity and kindness of private donors.

Lori Bertman, a former member of the Baton Rouge Area Foundation's staff and President of Bertman and Associates, has been working with the Foundation to organize and coordinate a national awareness campaign that will keep our community's recovery in sight. Lori has also been working with several corporations and national foundations to form partnerships that will address long-term educational and healthcare opportunities in the evacuated areas. Additionally, she's
Our thanks to the following Volunteers:
Karen Alinauskas and Victoria Bjorklund of Simpson Thacher & Bartlett LLP,
Lori Bertman, Linda Bowsher, Mary Kay Brown, Linda Davies, Kathy Denny,
Alice Greer, René Greer, Liz Harris, Brownie Jeffries, Edy Koonce, Jeff Koonce, Mary Kruse,
Alice Lastrapes, Virginia McDonald, Leah McKay, Tim McMains, Gail O’Quin,
Jennifer Eplett Reilly, Ashley Shelton, Mary Ann Sternberg, Paige Stewart

been essential in organizing the “Hinges of Hope Tour” with Share Our Strength.

Lori commented, “Giving your time to an organization so committed to seeing the best interests of the community served is easy, especially when there’s such a pressing need. Right now the Foundation is preparing for the years of relief and recovery services that lay ahead. Planning for both services and funding on the front end will help us avert problems in the future, and maintain a stable support structure for evacuees.”

Administrative Volunteers
Following Hurricane Katrina, the Foundation was overwhelmed with phone calls and emails, ultimately adding phone lines and switching servers to increase capacity. The Foundation’s administrative staff quickly recruited volunteers to help the response effort. Board Member and Membership Committee Chair, Alice Greer helped organize the volunteers, making sure that every inquiry, whether an offer of aid or a cry for help, received a personal solution. In helping us cope with the thousands of phone calls and email requests, her volunteers met callers with a friendly voice, a real person committed to connecting them with a solution. They exuded words of comfort, calming panicked evacuees and assuring worried donors that localized solutions were in play, that the Foundation had a strong history in the community, and that we were poised to respond effectively and responsibly.

The Foundation is grateful to these heroes, the impact they had on individual lives in this community is immeasurable. Thank you.

Legal Volunteers
Like many Americans, when Karen Alinauskas, an attorney from the New York law firm Simpson Thacher, heard about the devastation ushered by Hurricane Katrina, she felt obligated to find a way to help. Through Guidestar, a guide to philanthropic institutions, she discovered the Baton Rouge Area Foundation and began reviewing our relevant background information. Satisfied that the Foundation followed strict operating procedures, Karen personally organized a benefit concert to raise money for the Hurricane Katrina Displaced Residents Fund, relying on several clients who are Jazz musicians. The event raised over $21,000. Next, Karen arranged for her firm to provide pro-bono legal support for recovery related filings and contracts, especially establishing proper status in New York state. Their expertise and services have spared the Foundation thousands of dollars and man-hours, helping us maintain our commitment to open and accountable practices without the distraction of pausing for legal direction. With their help, the Foundation was able to partner with Jazz at Lincoln Center to host the Higher Ground Hurricane Relief Benefit Concert, ultimately raising over $1.5 million to assist displaced musicians.
Community and private foundations from around the world have been central throughout this recovery process, providing insight, expertise, and critical funding for important ground-level programming. These institutions have greatly aided the Baton Rouge Area Foundation’s ability to respond quickly and appropriately to the hundreds of unique requests resulting from Hurricane Katrina and the subsequent flooding of New Orleans.

With over $9.9 million in gifts from 135 private foundations, and more than $4.7 million from 89 community foundations; these organizations have displayed amazing generosity and admirable leadership in order to help our community in its hour of greatest need. The decisive kindness of these donors, their commitment to giving to institutions situated and able to respond locally, immediately, has already sprouted a successful recovery and bright future for Louisiana and the Gulf Coast.

Ms. Casey Rogers, Program Officer at the Conrad N. Hilton Foundation, commented, “It is our belief that community foundations know the community affected by the disaster and are skilled in supporting the development of the non-profit sector, which is key to the effectiveness of long-term recovery efforts. By building on ongoing grantee relationships, employing a long-term perspective, and relying on knowledge of community development, foundations can concentrate on filling critical gaps in underfunded areas of disaster relief.”

Our thanks to these Private Foundations

4 Charity Foundation Inc.
The Ahmanson Foundation
Alman/Kazickas Foundation
American Legacy Foundation
Amgen Foundation
The Martin Andersen-Gracia Andersen Foundation Inc.
Apex Foundation
Arkay Foundation
The Aurora Foundation
The Ayco Charitable Foundation
The Barrington Foundation Inc.
Baton Rouge Blues Foundation
B. R. & R. Foundation
Binnicle Capital Services
William Blair & Company Foundation
Blake Family Foundation Inc.
Bland Family Foundation
The Wilbur and Roberta Block Family Foundation
The Joe W. & Dorothy Dorsett Brown Foundation
Centennial Foundation
Citybridge Foundation
Robert Sterling Clark Foundation Inc.
The Coca-Cola Bottlers’ Foundation
Cogburn Family Foundation
Michael and Susan Dell Foundation
R. R. Donnelley Foundation
Joseph Drown Foundation
The Dyson Foundation
The Cynthia G. Edelman Family Foundation
The Joseph Henry Edmondson Foundation
Family Care Foundation
The Felton Foundation
Community Foundations

Foundations For Recovery

In part, the Foundation has responded to the generosity of other foundations by forming an internet site designed to honor our donors. The site helps us maintain a high level of transparency, document relief efforts, and share the many lessons and inspirations that we’ve encountered. We hope that outlining our experiences on FoundationsForRecovery.org will aid future relief initiatives and inform best-practices concerning real-time disaster response.

Ultimately, the Baton Rouge Area Foundation’s ability to document and assess its own practices leads directly to a type of internal accountability—where issues are identified and practices improved. The Foundation’s display of transparency and accountability in the form of online and print documentation will help other foundations increase their capacity to develop responsive strategies to critical situations in the future.

Hans Dekker, President of the Community Foundation of New Jersey and former Vice President of the Baton Rouge Area Foundation, pointed out, “As someone with strong ties to Louisiana, specifically to the Baton Rouge Area Foundation, I have both a personal and professional interest in the recovery. Each of the Community Foundation of New Jersey’s donors who gave values the frequent updates and reports. I know, from my time there, that the Foundation puts great emphasis on accountability, transparency, and sharing results. This is especially important given the enormity of the recovery. Like all donors, it is great to see just how our dollars have been used, who they’ve helped, and what we can glean from the work to take back to our own communities.”
Our thanks to these Community Foundations

Albion Community Foundation
Aspen Community Foundation
Community Foundation of Greater Atlanta
Baltimore Community Foundation
Berkshire Taconic Community Foundation
Community Foundation of Greater Birmingham
Boston Foundation
Bucyrus Area Community Foundation
California Community Foundation
Charlevoix County Community Foundation
Charlottesville Area Community Foundation
Chicago Community Foundation
Greater Cincinnati Foundation
Cleveland Foundation
The Community Foundation of Collier County
The Community Foundation
The Community Foundation Serving Clark, Clackamas & Skamania Counties
The Columbus Foundation
The Community Foundation of Dan River Region
Dayton Foundation Depository Inc.
Greater Des Moines Community Foundation
Desert Community Foundation
East Bay Community Foundation
East Tennessee Foundation
Eastern West Virginia Community Foundation
Elkhart County Community Foundation
Evanston Community Foundation
Grand Haven Community Foundation
Grand Traverse Regional Community Foundation
Gulf Coast Community Foundation of Venice
Hilton Head Island Foundation Inc.
Community Foundation of the Holland/Zeeland Area
Greater Houston Community Foundation
International Community Foundation
Community Foundation in Jacksonville
Jewish Community Foundation
Greater Kansas City Community Foundation
Kitsap Community Foundation
Lincoln Community Foundation
Maine Community Foundation
Manchester Regional Community Foundation
Marin Community Foundation
Community Foundation of Greater Memphis
Community Foundation of Middle Tennessee
Greater Milwaukee Foundation Inc.
Minneapolis Foundation
Community Foundation of Monterey County
Community Foundation of The Napa Valley
Community Foundation for the National Capital Region
New Hampshire Charitable Foundation
Community Foundation of New Jersey
Greater New Orleans Foundation
New York Community Trust
Norfolk Foundation
North Carolina Community Foundation
Community Foundation of North Texas
Community Foundation of Northern Colorado
Oak Park-River Forest Community Foundation
Omaha Community Foundation
Orange County Community Foundation
Peninsula Community Foundation
Philadelphia Foundation
Pittsburgh Foundation
Princeton Area Community Foundation
Puerto Rico Community Foundation
Rhode Island Foundation
Richland County Foundation
Rochester Area Community Foundation
Rose Community Foundation
Community Foundation of St. Joseph County
Greater Salina Community Foundation
San Diego Foundation
San Francisco Foundation
Community Foundation of Santa Cruz County
Community Foundation of Sarasota County
Scranton Area Foundation
Scott Community Foundation
Seattle Foundation
Community Foundation of Silicon Valley
Sonora Area Foundation
Community Foundation of Southeastern Michigan
Community Foundation of Southern Indiana
Community Foundation for Southwest Washington
Community Foundation of South Wood County
Taos Community Foundation Inc.
Triangle Community Foundation Inc.
Community Foundation of Western North Carolina Inc.
Community Foundation of Westmoreland County
Whatcom Community Foundation
Winston-Salem Foundation
How the Foundation Works

Deciding to create a legacy, a philanthropic tradition for your family, is an important decision. The process can be confusing, and finding someone who has the expertise to help you achieve your vision can be difficult. The Baton Rouge Area Foundation recommends that people thinking about giving to a nonprofit organization perform in-depth research to find the best value for their civic investment.

Your legacy is a reflection of you, so choosing the right organization to manage that image is critical. In the event of indiscretions, inefficiencies, or misappropriations, your reputation may be tarnished. That's why the Foundation takes its responsibilities to donors very seriously; our donors trust us to operate with integrity and honesty in pursuing their vision, knowing that their name, like ours, is on the line.

The Foundation's knowledgeable advisors have helped hundreds of donors develop and implement strategies for reaching their philanthropic goals, including choosing a fund type and outlining potential areas of interest for grantmaking. By establishing a clear plan with reasonable objectives and criteria, donors know what to expect from our processes, and have, in hand, a map for realizing their particular goals for enhancing the community.

What about Fees and Operational Costs?

In order to offset the expense of operations, the Foundation assesses a maximum annual fee of 1% from each fund. This fee is split over the year, meaning that a fraction is tallied quarterly.

For example, Jim Donor and his family have decided to begin building a family legacy by supporting education and health improvements in their neighborhood. They talk with the Foundation's staff and set up a field of interest fund that focuses on those areas. This type of fund allows the family to direct the Foundation's Board by providing criteria for awards in the initial contract. Over time, Jim Donor and his family can watch the positive impact that their gift has on the community, without day-to-day involvement in the technical management and research components of responsible philanthropy. The Foundation's expert staff handles all grantmaking issues, including due diligence, ensuring that the Donor Family's legacy blossoms.

Let's assume that the Donor Family begins their fund with the minimum initial contribution for an endowment of $10,000. This amount is deposited into a money market account as our grantmaking staff swings into action. From that deposit, .25% is deducted as a fee; meanwhile, the remaining funds accrue interest and capital gains. Gains were 4.11% in the third quarter of 2005—much larger than the fee. At the end of each quarter, the fund, minus the fee and any disbursements, is typically larger than the initial investment.

**Figure A:** *In its first quarter, .25%, or $25 is deducted to offset fees and the Foundation's expenses, leaving a total of $9,975.*

**Figure B:** *Using the Foundation's third quarter gains from 2005 for this example (4.11%), the Fund grows to $10,384.97 at the end of the first quarter, outweighing the quarterly fee. This process allows the Foundation to generate critical operating funds, while transforming an already generous gift into an even larger one.*

What's the benefit for donors?

Donors receive peace of mind and the diligence of an expert staff with a history of successful philanthropic initiatives in the community. The Foundation maintains relationships with many of our region’s most effective service organizations, routinely assessing their current needs, and administering grants according to the wishes and intentions of our donors. Additionally, the Foundation keeps detailed financial records, and provides quarterly statements to donors so that they can review grants issued, fees assessed, and capital gains.

In the end, small, quarterly fees allow the Foundation to provide valuable services that would consume much of our donors' time and energy if they performed these tasks themselves. The Foundation's staff ensures best practices, accountability, due diligence, and impartial grantmaking for each of its funds, helps donors build inspiring visions for the future of our region.
New Funds  Fourth Quarter 2005

Anonymous Fund
Tim and Nan Barfield Fund
BASF Battered Women’s Fund
Catholic Educational Endowment Fund
Cane’s Cares Disaster Fund
Charles Fund
Duck Club Disaster Relief Fund
EBRPSS Foundation Fund
The Evangelization Fund
Foundation for Culinary Excellence
Laitram Employee Disaster Relief Fund
Gordon and Teri LeBlanc Family Fund
The Louisiana Endowment for Francophonie
Louisiana Family Recovery Corps Fund
LSMS Physician Hurricane Relief Fund
Robert Martin Mailet Katrina Fund
McLennan Avery Relief Fund
Mercy Corps Fund
Harriet Babin Miller Scholarship Fund
Denis and Carolyn Murrell Field of Interest Fund
Oreck Employee Relief Fund
Rackley Charitable Heritage Fund
St. Aloysius Catholic Church Endowment Fund
San Diego State Small Business Disaster Relief Fund
Nancy and Charles Velluzzo Family Fund
Milton J. Womack Foundation Fund
The Baton Rouge Area Foundation’s members and board represent some of our state’s best leaders and most effective advocates. It is only natural as Louisiana begins to rebuild its historic communities that the Foundation continues to strengthen its forty year commitment of promoting equality and opportunity through thorough planning, education, and a diplomatic resolve to enhance the everyday lives of people across the region.

The logistics of coordinating service providers, assessing capacity, and issuing emergency grants over our eight parish region were staggering, especially when coupled with the sheer shock-effect this disaster had on everyone. Realizing the urgency of the situation, many community leaders worked with the Foundation to develop an immediate plan of action and communications schedule. Beyond supporting and coordinating basic services, the Foundation has continued to convene special topics meetings in areas like housing and mental health, inviting experts from around the country to participate in the ongoing planning process.

As the damage to New Orleans becomes clear, and the recovery process begins to shift into a long-term scenario, the need for sustained human services goes on. Local shelters, clinics, food banks, and other basic programs continue to provide aid to evacuees, many of whom are increasingly frustrated and facing rising physical and mental health risks.

**What is advocacy?**

Advocacy is the act of pleading the case of another, especially when they are unable to plead their own case. Thousands of displaced people in our community are living day-to-day, seeking answers to basic questions, looking for new jobs and housing, and finding hardships and uncertainty around every corner. The widespread impact of this disaster has escalated into an advocacy crisis. The Foundation, as part of its response, is taking every opportunity to promote in-depth planning and encourage responsible decisions that will include opportunities for people of all backgrounds to return to their homes and thrive in a new Louisiana.

As this process moves forward, the Foundation will continue to advocate sustaining relief and recovery services for people in need, developing informed planning practices, and, when possible, rethinking troubled civic institutions. Achieving results in these areas will assure a bright, promising future for Louisiana and the Gulf Coast.

**What is leadership and how do you know it when you see it?**

Over the years, we’ve found that donors usually recognize good leadership by the type and quality of services they receive, by the affect their gift ultimately has on the greater community.
“Our challenges have evolved from immediate needs that shift hourly to a predictable pattern of cause and effect scenarios. Our continued success will be measured in our ability to anticipate and prepare for these patterns.”

Thomas H. Turner, Board Chair

Our experiences in coping with this disaster and organizing relief efforts have taught us a lot about our practices and leadership abilities. During this time, Baton Rouge’s community of non-governmental and service organizations have worked together to coordinate services and develop a clear direction for recovering our region. Our ability to keep a level perspective has kept us functional amidst a great amount of chaos and confusion, directly benefiting the thousands of people who have found shelter here.

Flexibility, a trait our donors have encouraged us to develop in the past, has kept the Foundation ready to respond at a moment’s notice during the initial stages of recovery. With thousands of evacuees searching for shelter and ways to rebuild their lives, this attribute was crucial to maintaining services as circumstances were shifting rapidly and widely. Thomas H. Turner, Board Chair of the Foundation, commented, “Our challenges have evolved from immediate needs that shift hourly to a predictable pattern of cause and effect scenarios. Our continued success will be measured in our ability to anticipate and prepare for these patterns.”

The size and impact of this disaster have been difficult to cope with, seeming overwhelming at times. This is a common reaction to tragedy, one that the Foundation has managed by working according to our priorities and maintaining open, honest communications with our donors and community. Managing our time and talents to meet a growing number of responsibilities has been challenging, and we’ve taken steps to ensure that our people, our staff and volunteers, do not reach the point of exhaustion. That includes dividing duties, contracting additional staff, and offering informal access to mental health professionals.

Moving ahead, the Foundation will continue its legacy of leadership and advocacy, forming partnerships to overcome significant obstacles for the benefit of others, examining every angle of an issue until a viable solution becomes apparent.

Though we’ve made great progress, this recovery process is far from over. Many people are still homeless, and out of work or school. There will be much work to do in the coming years to aid a successful recovery for all evacuees. By working with long-term partners, ones who realize that rebuilding Louisiana and the Gulf Coast may be a ten year process, the Foundation is connecting communities in need with a vision for the future. •
To become a member and learn more about the Baton Rouge Area Foundation, visit www.braf.org.

Visit www.FoundationsForRecovery.org for continued updates, including our new photographic feature which highlights New Orleans.

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