



## BOARD PROSPECTUS 2021-2022

Dear Friend,

We are pleased to share our Board Prospectus. It highlights our work on behalf of the nearly 300 men and women we serve every year and outlines the way our board members provide leadership in making a difference for people living with severe mental illness who have experienced chronic homelessness in NYC.

St. Francis Friends of the Poor seeks to expand its board of directors. Serving on our Board will give you an opportunity to contribute your expertise and help guide the organization into the next chapter of its growth, further advancing this critical work.

We invite you to give thoughtful consideration to joining our Board. Candidates should have a passion for our mission and a shared vision for its future. It is a unique opportunity to ensure the least among us have a safe place to call home and the supports needed to help them live with dignity and purpose.

To be considered for membership on St. Francis Friends of the Poor's Board, please email a brief statement of interest with a copy of your resume to the Executive Director, Christina Byrne, at [cbyrne@stfrancisfriends.org](mailto:cbyrne@stfrancisfriends.org).

To nominate someone for consideration, please email [cbyrne@stfrancisfriends.org](mailto:cbyrne@stfrancisfriends.org) and tell us in 1-2 paragraphs why you think your nominee would be a great SFFP board member. We will reach out to them if we choose to move forward with your nomination.

St. Francis Friends of the Poor is committed to a policy of inclusiveness, and we encourage qualified candidates from all backgrounds to apply.

Sincerely,

*Ellen Baxter*

Ellen Baxter  
Vice Chair, St. Francis Friends of the Poor's Board of Directors



# BOARD PROSPECTUS 2021-2022

## Our Mission

St Francis Friends of the Poor offers permanent housing with supportive services to homeless men and women with histories of chronic mental illness.

## Statement of Purpose

St. Francis Friends of the Poor, Inc. (SFFP) is a 501 (c)(3) non-profit organization founded by Father John Felice, Father John McVean and Father Thomas Walters, all Franciscans embodying a longstanding tradition of working with the poor. In their efforts to care for the poor and with the help of many individuals like you, they have created three residences that provide humane and dignified homes for people living with serious mental illness who have suffered homelessness.

Starting from a person-centered approach that is based on respect and compassion for each individual served, St. Francis Friends of the Poor's work is rooted in its commitment to the absolute worth of every human being.

## Accomplishments

- The first St. Francis Residence was opened in 1980. It was the first of its kind to offer a comprehensive approach to the problem of homelessness, combining the security of permanent housing with a range of supportive services. This approach became an award-winning model for programs all over the country.
- Currently St. Francis Friends of the Poor operates three residences in the Chelsea and Flatiron neighborhoods, serving nearly 300 men and women each year.
- The St. Francis Residences offer on-site medical and psychiatric care through a long-standing relationship with the NYU-Langone hospital system.
- On-site nursing and social services, including medication and money management, are two enduring hallmarks of our work attributing to the overwhelming success tenants have at staying healthy and housed.
- Among a population that struggles with isolation and social disenfranchisement, the St. Francis Residences offer a thriving arts program, skills training and a variety of socialization opportunities to help promote community and belonging.
- St. Francis Friends of the Poor is a financially healthy non-profit.
- In January 2020, the Board of Directors hired its first secular Executive Director to lead the growth and development the organization by building on SFFP's success and ensuring that the spirit of the Franciscan tradition to care for those most in need remains a driving philosophy of the work.

## Opportunities

- For the first time in forty years, the St. Francis Residences is pursuing an opportunity to open a fourth residence to meet the ever-growing need of a distinct subset of the homeless mentally ill who have a long history of street homelessness and frequent psychiatric and medical hospitalizations.
- As pioneers of the supportive housing movement, St. Francis Friends of the Poor seeks to build on our position as a thought leader and leverage our 40+ years of experience by working with forward thinking leaders to advocate for NYC's homeless mentally ill to live and thrive in our community.
- Strengthen SFFP's fundraising capacity to ensure continued financial security.
- Strengthen SFFP's human capital development, including a Diversity, Equity, and Inclusion initiative to create meaningful change.

## Board Duties & Responsibilities

- Actively partner with executive leadership in long-range and strategic planning for the organization, including routinely evaluating the Mission, Vision, and Values of the Organization and setting strategies necessary to achieve them.
- Exercise programmatic oversight by regularly assessing the organization's progress towards achieving the Mission and Vision.
- Exercise fiduciary oversight to assure that the resources of the organization are used in furtherance of its tax-exempt purpose, including:
  - establishing an annual operating and capital budget,
  - arranging for the financial statement of the organization to be audited, annually, by an independent CPA,
  - regularly monitoring the financial performance of the organization in comparison to the operating budget,
  - considering alternative potential financial scenarios, and
  - establishing necessary financial, human resources and development policies, and assuring the organization's legal and regulatory compliance, ethical integrity, and transparency to the public.
- Provide leadership in making St. Francis Friends of the Poor a philanthropic priority, raising financial and other resources necessary to operate the organization.
- Bring additional visibility and enhance the Organization's public standing.
- Hire, support, evaluate and approve the compensation of the Executive Director.
- Manage its own affairs, including the recruitment, education, training, evaluation and development of board members and leaders and the assessment of its own performance.

## Board Member Expectations

- To have a genuine commitment to SFFP's mission and become knowledgeable about its uniqueness, strengths, and needs. Each board member is expected to tour at least one of the residences during regular programming hours as part of one's Board orientation and each year of service on the board thereafter.

- To contribute one's skills and talents by preparing for, attending no less than three (3) of the four (4) regularly scheduled board meetings and actively participating in board and committee meetings. Each board member is expected to serve on at least one committee of the board.
- To be an ambassador, both in heightening awareness of SFFP among business, community, and government leadership and in bringing to the organization information from its various constituencies that is vital for planning.
- To support fund raising efforts by making a personally significant annual financial contribution to SFFP and engaging personal and professional networks to cultivate potential donors and raise funds.
- To be available for consultation and willing to use expertise at a level that will enhance the organizations operational success, including accepting small individual assignments when requested by the Board Chair and/or Executive Director.
- To help identify possible new board members who can make significant contributions to the work of SFFP and the board.

The work of all board members is protected under the organization's Directors & Officers liability insurance policy, subject to policy terms, conditions, and limits.

## Board Work

Over the last year, the St. Francis Friends of the Poor's Board of Directors has been engaged in a wide range of exciting initiatives, including the following.

- Partnering with the Executive Director to engage an external consultant to develop and implement a Fundraising and Marketing Plan.
- Partnering with the Executive Director to engage an external consultant to complete a Governance Assessment and develop and implement a Board Capacity Building Plan.
- Partnering with the Executive Director and a supportive housing consultant in pursuit of a strategic goal to open a fourth residence to expand the reach of our work.

## Committees

Beginning in January 2022, the Board of Directors will have the following committees of the board.

- Executive Committee
- Audit Committee
- Housing Committee

As Board membership grows and its capacity expands, the Board will aspire to add the following additional committees of the corporation, as needed.

- Finance Committee
- Governance Committee
- Investment Committee
- Program Committee
- Resource Development Committee

Ad hoc committees and working groups are formed occasionally to address specific initiatives.

## Board Terms

Board members are elected to serve a three-year term with the expectation that they will serve no more than two additional three-year terms, consecutively; however, directors may serve additional consecutive terms with a majority vote of the entire. Board Nominations will be accepted on a rolling basis, but terms will start on the first of each calendar year unless filling a vacancy created by attrition and/or the creation of a new position.

## Board Recruitment Priorities

To complement our existing Board's expertise, we seek members with skills, experiences and connections in the following fields, but all interested candidates are encouraged to apply.

- Corporate Attorney (*Risk Management*)
- Finance (*Not-for-profit Accounting, Investments*)
- Human Resources (*D.E.I., Employee Engagement, Labor Law, Management*)
- Marketing & Public Relations
- Real Estate (*Construction, Development, Legal, Property Management, Retail*)

To ensure a board composition that reflects the diversity of the communities we serve, qualified candidates who reflect diverse backgrounds, including diversity of age, gender, race and sexuality are strongly encouraged to apply.

## Board of Directors

### Officers

- Mark D. Lebow, Esq. (Chair)  
Lebow & Sokolow, LLP
- Ellen Baxter (Vice Chair)  
Broadway Housing, Executive Director
- Martha Tucker, L.C.S.W. (Secretary)  
Retired Social Worker

### Directors

- Pamela S. Brier  
Retired Hospital Administrator
- Carl Cohen, M.D.  
SUNY, Psychiatrist & Director, Division of Geriatric Psychiatry
- Rev. John M. Felice, O.F.M.  
Retired HNP Franciscan Friar & Founder of St. Francis Friends of the Poor, Inc.
- Alex Havriliak  
Habitat for Humanity NYC, Chief Financial Officer

- Frank R. Lipton, M.D.  
NYU Langone Health, Psychiatrist
- Rev. John J. McVean, O.F.M.  
Retired HNP Franciscan Friar & Founder of St. Francis Friends of the Poor, Inc.
- Very Rev. Kevin J. Mullen, O.F.M.  
Holy Name Province, Provincial Minister
- George Nashak  
Care for the Homeless, President & CEO
- Mitchell E. Rudin  
Savills, Chairman and Chief Executive Officer of Savills North America

#### Executive Staff

- Christina M, Byrne, MSW  
Executive Director
- Rev. Thomas J. Walters, O.F.M.  
Founder & Director of Tenant Services
- Darnell Armoogam  
Director of Finance & Administration
- Christopher M. Frlie, MSW  
Director of Programs
- Richard Sargenti  
Director of Facilities & Information Technology