

# SHANTI BOARD OF DIRECTORS

March 24, 1998

## Board Meeting Minutes

### **Present:**

*Members:* Bob Darling, Ted Easley, Francisco Gonzalez, Peg Jackson, Tosca Lee, Matt O'Grady, Joe Pasalodos, Claire Rappoport, Stu Smith, Jim West

*Staff:* Scott Elsishans, Doren Martin, Ron Perri, Bob Rybicki

*Public:* John McGrann, Kairos Founder

### **I. Call to Order - 5:45**

Minutes from the February Meeting were approved without amendment.

Agenda for the March Meeting were approved with the following amendments:

- Board Affairs Committee: Remove Proposal for By-laws revision  
Remove Draft Board Policies  
Add Nomination - Maria Pendergast

### **II. Public Comment**

Kairos Founder, John McGrann, was introduced by Bob Rybicki. John made a presentation on the history and mission of Kairos, which included services for caregivers beyond HIV disease and AIDS. The Kairos mission included the values of support, compassion, personal history and the value of listening. John presented each member present with excerpts from the Kairos picture album, which members discussed. John also added his encouragement and appreciation for Shanti and the future of Kairos within the changing HIV/AIDS epidemic.

### **III. Finance Report**

Bob Darling presented and reviewed with the Board an updated Statement of Financial Position (Balance Sheet 2/28/98). Bob noted that there was a significant loss this month, but less than originally projected. Scott Elsishans reviewed the YTD figures. The Board reviewed some Deficit line items. It was re-stated that now is the time for support and revenue to increase.

Doren made a brief review of Development Projections. Doren reminded the Board of the discrepancy between Financial Statements and the Development Report from last month. The issue was reconciled. The discrepancy existed due to donations credited on the internal donor database prior to January 1, 1998 but were deposited into Shanti accounts after Jan. 1 because of mail and process time lapses.

Joe Pasalodos inquired about plans to overcome shortfalls. Doren addressed several Development campaigns, including new Direct Mail campaigns and coming special events. It was also recognized that the Board should concentrate more on the bigger fiscal year picture rather than putting too much emphasis on month-to-month projections and actuals. Claire noted that the Tribute Program was kicking off strong this week.

### **IV. Board Affairs Committee Report**

1. Peg Jackson has resigned from the Board of Directors. Her leave will take place as of May 1, 1998.

2. Due to Peg's resignation, Michael Levin was nominated as Chair of the Development Committee. The nomination was seconded by Joe Pasalodos and unanimously approved. His seat will be active until the end of this Fiscal Year at which time Michael will re-evaluate the position.

3. Re-election of Board Members: Bob Darling and Francisco Gonzalez were presented for re-election to the Board. Bob for a three-year term and Francisco for a one year term as allowed by By-Laws Revision Section 3.5 "Election and Term of Office". Francisco will also serve on the Strategic Planning Committee. The motion was made by Joe Pasalodos and seconded by Claire Rappoport -- unanimously approved.

4. Jim West presented revised versions of the following for adoption by the Board:

- "Job Description - Member, Board of Directors"
- Committee Responsibilities for Board Affairs, Development, Finance, Personnel and Strategic Planning

The above was seconded by Joe Pasalodos and unanimously approved without discussion.

- "Statement of Policy Regarding Conflicts of Interest"

The statement was seconded by Tosca Lee and approved unanimously. Jim noted that a new Conflict of Interest statement form is needed. Bob Darling will follow-up.

5. Nominations of Candidates: On behalf of the committee, Jim West presented the resume and nominated Maria Pendergast to Shanti Board of Directors. Maria was interviewed by the Board Affairs Committee and Bob Rybicki. After discussion, the motion was made and seconded by Joe. Motion carried.

## **V. Development Committee Report**

The Board was given an outline of the committee meeting of March 12 and Development Projections to date. Doren Martin asked for lists of the Major Donors from the Board by the end of the week.

## **VI. Strategic Planning Committee Report**

Joe Pasalodos submitted and reviewed the preliminary Itinerary for the Board Retreat on April 18 and also an information sheet regarding presenter Gwyneth J. Lister, MBA, CFRE.

Joe introduced Jim Brennan who made a presentation regarding Peer Advocacy, including the current AIDS Office RFP, the effects on the funding stream. There was also discussion regarding possible faults, risks and concerns of the contract and how they effect Shanti services and clients.

## **VII. Executive Director Report**

Bob Rybicki reviewed his report (see last month's handouts). He discussed briefly the current RFP process and collaboration updates. Bob announced that the Circle of Care collaboration program was doing well.

Bob reminded the Board to review and consider the summaries and comments made by the Departments, managers and staff at Shanti regarding the strengths and weaknesses of their respective program areas.

Bob submitted and spoke briefly regarding the Kairos program and the National Training Center Concept Paper.

## **VIII. Questions about written committee reports**

Ron Perri presented an updated Board of Directors Roster for changes and corrections.

## **IX. Announcements, Schedule Updates**

Chamber Music Benefit - April 26  
Noche de Salsa '98 - May 17  
Volunteer Benefit - May 30

Cinco de Mayo - May 3  
Carnaval - May 24  
Ride for Life - PRIDE Ride - June 14

**Adjournment 8:00**



To: Board of Directors

From: Bob Rybicki

Date: March 16, 1998

Re: March Board Report

I would like to focus in this report on a 180 day/6 month review of the agency as seen through the eyes of its senior staff. September 13, 1997 was my initial start date at Shanti. Jim Brennan, Operations Director, began one month later. Scott Elsishans, Chief Financial Officer, joined us in November of 1997. The remainder of the senior staff have been here well over a year.

I have attempted to summarize and comment on their observations regarding the strengths and weaknesses of their respective program areas. I also have included in this narrative their thoughts on training needs and changes in the organizational culture over the past six months. In the appendix of my report you can peruse their unedited comments in their entirety.

#### 180 Day/ 6 Month Assessment

Daniel Burnham was the visionary in Chicago who convinced the City at the turn of the century to create 26 miles of public park along the lake front. His famous quotation concerning this matter was "Make no small plans because they fail to inspire".

When I came to San Francisco in September, I purchased a small history of the city. In my book I discovered that Daniel Burnham was commissioned by the City of San Francisco after the 1906 earthquake to design a new street grid that would include blueprints for a host of government offices to be located near Van Ness & Market. Burnham envisioned a beautiful circular island plaza at the intersection of Van Ness & Market. Radiating off this circular plaza would be eight streets. Each street would lead to a dramatic government office building designed by Burnham. When reviewed, it was felt that this vision was too costly. The City chose to implement only his concept for City Hall.

In 1998 a quick visit to Chicago would reveal a dramatic 26 mile lake front park system that every Chicagoan knows is a gift from Daniel Burnham. A brief step outside our office reveals a crowded and rather unattractive intersection.

Vision and money can make a profound difference in the lives of our current clients as well as those to come through our doors in the future. Shanti's new vision is at the heart of the changes mentioned repeatedly by managers. A renewed sense of confidence and optimism pervades their reports. This has occurred as older staff have let go of the past and opened themselves to a new way of thinking, operating and visioning. This has not been an easy path for some staff. They

have painfully come to realize that accountability and productivity are critical ingredients in the realization of a dream.

Shanti's senior management team includes the following: Jim Brennan, Operations Director, Scott Elsishans, Chief Financial Officer, Lucy Aviles, Client Services Manager, Mauricio Torres, MIS Manager, Hosea Turner, Transportation/Facilities Manager, Kevin Burns, Program Manager, Bart Casimir, Peer Support Manager, Carol Klinemair, National Training Center Manager, Doren Martin, Development Director. This core team is the pool of management talent and expertise that I feel very confident with and trust in implementing quality programs. They reflect the racial diversity of our client pool however the lack of women in this group is problematic.

Each manager has begun to see that their scope of work and responsibility will necessitate more than the traditional 40 hours of work per week. The current situations in client services and finance have demanded long days and nights from several senior staff. Once systems have been created and implemented I anticipate that this pace will slacken.

In the past six months, senior managers have done a marvelous job in balancing the demands of the present situation with my call to explore the future and its possibilities. In many cases it has been the future vision that is pulling them through the myriad of daily obstacles and demands. However the problems they face are formidable. They include; lack of administrative staff, inadequate space to do interviews/intakes, a shortage of updated computer software and hardware, no long term technology plan for our CIS/MIS system, precious little time to do long range planning and no involvement in or accountability for the preparation and execution of department budgets.

Additional long term problems also sap the energy of staff and the organization. Shanti has a lack of credentialed staff to serve an increasing number of multi-diagnosed clients. The Transportation Department needs another van. New program initiatives must be explored to meet the needs of women and our growing multi-racial client population. Recruitment of new volunteers is lagging. Long waitlists still exist for practical care and emotional support volunteers.

What is very exciting in the face of these challenges is the potential of our new collaboration partners to assist us in addressing these needs. The Black Coalition on AIDS, Instituto Familiar de la Raza, St. Anthony's Kitchen, Hospitality House and the Women's AIDS Network are all new partners who want to be associated with Shanti and see themselves as assisting us better serve our clients. They also want us to help them by bringing our expertise to their organizations.

A number of managers have realized the magnitude of these tasks and have requested training in supervisory roles and responsibilities, creation of policy and procedures, writing of performance evaluations, grant proposal development and computer program updating. The Business Advisory Council will be reviewing this list of training needs in March and will work with me in bringing their corporate training resources to the table in order to address these problems. They foresee our staff attending their corporate training seminars and possibly enrolling in their on-



going management training programs.

Despite these serious and pressing issues, several remarkable turnarounds have occurred in the Shanti service delivery system in the past few months. These improvements are addressing current problems as well as positioning us for the future. Previously five separate programs existed within one agency. The new team structure has begun to produce an integrated program system. Client centered service has begun to permeate even the smallest decision with client feedback being a crucial variable. The results of these processes are very concrete and tangible. Clients can now book appointments with our receptionist who coordinates the master calendar for each client service staff person. Case workers and care coordinators are encouraged to do field visits and have once again begun to do rounds on Ward 86. QI and QA audits are being done to ensure adequate client follow-up. A decision has been made to expand the availability of client services to include evenings during the week and possibly Saturday in the future. A client advisory committee has been formed to assist the Activities Department in expanding its program options. Check-ins are being done with clients as part of a proactive stance to head off problems before they magnify. This effort is being spearheaded by Shanti volunteers and peer advocate clients who are involved in this process under the direction of staff. Improved collection of UOS/UDC service units have allowed for faster turn around in city invoicing.

Senior staff have been instrumental in creating a future vision that is preparing Shanti to enter the next decade with hope and confidence. They have accomplished this feat while keeping a close eye on existing programmatic flaws/problems. The peer advocacy model that we have begun to implement addresses the need of populations who have first begun to feel the effects of the HIV pandemic and are now appearing at Shanti in increasing numbers. This model is one that we hope to expand and fully implement with our new collaboration partners. Our new collaborators have come to the table thanks to the initiative of senior staff who have seen that these connections are critical to our future success. The ability of senior staff to think beyond traditional boundaries was critical to this growth.

Kairos is another partner that was seen by senior staff as not only a natural extension of our mission but also an opportunity to expand the expertise we have into other populations who have need of our services. The National Training Center has been viewed by senior staff as a return to our origins/roots. Its future is seen as instrumental in not only generating revenue but also in assisting staff improve the current volunteer program/training. The Center is viewed as Shanti's way to pass on our legacy to future generations of care givers.

Client Services has set up regular scheduled in services to assist staff in skills enhancement. New highly qualified and credentialed staff are being recruited to raise skill levels and model professional social service practices.

Senior staff also dream about the future in ways that transcend even our current vision. They are advocating for more frequent contact between Shanti staff and their colleagues in both AIDS service organizations as well as in non-AIDS service providers. They see the need for Shanti to once again become an active participant in public policy discussions. They envision our role as being a lobbyist pressing for kinds of changes that could alleviate the multiple levels of human



suffering experienced by many of our new clients. For the Development Department, PR budgets need to be reinstated in order to continue the high level of name recognition obtained from last year's media blitz.

Balancing present and future has been stressful, however, it is imperative that we achieve this equilibrium given the once in a life time opportunities that are presenting themselves. The next set of challenges that face us will be the rapid organizational growth that results from the infusion of funding dollars. The realization of our vision will occur as dollars underwrite the new program initiatives that we have designed. Funds for our new collaborations involving Instituto, Black Colition on AIDS, St. Anthony's, Hospitality House, our new program Kairos, and the National Training Center all can potentially increase the budget by 45% and staffing levels by 35%. Additional space will be needed. Administrative/Finance staff will have to be hired. Most importantly new programs will have to be integrated into existing structures and harmonized. The implication is that if the last six months have seemed frenetic just wait for the coming attractions. Senior staff will need to stay focused, improve their management skills and realize that the first opportunity to sit back and enjoy will probably not occur until November. Strategic planning sessions/retreats will need to occur in late May and early June in order to staff for these program expansions.

In addition to the reflections of my senior staff, I have some personal observations that I would like to add concerning my first 180 days. I have had the opportunity to see both Shanti's reality and potential. Certain programs have been exemplary e.g. van transportation, activities and the services provided by volunteers to clients.. Others have had and still do possess service quality problems. An example of this is the Client Services Department which has not had a strong professional clinical manager for many years. The result has been lack of client follow up, little coordination with volunteer services, and no clinical input in client care plans. Another example is the Volunteer Department. It has done an incredible job in the face of great obstacles. Resources have been slowly drained from this area and the very life giving spark of the program limited in its potential. Recruitment and retention have suffered. Wait lists have extended as long as two years.

I witnessed the organizational culture at Shanti has shifted significantly. Senior managers have experienced a dramatic turn around in the environment. Communications have improved with a more open flow of information. Decision making has been widened to a larger group of participants. Employee morale has risen despite low salaries and high work loads. Open access has been given to all employees regarding financial statements. The physical environment has been dramatically improved thanks to the hard work of the staff. The AIDS office has heard from our staff about the winds of change that have blown thru Shanti.

Infusion of new dollars and expansion of vision must be accompanied by an expectation of program excellence. This expectation must work in concert with client feedback. Quality of service delivery needs to be at the top of this year's agenda. Professional standards and practices must be incorporated and implemented through out Client Services, Kairos, and the Volunteer Department. These have to be the foundation blocks that we use to rebuild the organization.



The Development Department was the recipient of a major bequest that gave Shanti \$375,000 last year. This gift brought the agency out of a cash flow crisis and established a four month operating reserve. I was very impressed when I first reviewed the June financials. It has been a struggle to maintain that resource !!!!! I believe the true potential of our donor base has yet to be fully realized. Many donors have returned and more will. However they are waiting for us to convince them!

Please excuse the pun when I say that this is a kairos moment for the organization. Our press coverage has been excellent in the BAR. The activist community has been openly complimenting us for our attempt to bring clients back into the heart of our organization. We are seen by some supervisors and mayoral aides as dusting off our wings and reclaiming our old glory. We have new program initiatives that are catching the notice of donors and funders. Many individuals are disenchanted with current AIDS service organizations and are looking for somewhere to go. I trust the Board is poised, ready and willing to take advantage with me of this constellation of circumstances.

I was recently asked by Montel Jennings, Special Assistant to Willie Brown, about the direction I see Shanti moving in the coming year. I said I saw us returning to our roots and by this process reinvigorating the organization. The incorporation of Kairos into Shanti and the possible expansion of services to those care givers beyond HIV brings us back to our original mission in 1974. I told him that the National Training Center brings us full circle to the Shanti's second decade where a possible program expansion in this area was never realized by the organization. Finally I said I see us implementing a new client service model with a broader base of collaborators, organizations that truly represent and are indigenous to the populations that we are serving. I envision us more than ever being based and grounded in the communities that we serve.

Oh, yes, and then there is Daniel Burnham. I forgot to tell you that he is buried in Graceland Cemetery in Chicago. Its about 2 miles west of that 26 mile lake front park he designed along Lake Michigan. When you visit, wander off into the far north east corner. There you will find a small island. Cross the foot bridge and you will be standing at Burnham's grave. On his tomb stone is this epithet, " Make no small plans, they fail to inspire."

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INTEROFFICE MEMORANDUM

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TO: ROBERT RYBICKI, EXECUTIVE DIRECTOR  
FROM: SCOTT ELSISHANS, CHIEF FINANCIAL OFFICER  
SUBJECT: (VERY BRIEF) DEPARTMENT/AGENCY ASSESSMENTS  
DATE: 03/12/98  
CC: SHANTI BOARD OF DIRECTORS

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ACCOUNTING/FINANCE/HUMAN RESOURCES:

There is evidence of an historic lack of professional accounting/finance expertise and practices at the department head level. Past staff positions, however, including the Accounting Manager have shown a high level of competence and accuracy.

A representative list of issues of concern at the department head level include:

1. No department budgets created or distributed. Managers left out of the budgeting process.
2. A lack of documented procedures for all staff positions.
3. A lack of coordination with UOS/UDC reporting, resulting in very late contract invoicing.
4. A lack of not-for-profit FASB, FASB position statement, and GAAP/GAAS knowledge.
5. A lack of restricted contribution tracking and reporting.
6. A perception of Controller as inaccessible to staff throughout the agency. ("Only worked with Gloria" was the perception of many).
7. Finance/Accounting information was seen as secretive and privileged.
8. Job costing and cost allocation procedures rather arbitrary, questionable as to auditability.
9. Little or no Human Resource responsibility assumed in the Finance Department.

*All of the above concerns and a whole host of others either are corrected or are in the process of being corrected.*

*Primary needs/issues of the department:*

1. If current funding stays flat, add 1 FTE to assist the Accounting Manager and the CFO in day-to-day operations of the department. (.5 FTE dedicated to Accounts Payable and other assistant level tasks, .5 FTE dedicated to Human Resources support).



2. If the current RFP process is successful and Shanti is the approved Fiscal Agent, there will be an increase in agency budget, support/administrative budget and program staffing. A 1.5-2.0 FTE increase in Accounting/Finance/Human Resource department staffing would be the minimum requirement to support the agency growth. (Divided .75-1.00 FTE to Accounting support and Human Resource support respectively). This level of staffing positions Shanti to function well as a cost conscious, but effective and professional not-for-profit.
3. A department expected to manage the agency's accounting, finance and human resources needs cannot be under or unprofessionally staffed. We are currently in a much-compromised position with a department managing all of these areas with a current total of 2.25FTE's. It is my opinion that this department is in an overburdened and reactive mode. The Accounting Manager is under very heavy stress and complains that he can barely keep his "head above water." He is in no position to prepare for an audit; this is an unacceptable situation. As department head, I cannot indefinitely work 11-12 hour days and expect the Accounting Manager to function under such a heavy workload. I fear attrition will result if these issues are not addressed quickly.

### *Training*

Staff and manager training in a variety of technological and specialty areas (i.e. labor law, contract management, government reporting ...) needed at the rate of approximately one training per quarter for staff and two per year for CFO. The recommended trainings range from ½ to full day in length.

### *Technology*

4. Upgrade to a windows-based accounting software, (i.e. Solomon IV). Current software is DOS based, causing many problems to both accounting and MIS.
5. Assure Win95 or WinNT workstations in the department.

### *Organizational Culture*

My tenure as head of Accounting/Finance/Human Resource has been brief, beginning November 20, 1997. Therefore, a first-hand, comparative analysis of Shanti's organizational culture over a meaningful period would not be realistic for me to make. I can comment on the current efforts this department is trying to make to improve its rapport and utility with the Shanti staff at large. In general, we are fostering a friendly, accessible and open atmosphere. This effort includes but is not limited to the following specific points:

1. Created a staff committee to select and comment of a new benefits package implemented February 1, 1998.
2. Maintain an "open door" policy for all staff question of even the most seemingly simple nature.

3. Post all current financial statements, cash balances and projections, and any other pertinent department reports on a staff bulletin board in the department. All staff are encouraged to review and ask questions regarding these postings.

### *Conclusion*

In spite of some very real concerns with the past and present condition of the department and agency in general, I feel very positive about the direction Shanti is going. Robert Rybicki has shown himself an inspiring and effective leader. A large number of positive changes, which many perceive at Shanti, began not coincidentally with his hire. I look forward to watching Shanti continue to grow and benefit from his leadership.

I believe it is imperative that the financial well-being of Shanti be pursued not only in the direction of RFP responses and fund-raising, but also with a solid investment in the accounting, finance and human resource staffing, systems and support for this department. Even large, well-funded organizations will fall if fiscal management is not made a top priority. The history of various not-for-profits in this city bares this out. I believe the agency's future, if handled carefully and prudently, will be a bright one for its staff, volunteers and clients.



**Shanti Development & Marketing Department**  
**Strengths and Weaknesses**  
**March 11, 1998**

**Strengths - Methodology**

Clear goals and projections established annually and reviewed continuously throughout year for progress.

Strong and varied Annual Fund, targeting all aspects of fundraising to include small and large donors. We do it all!

Tracking and reporting mechanisms in place

Strong donor base

Communicate regularly with donors through direct mail, telepledge, newsletters, special event invitations, annual report and holiday cards.

Dedicated to committee process and building volunteer special event committees

Developed new campaigns and special events, including Tribute, Noche de Salsa, Ride for Life, Shanti Casino Night and Direct mail jelly bean letter. Open to new ideas and trying new approaches.

Produce professional and high quality marketing material in-house

Created high profile and successful integrated media campaign

Established good rapport and positive working relationship with board members

Rotate campaigns annually to learn various aspects of fund-raising

Creation of a Website

**Strengths - Personnel**

Varied staff experiences and interests that compliment each other

Flexible with time

Ability to work at any time whatever is required

Ability to work as team

Ability to work independently

Initiative to implement all aspects of a project

We do our own administrative and technical work

Very creative

Involve everyone possible in our activities

Make ourselves available to many campaigns and events (United Way, Third Party...)

Involve ourselves with other Shanti activities

Project oriented versus process oriented

Seek Professional Growth

Substantial Marketing knowledge

Event planning skills

Budgeting skills

Grant-writing expertise

People skills

Agency advocates

Strong computer skills



<u>Development Needs</u>	<u>Method</u>	<u>Cost</u>
Increase merchandising	expand at Under One Roof	\$10,000
Upgrade database system	Razor's edge	\$ 8,000
Upgrade database automation	Razor's edge	
Respond to donors w/n 48 hrs.	Razor's edge increase program staff	(see next item)
Decrease levels of time-consuming work	Add admin.& Tech. support	\$28,000
Donor database clean-up	Use a Mail-house service	\$ 1,000
Identify major donors	Find Donor Matrix System	\$?
Increase business partnerships	corp. plan consultant	\$3,000
Increase community partnerships	develop a plan to reach assoc.	
Increase regional/national presence	work w/ CK on NTC	\$20,000?
Small Planned Giving presence	Use planned giving expert to develop a plan	\$3,000
Increase amount and quality of communications to public	expand number and size of newsletter	\$ 5,000 additional
Increase media relations	Add a media staff person	\$35,000
	Volunteer Ad. Campaign	\$25,000
	Agency-wide Public Relations Campaign	\$25,000
Increase visibility at public events	Attend more events, have more marketing and merchand.goods	\$7,000
Donor acquisition	Purchase or trade lists for NTC 100,000 pc. mailing	\$30,000
Increase creative direct mail	1 std solicitation, 3 novel pcs.	\$5,000 additional
Need a pool of development volunteers	Work with Volunteer Dept. to create a plan	
Increase presence in the community	Work outside office more often	
Increase level of Board involvement	Work with Board to build a strong dev. cmte, with Board and non-Board members Assist Board in developing relations with rich people	
More staff training	Attend trainings and workshops	\$4,000



## Shanti's Culture

### Before

Staff highly committed and dedicated to Shanti's mission and to the work

Work challenging and varied.

Highly productive and overworked staff

Staff primarily work independently.

More diverse staff, including three women on the management team

Strong hierarchy in place; very clear chain of command

Only management team empowered to make decisions and to institute changes affecting agency overall

Management confident in staff's capabilities and trusts staff's judgement.

Management team highly secretive; information not two-way but relayed from up to bottom.

Staff distrusts management team.

Information relayed through minutes rather than directly.

Everything must be reviewed and approved before completed by staff impacted, direct supervisor, and executive director.

Staff feeling isolated and alone; poor morale

Fear of repercussions prevented staff from speaking or acting out.

### Changes

Management team less diverse

Management does not trust staff

More closed door meetings

More trust; more staff on management team.

Weekly staff meetings have improved overall communication.

**Entire** staff have taken steps to improve morale and strengthen employee relations over this past year.

# Memo

**To:** Bob Rybicki, Executive Director  
**From:** Mauricio Torres, MIS Manager  
**Date:** 03/12/98  
**Re:** March 12<sup>th</sup> Report

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I begin this memo reporting on the general needs and assessment of the MIS department. Following that are training needs and skill development. I conclude this memo reporting on the agency culture's strengths/weakness as requested.

## DEPARTMENT ASSESSMENT

**MIS is in migration.** Within the **next 3 months** all of client services, transportation, activities, and volunteers will be "living and working" on the NT server environment including storing their files. This leaves Finance and Marketing/Development on the old server environment. Also, for those on the NT server (and with pentium machines), they will have the ability to email, connect to the internet, share an online calendar, and run the Reggie/CIS application. This translates to a enormous increase in technical skills that we will see over the next few months. This also translates to a great need for resources to support that increase in technical skills. But that has yet to be seen. I can only forecast in order for staff to be successful, they will need more constant technical assistance and training.

**MIS is entering a stabilization phase.** Within the **next 3 months** all the major pieces to implement Reggie/CIS will be completed. All the major changes to the environment at Shanti will be finished. I can focus on stabilizing the network, backups, cleanup old files, develop a network manual for staff and training for new staff, review security concerns, document the network, inventory, and focus on monitoring the network.

**Hardware needs are few but do exist.** I believe we need to get the rest of the agency on pentium machines (another 7-10 workstations). I can only forecast that this will continue to be a problem for staff until we all share a common platform but that has yet to be the case. I highly recommend that we consider upgrading our printers as well.

**Software needs extend to licensing violations and proof of purchase.** Shanti is at a disadvantage if we do not possess the correct number of licenses for the applications we utilize nor have proof of purchase. When application upgrades become available, this is when having licensing or proof becomes cost effective. Also in the likelihood that we encounter problems requiring support from the vendor. Or just in case we are required to prove that we have the appropriate licenses to avoid liability. The software most impacted is virus software, security software, nt workstation, office97, and exchange mail client. We do not have full documentation on the licensing nor proof of purchase for these products.



**MIS does not have a budget.** I have proposed interim MIS budgets to 2 different administrations with both having negative reactions to my projects. This ultimately does not speak well of my situation and ability to manage this department. **I am waiting until the July 1<sup>st</sup> target for the new budget before passing judgement.** I must indicate that for whatever reason this agency decided to venture into the world of Reggie/CIS, it has require a commitment to technology that we can not dismiss. Whether this was a wise move or not for this agency, the deed has been done and here we are.

**Note : 18 month deadline for Paradox and Solomon (Donor Database & Finance).** By now, most people have heard of the year 2000 problem. These are problems with the way dates are recorded in these applications making them unstable at best and unusable at worst. The timeframe is there and not flexible. Action needs to be decided soon. There are maybe three fiscal periods between now and then to absorb the cost of making changes to avoid this problem.

### TRAINING/SKILLS

I would request that Shanti invest in its technical staff by subsidizing **MSCNE certification**. This is a standard certification program that trains network administrators in the major microsoft network products. This is the industry yard stick by which technical ability is ranked and rated. The entire certification program requires about 8-12 courses at a total cost of around \$8000-12,000. Each course has a test that you are required to pass within a limited timeframe to qualify for certification. The end product is consultant level technical expertise and efficiency. The cost investment is wise since going salaries for MSCNE certified network administrators with no experience is \$60,000. MSCNE certified consultants on the average go for \$100-150 per hour. Hiring this level of technical expertise is not within Shanti's ability.

I am always open to management courses particularly those that focus on **communication and presentation skills**.

### AGENCY CULTURE

First, kudos to those whom have recognized the importance that a clean and organized work environment dramatically improves morale. Of all the changes, the physical changes including the newer equipment, while cosmetic, does change one's perception of their value and importance to an employer.

A few comments on the culture at our agency as seen and displayed at the Monday morning staff meetings and manager meetings. In general, for all the criticisms that there are too many meetings, one positive is that it offers more opportunities for communication and participation. I think both these meetings have that as a positive. However, my criticism is of the agenda for both. This vehicle (the agenda) should be more available to all participating and can be without losing focus. There should be encouragement to staff and management to add to the agenda. This is best implemented at the beginning and end of each meeting. This would complete the circle of communication. Request but also encourage agenda additions and modifications. Even if time does not permit a full discussion at least there is open communication and a share responsibility to address issues at a convenient time.

My main criticism is of the manager meeting. This meeting should be focused to decision making individuals. Too many "secondary" players attend. The large attendance slows the pace and focus of this meeting. Also, the agenda needs work and nobody takes minutes or distributes them. A suggestion is as a group to come up with guidelines on how to make the manager meeting more effective. Maybe requiring that if an item goes on the agenda, that material regarding that item be

distributed for review in advance to all in attendance to speed up the meeting discussion and ask more intelligent questions.

Finally, a couple concerns regarding a lack of technical awareness in management and consolidation of staff (and their responsibilities). As the MIS manager, I am aware of the delegation and trust involved in possessing the only technical position on staff, however this is a shared responsibility since I can't be everywhere all the time. I am concerned that this lack of technical knowledge affects others ability to see the full impact of their decisions. I am also concerned that this lack of technical knowledge impairs the ability to acknowledge and assess good vs bad technical work. I can only encourage technical training for management.

The reduction of staff and consolidation of responsibilities is not encouraging. While the short term benefits are a greater sense of participation and awareness, the long term produces quick burnout, the risk of investing too much into too few then losing them, and ultimately impact the ability to perform at a competent level. I hope the financial picture allows for a correction of this situation very soon. I am not speaking only of MIS.



**Shanti Transportation Program**  
**Program Assessment**  
**3-12-98**  
**BY HOSEA TURNER**

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**Strengths of the Program:**

- Vehicles are four years old; carefully maintained and clean.
- Trained transportation staff: Manager, dispatchers, schedulers and drivers.
- Consistent service: eleven years in operation; operates Monday thru Friday, hours 7am to 5pm.
- Peer support available to clients.
- Free service to registered clients.
- Only service which focuses on being sensitive and caring to its clients.
- Always seeking new ways to improve the service through client's satisfaction surveys.
- Drivers involved in little or no vehicle accidents each year.
- Drug testing policies and procedures in place.
- Drivers receive training and support tailored to their needs

**Weaknesses of the Program:**

- Limited passenger capacity, need more vans and drivers.
- Understaffed; need full-time dispatcher/scheduler, coordinator.
- Limited to the amount of outreach that can be offered to other ASO's.
- Lack of a transportation budget.
- Service cannot keep up with the changing demands of people with AIDS.

**Training Needs:**

- Provide defensive driver training for all drivers.
- Provide training on Shanti drug policies and procedures based on the Federal Transportation Administration requirements.
- Provide training around handling client's issues.
- Training on how to be a better manager.
- Training on how to develop and maintain a budget.
- How to write a Request for Proposal (RFP)
- How to write appropriate policies and procedures.
- How to write an effective performance evaluation.

**Shanti Culture**

In the past, Shanti culture has been that of a "house divided." On one side of the house was management, on the other side was staff. All of Shanti employees, management and staff, contributed to the building of the "glass wall" that separated the two houses and which hindered communication between the two groups. What transpired from this separation was that staff used gossip as a means of communication. The gossip was fueled from suspicion and fear due to lack of information from management. Decisions from management was made and presented to staff without any input from those who were doing the everyday operation of the agency: staff who had direct service to clients.

Presently, under new management, the "glass wall" is being dismantled one block at a time. Staff input is welcomed through the use of teams. Weekly meetings help with the flow of information from management to staff and staff to management. A positive atmosphere has replaced negativity: people are working at Shanti because they want to be here. Everything is not perfect yet, however, there is a feeling that Shanti is moving and working in the right direction: working to provide consistent services for clients; securing its place as an established service organization in the community and providing a caring and supportive atmosphere for its staff.

TO: Bob

FROM: Jim

DATE: March 13, 1998

SUBJECT: Program Strengths and Weaknesses

**Program Strengths:**

- Staff commitment
- Good location for client accessibility
- Generally welcoming atmosphere
- Upcoming CIS system
- Formal, structured relations with SFAF, AHP
- Solid transportation program
- Good frameworks for activities and volunteer programs

**Program Weaknesses:**

- I NEED A SECRETARY!!!!
- Understaffing of MIS function
- Understaffing of finance/HR function
- Severe lack of professional training among client services staff
- Lack of formal management training among most managers
- Low salaries encourage turnover among program assistant and care coordinator positions
- I have yet to see a budget for my areas
- No visible quality assurance or improvement program in past, so low expectations by staff
- Lack of staff experience in comparable agencies or settings (especially problematic among volunteer services staff)
- No ongoing monitoring of federal/state funding opportunities
- Lots of organizational history and angst
- Staff perceives board as distant
- Unrealistic expectations of board by staff
- Need to establish technology plan
- Poor documentation of standard procedures
- Poorly defined caseloads
- Latino/a program far too separate from other services
- Poor utilization of some office space
- General lack of administrative support staff



### **Organizational Culture**

Lots of lone rangers, cross function communication is only just starting  
Team functioning is starting, but needs formal reinforcement and training, especially with the addition of new staff  
Resistance to the new, especially related to volunteer program  
Staff has no expectation of follow-through by themselves or others  
Organization is generally reactive rather than proactive  
History outweighs potential  
That's not MY job  
You should have ...

### **What I Like Best**

I have a boss with whom I have easy communication, including areas of disagreement.  
I have a sense that the organization will open to multiple diagnosis again within a few years.  
I work with a group of managers who are working to be open to change, even when it is hard for them.  
Things are changing in the direction intended: greater communication, more client centered, greater accountability  
Constant variety of tasks

### **What I Like Least**

The amount of time spent in meetings where no decisions are made or even desired  
Hostile relations with existing collaborators  
Whining

### **Training Needs**

Team work, including staff and board, i.e. ropes training  
Federal grant writing and monitoring  
Ongoing clinical training of client services staff

**CLIENT ADVOCACY PROGRAM ASSESSMENT**

**SUBMITTED TO**

**BOB RYBICKI  
EXECUTIVE DIRECTOR**

**MARCH 12, 1998**

**BY**

**BARTHOLOMEW T. CASIMIR  
CLIENT ADVOCACY PROGRAM MANAGER**



# Memo

**To:** Bob Rybicki, Executive Director  
**From:** Bart T. Casimir, Client Advocacy Program Manager  
**Date:** March 12, 1998  
**Re:** Client Advocacy Program Assessments

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The Client Advocacy Program (CAP) is a program supporting people living with HIV/AIDS. The program is established upon a concept predicated on the facts that clients are at their best when they have the autonomy to make decisions affecting their lives, the capacity to control appropriate levels of responsibility in meeting their needs, and ownership of their choices and the consequences thereof. The CAP concept is that empowerment reifies these facts.

In order for Shanti's CAP to effectively provide services for their clients, submitting a grant proposal to fund a team concept of Case Management, Peer Advocacy and Treatment Advocacy, in collaboration with the San Francisco Black Coalition on AIDS and Instituto Familia de la Raza, Inc., will be necessary for a more powerful, client centered agency. Additional impetus can be created by developing a Public Policy Program, which will strengthen Shanti's voice and its collaboration.

The objective of a Public Policy Program to augment CAP will serve Shanti by ensuring that public policies are created that supports a strong, coordinated and moral response by Shanti's clients. Key activities of the public policy program would evolve from Shanti's development of a Client Advisory Group. This group would conduct policy analysis and advocacy on a variety of on-going legislative, regulatory, and policy issues. Priority issues for Shanti's CAP include:

- ◆ increasing health care access for people living with HIV;
- ◆ working for the development of more responsive health care strategies; and

- ♦ enhancing HIV prevention programs, including substance abuse treatment and needle exchange programs.

As Shanti's advocacy program, with the staff's diversity reflecting that of its client base, gains momentum as the voice of people living with HIV disease in San Francisco, it would then be in a position of stating that the root causes of the HIV epidemic include racism, poverty, sexism, and homophobia. Any meaningful attempt to end the HIV epidemic must begin by attacking these underlying problems. Certainly, the commitment of Shanti to address these very difficult challenges – challenges that produce the conditions under which HIV and other social maladies are spread – could be reflected in a sound public policy program to guide its collaboration.

The most important prerequisite to the success of this process is the addition of Peer Advocates. They will become an integral part of Shanti's comprehensive case management effort and public policy, serving as:

- street-based "client navigators;"
- locating homeless clients in shelters, soup lines, self help centers, encampments or hotels;
- accompanying them to appointments;
- assisting clients with accessing services; and
- assisting clients with adherence to medication regimes.

They will be utilized to:

- conduct outreach to engage and maintain clients in services;
- to maintain a connection between severe need clients and Case Managers; and
- assist Case Managers in following and serving clients.

Some Peer Advocates will be available to provide:

- practical support/household activities;
- grocery shopping; and
- doing laundry.



The development of the Peer Advocacy Program, and a Public Policy Program to mirror it, will align Shanti's Board of Directors and its client into a working dialog on the decision making process of services and policy issues, which would increase the realities of Shanti's mission.

D. Program Areas of Improvement

- Administrative support
- Excess client caseload per individual staff person
- Staff recruitment: Transgender, Lesbian, Women, Asian, African-American, Native-American, Heterosexual-Identified Male
- Space – confidential intake rooms
- Ergonomically correct work stations
- Computer literacy
- Self Care/Stress Management

E. Shanti Culture

a. 1998

- Higher standards in service delivery and promotion of individual growth
- Acknowledgement of accomplishments
- Communication support between management and line staff
- Proactive involvement with community agencies
- Line staff feedback in decision making process
- Staff development
- Improvement in staff moral
- Support in staff's independent ability to tackle challenging projects
- Encouragement of an atmosphere of health, well being, and respect for each other

b. 1996-97

- Staff tension, mistrust, a sense of hopelessness, low moral
- Questionable faith in staff opinions
- Lack of communication
- High burnout rate
- High staff turnover
- Lack of acknowledgement of longstanding staff members



## CLIENT SERVICES PROGRAM REPORT BY LUCY AVILES

### A. Client Services Manager Training Needs

- Ongoing management training/skills building
- HIV/AIDS conferences
- Women and HIV training/conferences
- Grant writing course
- Computer courses

In terms of management skills, I feel that it is important to be aware of the latest effective management approaches and styles. Ongoing training will allow me to take a critical look at the areas where I may need to make improvements and provide me with more objective options. As a manager, it is important for me to be abreast the most recent HIV trends and technology. Through attending conferences, I can keep myself updated on the latest HIV issues: in addition, I will be able to get a better understanding of how the pandemic has been affecting women. I feel that this would allow us to effectively approach service delivery to women in future projects. This past year I have spent countless hours working on the computer on various projects. One of the projects involved participation in writing the RFP. I've realized that my efficiency can be better utilized through investing in computer classes and a grant writing course.

### B. Case Worker/Care Coordinator Training Needs

- Training Topics: Substance Use, Mental Health, Grief & Loss, Diversity, Women & HIV, Financial/Medical Benefits, Harm Reduction, Suicide (in-service)
- Optional: At least 1 course unrelated to job description
- Periodic attendance at community meetings

An offsite training setting would allow staff to discuss their counseling approach and day to day experiences with groups of people working in a related field. This would encourage staff to take an objective and critical look at their strengths and areas of improvement.

An optional course unrelated to their current job would support staff and explore other areas of interest, possibly reducing the risk of burnout. Another way to address burnout and boost staff moral is by having staff alternate attendance at local community meetings (i.e. Housing, Harm Reduction, etc.). This is extremely advantageous to the agency. Staff will have a fresher knowledge of local community social services, build relationships with other service providers, increase Shanti visibility, and serve as more informed advocates for clients.

### C. Program Strengths

- More inclusive decision making process through team approach
- Focus on individual client needs through team structure
- Extended hours in Client Services (in the near future)
- Implementation of Acuity Scale (prioritizing clients based on individual needs)
- Collaboration with Latino/a & African-American agencies (Instituto & BCA)
- REGGIE/CIS
- Open communication with line staff
- Designated staff person to ensure Quality Assurance & Quality Improvement
- Commitment to meet 7.5 UOS per staff (daily)

## ***The Latino Program: REPORT***

### **ANALISIS:**

In trying to analyze the Latino Program of Shanti, I am coming across a lot of issues that need to be looked at. In my own process of looking at the more tangible issues, I also recorded other factors that have benefited or factors that constitute barriers for the program. The more tangible issues that I see are the ones that the program historically had to face since it was first founded.

Historically, The Latino Program at Shanti had to face two odds:

1. The facts of Latinos not believing Shanti can actually deliver services to the Latino community, (meaning structural cultural sensitivity and competency, genuine support to staff and volunteers, etc); that encompasses clients, volunteers, staff and service providers.
2. The common resistance of Shanti's management staff to allowing the Latino Program to independently developing to its full capacity (wherever capacity that is) without restricting its growth based on control and the general idea that all Shanti clients or volunteers operate the same, The melting pot ideology.
- 3.

The Latino Program its different in its constituency. Clients, volunteers and staff have to work harmoniously to make it work within Shanti's structure. When that harmony does not exist, any program's fait is bound to fail. That harmony as we all know, has been broken again and



again, whether for lack of support to the program, lack of understanding of the program, or simply the program does not meet Shanti's programmatic structure.

WEAKNES:

1. The resources for the program are extremely limited for the load of work the Program Coordinator is expected to fulfill.
2. There is a clear conflict in the way the program is currently structured in terms of the volunteer coordination and client case management that provides no space for objectivity in case conflicts arise within client-volunteer matches.
3. The job terms and conditions by which the Coordinator has been hired, prompts exploitation of the worker which is expected to fulfill all his/her requirements in no set time. This current position is on exempt basis, meaning that his/her productivity will be evaluated mostly on personal views of his/her supervisors given that the way the program is currently set up, does not allow enough time to meet all the expected requirements.
4. Shanti has failed in the promotion of the program; the strategy we are currently using does not work.

STRENGTHS:

1. There are still no volunteer programs in San Francisco helping the Latino community that offers a comprehensive training such as ours.
2. Even when Shanti's Latino program faces the odd of community credibility, there are still Latinos willing to participate in our training and provide support through our program, that is shown in the number of volunteers trained throughout the Latino Program existence.
3. Even against the odd of not having enough staffing and resources, the Latino Program does efficiently connects Latino clients to other services in the city and links Shanti's services transportation and activities, not to mention the service we provide at the hospital site such as translations and referrals.



3/4/98

### **Program Strengths**

- Training program
- Support Volunteers
- Increased resources:
  - staff
  - advertising/marketing materials
- Activities Desk volunteers trained and scheduled for all time slots
- Systems designed and implemented:
  - training procedures (responding to applicants, pre-training, training logistics)
  - UOS collection, documentation, reporting
  - ct/volunteer matching forms and procedures
  - support groups filled and supervised
  - recruitment plan drafted and department retreat scheduled
- Increased contact with support volunteers (phone calls, group visits)
- Team concept – avenue of communication with colleagues
- Weekly supervision w/Director of CS
- Weekly supervision w/direct supervisor
- Weekly 1/2hr staff meeting
- Training workshop w/clinician
- Openness of ED and CFO in sharing info w/staff (and willingness to listen what's going on for staff)

### **Program Weakness**

- Lack of staff training around volunteers (what volunteers can/can't provide to ct; position descriptions for admin, mktg/devel volunteers)
- Lack of staff training for above
- Lack of finalized recruitment plan
- Lack of numbers of volunteers applying; 40 clients on wait list for a volunteer
- Lack of appropriate recognition to volunteers in past year
- Lack of inservice/workshops planned for volunteers
- Lack of regular volunteer newsletter
- Lack of appropriate banners for street fairs, outreaches
- Lack of admin support
- Lack of private space for confidential volunteer pre-training interviews
- Sometimes too many meetings (although I recognize that as we get systems in place and training done, they'll lessen)
- Vol Specialist non-exempt status (scheduling coverage in VS is difficult)
- Lack of info on department budget (ie not knowing there are \$\$ available for vol refreshments)

**SUBJECT:** Program Strengths and Weaknesses

**FROM:** Kevin Burns

**TO:** Bob Rybicki

**DATE:** March 11, 1998



Included in the attachments are the strengths and weaknesses of the individual programs as stated by the Program Coordinators. I have incorporated some of their comments into my evaluation of the programs. Comments I have not included are because I feel they are issues that can be resolved currently and do not necessarily fit into a strength or weakness.

### **Volunteer Program**

#### **Strengths:**

- ☐ The model and the reputation of the model
- ☐ Shanti history and reputation of the training. Despite agency image problems in the past the training seemed to have been viewed separately.
- ☐ The increased staffing level of the program which has provided an opportunity to put necessary procedures in place. (Matching, increased staff visits to support groups, UOS collection, draft of recruitment plan, more staff contact with phone check volunteers)
- ☐ The Volunteer Program staff. (Committed, professional, eager to improve program)
- ☐ Loyal volunteers
- ☐ Increased support for providing volunteers to Activities Program
- ☐ Improved level of interest of former volunteers in program/training.

#### **Weaknesses:**

- ☐ Lack of understanding of some staff as to value of volunteers. This is primarily due to lack of training of staff about volunteer issues.
- ☐ Minimal outreach and recruitment for volunteers.
- ☐ Minimal number of persons volunteering
- ☐ Lack of continuing education for volunteers
- ☐ No regular volunteer newsletter
- ☐ Limited space to provide for privacy during training interviews
- ☐ Number of meetings take priority over other important business
- ☐ Non-exempt status of Volunteer Specialists
- ☐ Budget information not available. Makes planning difficult
- ☐ Lack of final recruitment plan.
- ☐ Lack of time

#### **Barriers:**

Much of what is lacking in the volunteer program can be traced to the downsizing that occurred in the program two plus years ago. The focus of Shanti had always been the volunteer program and the staffing level of the program mirrored that. At one time there was a training department



and a separate outreach and recruitment department. When reorganized three years ago all these functions became the responsibility of one department consisting of 3 individuals, of which I was one. Eventually the department was downsized to one individual, with no decrease in responsibilities. The recent increase in staff has been helpful, but trying to train the staff, focus on the trainings/matching, and maintaining the day-to-day activities of the program has meant a lack of time for recruitment and outreach. A full-day retreat is scheduled for March 13<sup>th</sup> to focus on creating a Recruitment Plan. A plan to reclassify the Volunteer Specialists as exempt will also provide some flexibility in scheduling. Unfortunately, the increased staff came late into the fiscal year and the lack of support for the program prior to that has had a detrimental impact on the ability of the staff to recruit volunteers to meet contractual goals. It is hoped that this trend will be reversed during the last months of the contract and that we will fulfill the goals in the last two trainings.

### **Latino/a Program**

#### **Strengths:**

- ☐ Only volunteer program with a comprehensive training within the Latino/a community
- ☐ Committed volunteers
- ☐ On-going workshops for volunteers
- ☐ Strong recognition and appreciation events for volunteers/clients
- ☐ Visibility at Latin community cultural events
- ☐ Bi-lingual program staff

#### **Weaknesses:**

- ☐ See the comments raised by Victor in his memo. Though I do not agree with them entirely I cannot disagree that this program has had limited resources in the past similar to the Volunteer Program.
- ☐ The Program staff in terms of attitude and inability to work as a team member
- ☐ Lack of cooperation of coordinator makes it difficult to evaluate the program by a non-Spanish speaking person.

#### **Barriers:**

The primary barrier to this program has been the lack of cooperation by the coordinator to discuss and promote the program to other than the Latino gay community. I do not foresee this changing until the staffing has been altered. This program needs to coordinate with the Volunteer Services program and there has been resistance to that. This needs to be addressed and a plan is underway. The constant turnover in staffing levels in the past did not provide for this matter to be a priority.

## **Activities Program**

### **Strengths:**

- ☐ The only program of its type in the AIDS community
- ☐ The numbers and types of tickets, events, and classes offered to the program and clients.
- ☐ The new Advisory Committee
- ☐ Committed staff and volunteers
- ☐ Improved training for volunteers at desk
- ☐ More multi-cultural events planned

### **Weaknesses:**

- ☐ Limited staff and resources
- ☐ Turnover of volunteers
- ☐ Lack of enforcement of no-show policy
- ☐ Perception of staff turnover by volunteers has created an aura of distrust at times
- ☐ UOS tracking has been time consuming
- ☐ Program has catered primarily to gay English speaking community in past

### **Barriers:**

With the addition of the Activities Program Assistant, the coordinator's time has been freed up to spend more time on soliciting and event planning. However, the assistant has been pulled frequently for other duties outside the Activities Program. This makes planning and scheduling difficult. Limited financial resources have made it prohibitive to continue programs that clients are used to. Limited support from Marketing and Development (due to their own intense schedules) for solicitations has a severe impact on the Program coordinator. The non-exempt status of Client Services staff has made it difficult to obtain their support for some of the activities. This has put a strain on the limited program staff. There are some events where it would be advantageous to have staff support for clients.

## **KAIROS**

### **Strengths:**

- ☐ Good image within the community
- ☐ Shares a common concept/model with Shanti for caregivers
- ☐ Many of the volunteers started at Shanti
- ☐ Committed volunteers/facilitators
- ☐ One of a kind program

### **Weaknesses:**

- ☐ New program to Shanti and getting it up and running and organized is time consuming
- ☐ Limited space for expansion of groups
- ☐ New clinician with limited hours makes it difficult to coordinate with Program Manager
- ☐ Limited knowledge of past systems/procedures by current staff
- ☐ Lack of decision of future focus of program. There is much interest for support outside the AIDS/HIV arena. Word was out that support was being provided to other illness areas and is causing confusion.



**Barriers:**

Lack of time to focus on the program is primary barrier. Once systems are in place and I have time to meet with the new clinician it is hoped that the program will become more self sufficient, though I am surprised at the number of phone calls that come into the program. A decision needs to be made about the focus of the program and whether it will continue to provide services outside of HIV/AIDS. For the program to continue to be successful, I almost think that it must. There is a need. This is a new program to Shanti, and it is still early to be able to clearly define the program and it's strengths and weaknesses.

**Overview****Strengths:**

- ☐ Programs are important, fulfill a need, and are not offered elsewhere
- ☐ Committed staff
- ☐ Greater support for programs from agency than in past
- ☐ Comparatively speaking the staff is complete and turnover is less than in past
- ☐ Improved morale
- ☐ Improved communication on all levels
- ☐ Sense of stronger leadership in upper management than in previous years.

**Weaknesses:**

- ☐ Too many meetings! Between Shanti meetings and Collaboration meetings, the greater part of the week is taken up.
- ☐ Lack of time. It appears that we are still in a place of crisis management. There is minimal time to focus, plan, and be proactive rather than reactive.
- ☐ Despite last reorganization of staff where responsibilities were more evenly distributed, the time that was freed up has been taken up with additional responsibilities.
- ☐ Lack of training for staff. People are thrust into roles for which they have no previous experience or training. Though the additional responsibilities may be welcomed people are set up for failure if there is not sufficient training provided for them to succeed.
- ☐ Lack of information regarding departmental budgets. Responsibility for coordinating/managing programs is given, but information to run the program is not provided. The recent "must spend immediately" dollars for two contracts is an example. This was not a wise use of the money, and caused undue hardship on the program for the past year.
- ☐ Lack of quality time to spend with each program to develop goals and objectives.

**Needs:**

- ☐ Training:
  - ☐ Managerial/Supervisor Training
  - ☐ Budgetary Training
  - ☐ Proposal Writing

Note: A training budget for all staff is important. These do not have to be very expensive classes, but there are many seminars through the Support Center all year long from which almost all staff could benefit. My experience with these seminars/classes has been very positive and

worthwhile.

- Time:
  - Focused uninterrupted time to plan, organize, develop strategies, and to work more directly with program coordinators/staff.
- Staffing for Latino/a Program. Ideally someone who can overlap with Victor for a few days prior to his departure.
- Administrative Staffing. With the new CIS system time should free up for Program Administrators. Having a PA assigned to each program would provide better support for the programs and free up time for the coordinators to focus more on planning.
- Cost factors. I'm not sure that additional staffing is the only answer. Better training for staff and an increase in the exempt status for staff (which may include salary increases) would provide for more flexibility and pride in the job. An increase in training budget with time off to attend trainings would provide better skill development for staff to achieve better results. Most staff would take advantage of these opportunities.

### **Organizational Culture**

There has been a tremendous shift in the agency over the past few months since the arrival of the new Executive Director and the Director of Client Services. There is a sense of openness and willingness to share information. The "secrecy" factor, which existed in Shanti for so long, seems to have disappeared. This has led to improved morale for all staffing levels. The proof of this, to me, is the level of participation at all staff meetings. People seem to have a greater level of comfort in asking questions and stating their concerns.

Despite the feeling that we are still in crisis mode there is also a feeling of support for all staff from the upper management team. This is a major improvement. The continuing interaction of upper management with all staff is heartening and there is a feeling that the pressures are understood and shared. There is a definite feeling that the management team is aware of the day-to-day issues facing the staff.

The improvements to the workspace are commendable. The commitment to improving the environment for both clients and staff has been a validation to staff. This has led to an increased sense of pride from the staff in the agency and the workplace. The renewed sense of the history of the agency is noted and indicates a pride in who we are and from where we came.

The sense of the agency as a "victim" has diminished if not disappeared completely. This has come from the strong leadership of the E.D., CFO, and DCS. Despite whatever problems continue to exist within the HSP, the sense of Shanti being a less than equal partner has diminished. It feels as though we are recapturing our place in the community in a client-focused responsible manner. In short, it feels like one can state they work for Shanti with a sense of pride that hasn't been felt in a long time. The improved response to our programs and policies in the media, with other agencies, etc. has not gone unnoticed.



The return of Charlie Garfield to Shanti is a boon to the agency. It would be my hope that his role as founder and consultant to Shanti would become more formalized in the near future. I know this is what Charlie would like also. He awaits an overture from us and I think this is something that can come from the board. It is important to our history and our future that we acknowledge Charlie. It seems to me that this is a common policy for most non-profits. For instance, Ruth Brinker at POH and Clive at Names Project, come to mind.

I am very pleased at the advances the agency has made in recent months. It appears to me that this trend will continue indefinitely.

In terms of the future, I think that the decision to form a National Training Center is something that comes natural to Shanti based on our beginnings. It also shows foresight in terms of the changes in the pandemic, changes in funding, and an acknowledgement that what Shanti does best can serve a larger community. I would hope that someday the expansion could include our other programs also. I am very excited to be a part of Shanti at this time of change and growth and sincerely hope for a continuing role in the future. Opportunities to expand my abilities through training and skill building guidance would be welcomed.

# Activities Program Report

## John Navarra, Program Coordinator

Strength	Barrier	(possible) solution
1. The Activities Program has incredible resources for more outings and events for the clients.	The Coordinator is the only one to explore these resources.	The Advisory Committee will set up sub-committees and explore more activities for the clients.
2. Maira is already an asset to the program; she is willing to become more involved in programming.	It is difficult to fully involve her in the program b/c majority of her work involves inputting UOS for the program. The UOS reporting process in Activities is too long and time-consuming	Have a more efficient system, like a bar code system, that will automatically record UOS when it needs to be reported. In doing so, UOS will be accurately recorded, and none will be lost. Furthermore, it will allow Maira to take part in programming and developing Activities.
3. The Activities program has strong relationships with theaters and other venues.	We need more consistent relationships with theaters, however, the <b>NO-SHOWS</b> to events has hurt our chances in the past.	Implement a no show policy which is run by the volunteers.

### Activities Program

The Activities Program has had many changes in the last six months. The most significant of which is a new Program Coordinator and an Activities Assistant, Maira Aragon. Like I have stated, Maira has already become an asset to the program. She is a good worker and a quick learner. Her assistance will allow me to develop new ideas in the program, something I didn't have the time or the support to do before. My only concern is that, randomly at times, Maira (along with the concern above) is pulled away to do other administrative tasks. I know this is necessary at times, however, advanced notice is requested, and I hope that these times are limited. A problem arises for me because I just start questioning the reliability of an assistant, who may or may not be available. I understand with the departure of some administrative help, there will always be a need for Maira, however, I had to mention my feelings on the current situation.

Among other things, there also has been a turnover of volunteers, but we currently have all the positions filled at the volunteer desk. Through these last six months, I have found that I must maintain a full volunteer desk schedule in order for me to complete my daily tasks, program planning, and attend meetings. In turn, in order to keep a strong pool of volunteers, we must invest time and effort in volunteer morale eg volunteer 'check in' meetings and parties specifically for the volunteers.



To: Shanti Board of Directors

From: Bob Rybicki

Re: Collaboration Executive Director meeting

Date: Jan. 19, 1998

Pat Christen, Jim Dilley, and I meet every month as Executive Directors to review issues and challenges facing the Collaboration. At our meeting on Friday January 17, Pat placed the Health Department Ryan White RFP on the agenda for discussion.

Both Pat and Jim agreed their agencies were well positioned to apply for case management funding and felt that if we joined forces as the Collaboration we would have a very strong proposal. At this time, I shared with Jim and Pat that Shanti has been receiving Ryan White dollars for case management services. I stated that these dollars were allocated for this purpose by the Health Department from the volunteer/buddy companion service category. Given our current case management system, I said that we intended to apply for Ryan White case management dollars to continue our role in primary and secondary case management.

Both Jim and Pat expressed shock and dismay. Both claimed to never have known of Shanti's receiving Ryan White funds to underwrite case management activity. I stated that their staff knew of this situation. They requested that we discuss this issue at our senior management retreat on Feb. 4th.

After this meeting, I spoke with Pat regarding the proposed Kairos merger. She urged me to talk to Jim as soon as possible in light of the fact that he felt betrayed in our earlier meeting. She also said that I needed to find out the history of the transfer of support groups from Shanti to the AIDS Health Project. In retrospect, she believed it would have been more helpful if I had done some consultation with her prior to my bringing the issue of Kairos to the Board.

In my conversation with Jim, he stated that they had formerly been doing care giver support groups but stopped due to lack of attendance. They have no current care giver support groups. They do have a family/lovers/friends support group.

It was his opinion that if support groups are started they should reside with the AIDS Health Project. This would ensure that our Collaboration roles would be kept in tact and clearly defined for the general public. Consequently he maintained that if Kairos did give their programs over, it should be to the AIDS Health Project. He was against Shanti bringing them into its programmatic service delivery system.

One last comment regarding the conversation with Pat. She believed that the Shanti Board should

not move ahead until the Collaboration has had an opportunity to discuss the issue at its senior management retreat on Feb. 4th.

I feel strongly that for the benefit of Kairos and its clients a decision needs to be made prior to Jan. 31, the target date for Kairos's closing. I will attempt one more conversation with Jim and Pat this week to explain the situation, our deliberations and rationale for pursuing this programmatic opportunity.



## SHANTI PROJECT NATIONAL TRAINING CENTER CONCEPT PAPER

Since its founding in 1974, San Francisco's Shanti Project has been at the forefront of a growing national movement to enhance the quality of life for persons living with terminal or chronic illness by providing volunteer-based emotional and practical support. Developed by Shanti's founder Dr. Charles Garfield, the "Shanti model" of peer support has been recognized nationally and internationally. Using this model Shanti Project has trained thousands of highly skilled volunteers — volunteers who are capable of assisting with and enhancing the work of paid professional staff in health and social service agencies.

When the AIDS epidemic began to ravage the San Francisco Bay Area in the early 1980s, it was a natural step for Shanti to focus its efforts specifically on persons living with HIV. In our work in the epidemic, we continually enhanced and refined the peer model to serve the broad range of populations affected by HIV. Since 1984, Shanti has trained more than 8,000 volunteers who together have provided more than two million hours of emotional and practical assistance to men, women, and children struggling to cope with the day-to-day reality of HIV/AIDS. This process has enhanced both the lives of those receiving support and the lives of those providing it.

Today, as we adjust to the potential new realities of HIV/AIDS — especially in light of improving drug therapies and treatments — Shanti is once again looking ahead to its next phase of organizational growth and development. In response to numerous requests for training and technical assistance from non-AIDS organizations, we have begun to explore the question of how to transfer the vast reservoir of knowledge and expertise we have gained from our two decades of involvement in the AIDS epidemic. With the unparalleled range of experience Shanti has gained in recruiting, training, and supporting volunteers to provide peer-based emotional and practical support, how can we begin to transmit what we have learned in order to serve those with other illnesses and conditions, and in other health and human service environments?

Our response to this question is a new national capacity-building initiative called the Shanti National Training Center. The Center concept has grown out of our belief that virtually all elements of the San Francisco Shanti model have relevance and applicability to other populations needing supportive services; and that our model's reliance on volunteers for the provision of practical and emotional support will be of immediate value to a wide range of health and human service providers. We are fortunate to have Dr. Garfield's involvement in this project. As Senior Advisor, he will offer invaluable guidance as the Center's programs are developed.



The overall goal of the Shanti National Training Center is to enhance the quality, manageability, and — in some cases — length of life for persons living with chronic and terminal illness, as well as others in need of volunteer-based emotional support and advocacy, such as the elderly and the homeless. The Shanti National Training Center will enable a broad range of health and social service agencies to adapt and implement Shanti's highly successful model for recruiting and training volunteers to serve as para-professionals providing emotional and practical support to those in need.

Through the Center project, Shanti will adapt its existing trainings and materials for use in non-HIV/AIDS-specific settings and populations, and will disseminate these new training modules to a national audience. Replication strategies will take the form of direct trainings, conference presentations, written and audio materials, and train-the-trainer programs. All Center programs and materials will be of high professional quality, and will be geared for adaptability and applicability to many diverse audiences. Shanti will also provide ongoing follow-up support to trainees through a national communications system that will include access to technical support, a monthly newsletter, and ongoing networking and information-sharing opportunities among participating organizations.

The range of potential audiences for the Center's trainings is as broad as the range of Americans in need of emotional and practical support. We will adapt our model to support individuals living with conditions ranging from cancer, to Alzheimer's Disease, to homelessness, to the recent loss of a loved one. Gaining the capacity to train and match skilled volunteers with clients will significantly increase the scope and cost-effectiveness of services for providers and agencies who receive our training. The Shanti volunteer training modules will be applicable to large-scale health care facilities, private and public hospitals, community-based clinics, social service agencies, non-profit health organizations, and community volunteer programs.

A key component of the National Training Center project will be applying lessons learned from our experience in the HIV/AIDS epidemic and from the latest work on cultural diversity in order to expand the cross-cultural applicability of the Shanti model. Offering truly effective services to diverse client populations requires that both trainers and volunteers be culturally competent and knowledgeable about cultural differences. Because Shanti's support system is peer-based, Shanti-trained volunteers can provide an important bridge between providers and clients from diverse cultures, helping patients feel more comfortable accessing needed services and treatment, and allowing professionals to better understand the needs and concerns of their clients. Our volunteer training courses have already been translated and adapted to Latino volunteer audiences.



The development and implementation of the National Training Center program will be phased-in over a three-year period. During the first year, Shanti will evaluate, adapt and prepare the first phase of replication modules and materials, conduct cross-cultural research and integrate findings into training components, conduct a national marketing survey and prepare a comprehensive marketing plan, and conduct and evaluate pilot trainings in selected markets nationwide. During the second year, we will evaluate and refine training modules based on pilot testing, develop and test new training modules, implement our marketing plan and formally launch the initiative, and begin to implement the Center's array of follow-up and technical assistance services. During the third program year, our reliance on outside support will be reduced by 50%, as we finalize Center components and begin to move toward financial self-sufficiency through nominal fees to trainee agencies. We hope to reach full self-sufficiency for the Center by the conclusion of the third program year.

Shanti is currently in the process of identifying potential funders for the National Training Center project. The total funding sought to support the project is just under \$250,000 per year for the first two years, including training and travel costs, and \$125,000 for the third year, for a total of \$625,000 over the three-year implementation period. We would welcome the opportunity to submit a larger-scale proposal related to either full or partial funding of this program.

In virtually every way possible, the HIV/AIDS epidemic in American has been a tragedy for our nation. Yet if there is anything of value to be retrieved from the experience, it is the important advances we have made in forging new community-based systems for supporting those among us who are struggling with challenges to their physical or emotional well-being. The Shanti National Training Center program is an important step forward in applying the lessons we have learned from the HIV/AIDS epidemic to other human service settings, both to increase the cost-effectiveness of health care, and to add the critical element of personal support that can contribute so much to a patient's ability deal with chronic illness, aging, poverty, and other challenges. We believe the time is right to put the Shanti model to work for our nation as a whole, so that all Americans facing the devastation of illness, loss, poverty, aging, or the many other challenges to living a full and healthy life can benefit from the companionship, support, and comfort that can be realized through the presence of trained, caring, and committed volunteers.

**SHANTI**  
**STATEMENT OF FINANCIAL POSITION**  
**(Balance Sheet)**  
**February 28, 1998**  
**(Unaudited)**

**ASSETS**

Current Assets

Cash/Cash Equivalents	331,230	
Accounts receivable - contracts	299,835	
Accounts receivable - others	(469)	
Prepaid expenses	5,786	
Other assets - Deposits	13,236	
Inventory	3,000	
Total Current Assets		652,618

Non- Current Assets

Property & Equipment	540,401	
Accumulated Depreciation & Amortization	(432,015)	
Total Non-Current Assets		108,386

<b>TOTAL ASSETS</b>		<b>761,003</b>
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**LIABILITIES AND FUND BALANCE**

Current Liabilities

Accrued Salaries & Wages	47,398	
Accrued Vacation	30,036	
Benefits Payable	1,138	
Accounts Payable	5,243	
Accrued Expenses	7,458	
Capital lease obligations -current	2,174	
Total Current Liabilities		93,446

Non-Current Liabilities

Capital lease obligations	16,997	
Total Non-Current Liabilities		16,997

<b>TOTAL LIABILITIES</b>		<b>110,443</b>
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**FUND BALANCE**

Fund Balance @ 6/30/97	898,584	
YTD Change to Fund Balance	(247,300)	
Total Current Fund Balance		651,284

<b>TOTAL LIABILITIES AND FUND BALANCE</b>		<b>761,727</b>
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# SHANTI

## STATEMENT OF ACTIVITIES

for February 1998

	Feb-98 Actual	Current Month's Budget	Variance	YTD Actual	YTD Budget	YTD Variance	YTD Actual as Percent of Budget	Percent of Fiscal Year Elapsed	REVISED ANNUAL SHANTI BUDGET
<b>SUPPORT AND REVENUE</b>									
Donations	4,966	16,600	(11,634)	156,920	267,285.36	(110,365)	39.1%	66.7%	400,908
Grants	20,625	29,375	(8,750)	139,600	151,074.22	(11,474)	61.6%	66.7%	226,600
Reimbursement Contracts	78,364	76,089	2,274	625,556	608,745.77	16,810	68.5%	66.7%	913,073
Special Events	1,429	-	1,429	107,828	137,643.55	(29,816)	52.2%	66.7%	206,455
Interest Income	1,195	1,375	(180)	9,784	11,000.55	(1,216)	59.3%	66.7%	16,500
Other Income	-	417	(417)	1,634	3,333.50	(1,700)	32.7%	66.7%	5,000
Fee for Service	605	495	110	605	2,833.48	(2,228)	14.2%	66.7%	4,250
<b>Total Support and Revenue(net)</b>	<b>107,184</b>	<b>124,351</b>	<b>(17,167)</b>	<b>1,041,927</b>	<b>1,181,916</b>	<b>(139,990)</b>	<b>58.8%</b>	<b>66.7%</b>	<b>1,772,786</b>
Donated In-Kind/ Prof. Service	14,123	26,250	(12,127)	181,706	210,011	(28,304)	57.7%	66.7%	315,000
<b>Total Support and Revenue</b>	<b>121,308</b>	<b>150,601</b>	<b>(29,293)</b>	<b>1,223,633</b>	<b>1,391,927</b>	<b>(168,294)</b>	<b>58.6%</b>	<b>66.7%</b>	<b>2,087,786</b>
<b>OPERATING EXPENSES</b>									
Salaries and Benefits	109,753	107,887	(1,865)	856,757	863,141.82	6,385.32	66.2%	66.7%	1,294,648 R -12,000
Advertising - Volunteer Recruit. / Promotio	3,212	1,917	(1,295)	28,321	15,334.10	(12,987.05)	123.1%	66.7%	23,000
Advertising - Want Ads.	213	375	162	2,186	3,000.15	813.79	48.6%	66.7%	4,500
Audit Fees	-	1,083	1,083	13,000	8,667.10	(4,332.90)	100.0%	66.7%	13,000
Bank Charges	84	100	16	894	800.04	(93.56)	74.5%	66.7%	1,200
Client Activities	226	208	(18)	1,750	1,666.75	(83.19)	70.0%	66.7%	2,500
Community Activities	145	267	122	2,609	2,133.44	(475.85)	81.5%	66.7%	3,200
Computer Supplies	-	375	375	3,241	3,000.15	(241.24)	72.0%	66.7%	4,500
Contract Services-CIS	-	4,167	4,167	25,000	33,335.00	8,335.00	50.0%	66.7%	50,000
Contract Services-M/C, Comp/Temp.	60	1,500	1,440	12,165	12,000.60	(164.72)	67.6%	66.7%	18,000 R +12,000
Contract Services - ED Search	-	238	238	2,853	1,902.10	(950.86)	100.0%	66.7%	2,853
Contract Service - Other	-	1,509	1,509	18,415	12,069.94	(6,344.65)	101.7%	66.7%	18,104
Direct Client Assistance	1,028	100	(928)	2,308	800.04	(1,508.32)	192.4%	66.7%	1,200
Direct Mail	3	1,125	1,122	10,234	9,000.45	(1,233.16)	75.8%	66.7%	13,500
Discretionary - ED	-	208	208	2,174	1,666.75	(507.63)	87.0%	66.7%	2,500
Dues and Memberships	-	42	42	406	333.35	(73.07)	81.3%	66.7%	500
Equipment Leases	2,837	1,833	(1,003)	20,658	14,667.40	(5,990.74)	93.9%	66.7%	22,000
Fundraising Campaigns	426	942	516	3,406	7,533.71	4,127.81	30.1%	66.7%	11,300
Insurance	3,145	3,042	(103)	25,034	24,334.55	(699.39)	68.6%	66.7%	36,500
Interest Expense and Other Charges	253	225	(28)	2,081	1,800.09	(281.27)	77.1%	66.7%	2,700

# SHANTI

## STATEMENT OF ACTIVITIES

for February 1998

	Feb-98 Actual	Current Month's Budget	Variance	YTD Actual	YTD Budget	YTD Variance	YTD Actual as Percent of Budget	Percent of Fiscal Year Elapsed	REVISED ANNUAL SHANTI BUDGET
Janitorial	-	10	10	-	78.00	78.00	0.0%	66.7%	117
Meals and Entertainment	363	42	(321)	740	333.35	(407.01)	148.1%	66.7%	500
Messenger and Overnight Del.	-	38	38	98	300.02	201.59	21.9%	66.7%	450
Miscellaneous	-	23	23	0	183.34	183.19	0.1%	66.7%	275
Newsletters	200	875	675	12,606	7,000.35	(5,605.19)	120.1%	66.7%	10,500
Office Supplies / Sundries	2,131	1,167	(965)	10,041	9,333.80	(707.16)	71.7%	66.7%	14,000
Payroll Fees	145	167	21	1,486	1,333.40	(152.75)	74.3%	66.7%	2,000
Postage	1,225	871	(354)	5,862	6,967.02	1,104.64	56.1%	66.7%	10,450
Printing	501	693	191	3,603	5,540.94	1,938.32	43.3%	66.7%	8,311
Promotional Activities	-	196	196	1,946	1,566.75	(379.64)	82.8%	66.7%	2,350
Publications	-	263	263	1,122	2,100.11	978.08	35.6%	66.7%	3,150
Rent - 1540	5,280	5,280	-	42,240	42,242.11	2.11	66.7%	66.7%	63,360
Rent - 1546	5,828	5,833	5	46,625	46,669.00	43.72	66.6%	66.7%	70,000
Rent - Parking	565	600	35	4,330	4,800.24	470.24	60.1%	66.7%	7,200
Repairs and Maintenance	4,137	1,042	(3,095)	12,733	8,333.75	(4,398.86)	101.9%	66.7%	12,500
Retreats ( Board, Staff)	210	17	(193)	385	133.34	(251.56)	192.5%	66.7%	200
Special Events	1,928	3,941	2,014	27,816	31,531.58	3,715.42	58.8%	66.7%	47,295
Telephone	4,442	2,083	(2,359)	18,373	16,667.50	(1,705.29)	73.5%	66.7%	25,000
Training - Staff	495	500	5	4,629	4,000.20	(628.54)	77.1%	66.7%	6,000
Training - Volunteers	2,283	292	(1,992)	4,687	2,333.45	(2,353.73)	133.9%	66.7%	3,500
Travel - Conferences	-	15	15	-	118.01	118.01	0.0%	66.7%	177
Travel - Local	146	133	(13)	1,209	1,066.72	(142.23)	75.6%	66.7%	1,600
Utilities	46	42	(5)	370	333.35	(36.33)	73.9%	66.7%	500
Vehicle Expenses (Fuel)	-	722	722	5,594	5,773.62	179.77	64.6%	66.7%	8,660
Vehicle Maintenance	1,566	689	(877)	6,790	5,510.94	(1,278.71)	82.1%	66.7%	8,266
Volunteer Events	-	49	49	-	388.69	388.69	0.0%	66.7%	583
<b>TOTAL OPERATING EXPENSES(net)</b>	<b>152,877</b>	<b>152,721</b>	<b>(156)</b>	<b>1,246,778</b>	<b>1,221,827</b>	<b>(24,951)</b>	<b>68.0%</b>	<b>66.7%</b>	<b>1,832,649</b>
Donated In-Kind/ Prof. Service	14,123	26,250	12,127	181,706	210,010.50	28,304.19	57.7%	66.7%	315,000
<b>TOTAL OPERATING EXPENSES</b>	<b>167,000</b>	<b>178,971</b>	<b>11,971</b>	<b>1,428,484</b>	<b>1,431,838</b>	<b>3,353</b>	<b>66.5%</b>	<b>66.7%</b>	<b>2,147,649</b>
Revenues in Excess (Decrease) over Operating Expenses	(22,022)	(28,370)	(6,347)	(204,851)					(59,863)
Amortization / Depreciation	5,065	5,000	(65)	42,449					60,000
<b>NET SURPLUS (DEFICIT)</b>	<b>(27,087)</b>	<b>(33,370)</b>	<b>(6,283)</b>	<b>(247,300)</b>					<b>(119,863)</b>
<b>FUND BALANCE 7/1/97</b>				<b>898,584</b>					
<b>FUND BALANCE 2/28/98</b>				<b>651,284</b>					



SHANTI  
DEVELOPMENT PROJECTIONS  
Fiscal Year 97/98

INCOME BUDGET		INCOME		Jul-97	Jul-97	Aug-97	Aug-97	Sep-97	Sep-97	Oct-97	Oct-97	Nov-97	Nov-97	Dec-97	Dec-97	Jan-98	Jan-98	Feb-98	Feb-98	YTD	YTD	
	GROSS			actual	projectd	actual	projectd	actual	projectd	actual	projectd	actual	projectd	actual	projectd	actual	projectd	actual	projectd	actual	projectd	
GRANTS	\$300,000	GRANTS		\$10,500	\$10,000	\$1,100	\$0	\$13,750	\$17,500	\$21,875	\$37,500	\$18,500	\$65,000	\$50,000	\$20,000	\$8,250	\$18,000	\$15,625	\$29,375	\$139,600	\$197,375	
DONATIONS	\$343,200	DONATIONS		\$14,844	\$9,300	\$6,313	\$9,533	\$5,429	\$10,550	\$28,228	\$16,800	\$13,928	\$46,100	\$69,066	\$62,134	\$42,919	\$12,100	\$10,587	\$16,600	\$191,314	\$183,117	
Bequest	\$90,000	Bequest		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$11,111	\$10,000	\$35,000	\$0	\$84	\$0	\$46,195	\$20,000	
Corporate/Small Business	\$15,000	Corporate/Small Business		\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$135	\$0	\$255	\$0	\$540	\$5,000	
Direct Mail	\$55,000	Direct Mail		\$670	\$3,000	\$805	\$4,000	\$271	\$4,000	\$550	\$3,000	\$3,911	\$3,000	\$15,526	\$15,000	\$1,735	\$5,000	\$390	\$5,000	\$23,858	\$42,000	
Donor Choice (UW,CFC,etc)	\$35,000	Donor Choice (UW,CFC,etc)		\$5,100	\$3,000	\$2,943	\$3,000	\$2,021	\$3,000	\$2,359	\$3,000	\$1,946	\$4,000	\$1,787	\$4,000	\$4,361	\$3,000	\$2,925	\$3,000	\$23,442	\$26,000	
General (thrift, casual,donor)	\$20,000	General (thrift, casual,donor)		\$805	\$1,600	\$1,555	\$1,600	\$753	\$1,600	\$845	\$1,600	\$1,610	\$1,600	\$1,870	\$2,400	\$468	\$1,600	\$403	\$1,600	\$8,309	\$13,600	
Major Donor (w/stocks)	\$80,000	Major Donor (w/stocks)		\$6,200	\$0	\$200	\$0	\$200	\$0	\$15,637	\$0	\$900	\$20,000	\$25,629	\$20,000	\$310	\$0	\$1,790	\$0	\$50,866	\$40,000	
Matching Gifts	\$1,500	Matching Gifts		\$342	\$0	\$585	\$0	\$288	\$500	\$200	\$500	\$0	\$0	\$60	\$0	\$0	\$500	\$140	\$0	\$1,615	\$1,500	
Newsletter	\$6,700	Newsletter		\$660	\$500	\$140	\$233	\$676	\$1,000	\$2,220	\$500	\$605	\$500	\$2,218	\$234	\$465	\$500	\$500	\$2,000	\$7,484	\$5,467	
Telepledge (Ren & Acq)	\$20,000	Telepledge (Ren & Acq)		\$845	\$1,000	\$50	\$500	\$435	\$250	\$2,460	\$6,000	\$1,435	\$2,000	\$1,365	\$500	\$50	\$500	\$3,700	\$3,000	\$10,340	\$13,750	
Tribute/Memorials	\$20,000	Tribute/Memorials		\$72	\$200	\$35	\$200	\$785	\$200	\$3,957	\$2,200	\$3,521	\$5,000	\$9,500	\$5,000	\$395	\$1,000	\$400	\$2,000	\$18,665	\$15,800	
SPECIAL EVENTS	\$232,600	SPECIAL EVENTS		\$1,769	\$2,150	\$20,014	\$0	\$6,212	\$8,500	\$56,244	\$53,350	\$18,863	\$26,000	\$3,620	\$29,000	\$170	\$0	\$935	\$0	\$107,827	\$119,000	
Annual Dinner	\$80,000	Annual Dinner		\$0	\$0	\$19,750	\$0	\$5,508	\$5,000	\$41,796	\$50,000	\$17,889	\$25,000	\$1,420	\$0	\$150	\$0	\$126	\$0	\$86,639	\$80,000	
Casino (see reunion)	\$10,000	Casino (see reunion)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Noche de Salsa	\$40,000	Noche de Salsa		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reunion (w/ House Party)	\$25,000	Reunion/Casino (w/House)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$2,000	\$0	\$0	\$635	\$0	\$635	\$3,000	
Ride for Life	\$25,000	Ride for Life		\$0	\$0	\$0	\$0	\$235	\$0	\$9,152	\$0	\$882	\$0	\$20	\$25,000	\$0	\$0	\$0	\$0	\$10,289	\$25,000	
Street Fairs	\$3,000	Street Fairs		\$150	\$150	\$0	\$0	\$0	\$0	\$0	\$850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150	\$1,000	
Third Party	\$49,600	Third Party		\$1,619	\$2,000	\$264	\$0	\$469	\$3,500	\$5,296	\$2,500	\$92	\$0	\$2,180	\$2,000	\$20	\$0	\$174	\$0	\$10,114	\$10,000	
GRAND TOTAL	\$875,800	GRAND TOTAL		\$27,113	\$21,450	\$27,427	\$9,533	\$25,391	\$36,550	\$106,347	\$107,650	\$51,291	\$137,100	\$122,686	\$111,134	\$51,339	\$30,100	\$27,147	\$45,975	\$438,741	\$499,492	

Development Committee meeting  
March 12, 1998

Attending: Bob Darling, Michael Levin, Claire Rappoport, Doren Martin

- I. Reviewed February numbers.
  - Telepledge campaign is on track to make projections
  - Direct Mail is lagging because the February piece did not drop until the last week of February. Results will show in March
  - Grants will catch up to projections with a gift from the SF Foundation
- II. Major Donor Dinner
  - Assignments have been made, Board to follow-up in the next week.
- III. Retreat Preparation
  - Working on a comparative analysis
  - Preparing a progress report on campaigns
  - Determine the topics for facilitator
    - Roles and responsibilities of board members
    - Donor Acquisition strategies discussed.
    - Donor recognition and acknowledgement strategies discussed.



Kairos Support for Caregivers  
A Program of Shanti Project

Description of program for board packet:

Founded in 1988 by Father John McGrann, Kairos was one of the first organizations in the country to offer services specifically for family and professional caregivers of persons with HIV/AIDS. It had become evident that care for a person with HIV/AIDS must include support for his/her caregivers, as well. Family caregivers confront issues of emotional and physical exhaustion, frustration, anger, loss of hope for the future, survivor guilt, anticipatory grief, and the many painful family and relationship dynamics that surface during times of crisis. Professional caregivers, too, face repeated loss of both patients and colleagues, compassion fatigue, and feelings of helplessness. In response to these needs, the Kairos programs were begun.

Current Kairos programs include 8-week peer-facilitated support groups for family, friends and partners; grief support groups for those who have lost a loved one, and a group for gay male couples in which one or both have been diagnosed with HIV/AIDS. Individual professional counseling is also available for those who are not comfortable in group settings and for clients with urgent needs who are waiting for their support groups to begin.

Although Kairos was originally founded to support HIV/AIDS-affected caregivers, an increasing number of caregivers for those with other illnesses such as cancer, Alzheimer's, and lung disease, have begun calling to request services. Family groups caring for elderly parents and those who have lost a loved one are also contacting Kairos for support. Prior to Kairos' merger with Shanti Project, the Kairos Board of Directors had made a decision to formally extend services to non-HIV-related caregivers. Staff and group facilitators have found that the primary issues of this group are very similar to those of HIV/AIDS caregivers. Support groups including both HIV- and non-HIV-related clients have been successful. Staff had also planned groups for gay elders who are caregivers for partners or friends and for lesbian women with breast cancer and their caregivers.

This extension of the original mission of Kairos was viewed as a timely response to the rapidly changing nature of the HIV/AIDS epidemic. During the course of the epidemic, Kairos had gained invaluable experience in the support of caregivers of persons with life-threatening illness. Offering services to all caregivers needing support was viewed as a gift to the community and as an opportunity for Kairos to reach beyond its primarily gay white male client base in order to serve more diverse client populations. Not only the board, volunteers, and staff but also many long-time donors, the Honorary Advisory Council, and the larger community were enthusiastic supporters of this decision to insure the future relevance of Kairos Support for Caregivers.