

# SHANTI BOARD MEETING

## MINUTES

### NOVEMBER 27, 2001

**Members Present:** William Dawes, Julius James, Gregory Ott, Stu Smith, Dennis Stradford, Lyle Swallow, Safiya Umoja

**Members Absent:** Ron Dial, Laurie Gibbs-Harris, Paul Pedrazas, Glenn Perry, Michael Phillips, Jim Stephens, Michael Valdes

**Staff Present:** Todd Blatt, Thomas Knoble, Bob Rybicki, Scott Elsishans, Steve Heimerle, John White, Jeff Leiphart, Garret Sanford, Eileen McFarlane

**Guest Speaker:** Dr. Charles Garfield, Shanti Founder

1. **CALL TO ORDER** at 5:45 p.m. by **Safiya Umoja** without a quorum present. Safiya introduced herself and welcomed all in attendance. Chairperson **Michael Phillips** was unavailable for this date.
2. **PUBLIC COMMENT:** NONE
3. **REPORT FROM THE CHAIR:**
  - **Charles Garfield** was introduced, as our Founder, and cornerstone, of our agency. He was thanked for his vision of what this agency has grown to be.
  - **Safiya Umoja** emphasized that we still need to fill some vacancies on Board committees, in particular the Chair of the Board Affairs Committee.
  - We have qualified candidates-in-waiting that want to connect with the Board.
  - The attacks on September 11 have left many people wanting to give of their time and energy to worthy causes. We need to cultivate that opportunity.
  - By the January Board meeting it is hoped that there will be a Board Affairs Chairperson and that officer elections can proceed.
4. **EXECUTIVE REPORT:**
  - Attention was drawn to the very favorable statistics reported in the Harder & Company Research findings regarding the Shanti National Training Institute. The Board hand out reflects only highlights from a 22-page report.
  - **Dennis Stradford** questioned how this research compares to other service agencies. Because Shanti offers such unique training, there is no way to evaluate it against other programs.
  - Discussion with the San Francisco Department of Emergency Services is to take place November 28. In light of the chaotic events in New York, a need for a model to utilize volunteers is apparent. It is hoped there will be statewide networking. **Stu Smith** suggested that this might eventually lead to a nation wide emergency network.
  - The need that trained volunteers would fill in emergencies would be the emotional needs of victims and volunteers as opposed to the practical needs.

- There is an opportunity to begin working with Blue Shield and Kaiser personnel in hospice situations; we would provide them the training we give our volunteers.
- Acknowledgment was given to the Client Center for the increasing number of clients served and the décor.
- The California Endowment grant of \$300,000 has been approved for LifeLines. In answer to a question from **Dennis Stradford**, the money should be realized in December. The money from the Board of Supervisors will be retroactive from July through December and will be received in January (in the neighborhood of \$112,000).
- It is hoped that **Lisa Anderson**, a driver who won the Paratransit Driver of the Year award, will be able to attend the next Board meeting. The award proves that we offer much more than “just a ride”. The Shanti model of caring is being used.
- There will be a renewed version of the Strategic Plan forthcoming. Because LifeLines is in the pilot stage, it has not been incorporated into the Plan. It will be operating from the business plan outlined in the proposal.
- **Bob Rybicki** hopes that the Business Advisory Council will join us at the January meeting. The Committee also plans to attend Board committee meetings.
- **Safiya Umoja** and **Michael Phillips** will discuss plans as to how to take full advantage of the Advisory Committee. There is an opportunity to cultivate prospective Board members.

## 5. COMMITTEE REPORTS:

**Board Affairs:** no report

### Development:

- **Dennis Stradford** gave the Board a copy of the year-end mail appeal and encouraged the Board members to write personal notes and/or submit names to be added to the mailing list.
- In the aftermath of current events, it is encouraging to see that donations continue to be made. This is a concrete validation of the impact Shanti has made.
- The first informational presentation of the Charles Garfield Society will be made in February.
- **Steve Heimerle** handed out an update of direct mailings and of the Charles Garfield Society.
- **Steve** gave a report of telemarketing results following the October mail appeals. There has been a good response and the telemarketing will last through the second week of December. He explained that Empower Telefundraising is a grass roots, low-key firm.
- Members were given a detailed report, prepared by **Doren Martin**, on the Annual Event for the years 1998 through 2001.
- **Safiya Umoja** acknowledged **Bob Rybicki**, **Steve Heimerle** and **Dennis Stradford** for the great progress in developing a stronger major donor base.

### Strategic Planning:

- It was determined that the Strategic Plan refinement will not require a Board vote; neither will the Breast Cancer Initiative. It is desirable that the person to be hired as the head of the Breast Cancer Department be able to have input regarding the plans.



- The report on the future plans for Kairos will be made in January after **Jorge Guzman** has returned from medical leave.
- **Greg Ott** initiated discussion on the role volunteerism plays at Shanti and that it would be nice to see a section in the Strategic Plan that reports total volunteer hours and projected plans and goals. He stated that there is a need to acknowledge the emotional needs that Shanti addresses, along with the larger issues of city contracts, etc.
- **Bob Rybicki** agreed to add an addendum to the Plan. He stressed that the Strategic Plan is based around revenue generating programs, but it does not mean that any of the unmentioned programs are of lesser importance.

### **Finance:**

- A Statement of fiscal year activities and statement of financial position were given to members.
- Receivable funds that were placed on hold and now released, plus the California Endowment dollars, will result in a dramatic turn-around of our finances.
- **Scott Elsishans** requested a December amendment to the budget. The vote will be taken via a conference call or email because a quorum was not present.
- The budget is the most conservative one presented to the Board, yet provides for the fruition of pending plans.
- With the exception of Transportation, as a revenue-generating program, there will be a hiring freeze.
- In answer to **Safiya Umoja's** question about the need for mid-year revisions, **Scott Elsishans** explained that revisions provide more accurate figures. The budget proposed in July is not able to project the many variables.
- **Bob Rybicki** gave the example of how expected revenue has been affected by the recent current events and financial climate of the nation. Major grants and contracts take some time to complete. The unrestricted dollars that result from mail appeals are desirable as a source of cash flow.
- **Safiya Umoja** asked about the days of operating expenses available. In the bank now there are dollars for two months of expenses per **Scott Elsishans**.
- We have just received an unqualified audit from Deloitte & Touche for last year.

## **6. AGENCY AWARENESS PRESENTATION: CHARLES GARFIELD**

- **Charles Garfield** praised Shanti executives and staff for the wonderful work they are doing and urged the Board to take the opportunity to visit the offices for a first hand view of the services being offered.
- He stated that Shanti is at an evolution point in its history with the "cutting edge" of the L.I.F.E. program, the realization of his dream in the SNTI, and the expansion to include other life-threatening illnesses.
- Shanti has been informed by years of H.I.V./AIDS support services and that knowledge is given us groundwork to be "teachers".
- **Charlie** presented the opportunity for dialog as to how the Board can use its talents and resources: what can each member bring to the table, what works for growth, etc.

- He has offered to lead a Board retreat and to return for another Board presentation
- **Safiya** explained the sense of security in knowing the competence of **Bob** and the staff. The slight down side of that is a sense of complacency. What is the next level for her as a Board member? How can Board and staff participation complement each other?
- **Stu Smith** spoke of the feeling of honor and pride in his long association with Shanti and at being a witness to the growth. Better attendance at meeting needs to be addressed.
- **Dennis Stradford** said that **Charlie** is in a unique position to help the Board make plans to achieve full effectiveness. Board function needs to be an action item with dialog of its sense of identity and mission. Board members need to know each other better. Members need to be aware that there is a real need for them to be at meetings. Each meeting should hold some major issue and assignments.
- **Greg Ott** explained that he feels no sense of belonging, and that a social-structure would be one way of Board awareness. As a member he stated that he is rarely asked his opinion. He feels social situations would be an avenue for information exchange. He made a suggestion of going out for dinner after the Board meetings. There could possibly be an issue of the month as a point of discussion.
- **Bill Dawes** expressed the difficulty of getting to know the Board from his location in Chicago. This is his first Board membership and he would like coaching ideas and clarification of his role.
- **Safiya Umoja** recommended that Board member conversations with **Bob Rybicki** (that probably pertain to overlapping issues) could be made amongst the individual members.
- **Lyle Swallow** would like the individual resources to be tapped for utilization in the right function.
- **Safiya Umoja** will make plans for a Board retreat with **Bob Rybicki, Charlie Garfield** and **Michael Phillips**. **Charles Garfield** and **Dennis Stradford** have offered meeting space.
- **Charles Garfield** ended the Agency Awareness discussion with the idea that we inquire of our Board leadership if they are comfortable and happy in their role; is it a central interest or just an obligation?

#### 7. **OTHER BUSINESS:**

- Update on September 25<sup>th</sup> meeting by **Safiya Umoja**
  - Shanti staff has been diligent in performing a full review of Human Resources practices of which we are in full compliance.
  - Senior Management in-service trainings have been held on the legal and agency aspects for termination and grievances.
  - Our lawyer has agreed that we have been in full compliance with the law.
  - **Julius James** has experience in Human Resources and might be able to provide ideas for the extra steps we could take to smooth the process when an employee leaves.
8. **NEXT MEETING** will be January 22, 2001. The location will be announced pending the availability of the Business Advisory Council.

**MEETING ADJOURNED** at 8:00 p.m.



To: Board of Directors

From: Bob Rybicki

Re: January Board Report

Date: January 11, 2002

## **Section I) Strategic Planning Program Activities**

### *A) National/Regional Leadership*

**Learning Immune Functioning Enhancement (L.I.F.E.):** The Positive L.I.F.E. program is in the process of hiring staff for the two new positions involved with this program initiative: (1) a full-time Prevention Clinician, and (2) a full-time Prevention Case Management Counselor. There are promising candidates seeking both of these employment opportunities. These positions should be filled between mid-February and the beginning of March.

Further expansion of this program on a national level is possible given recent discussions with the CDC and HRSA. They are both interested in Positive L.I.F.E. as a possible national demonstration project that would involve the combined resources and collaboration of these two federal agencies. Scott Everetz and his staff at the White House National AIDS Policy Office have been instrumental in making these connections for Shanti. Scott in fact will be paying a site visit to Shanti on the 22<sup>nd</sup> of January.

The L.I.F.E. website is nearing completion. I would invite you to see the site that Michael Carr, our resident web master, and the L.I.F.E. staff have designed together. They are in the process of completing their work for an on-line L.I.F.E. questionnaire. This will enable participants to complete L.I.F.E. forms on-line and enter them directly into a database for analysis. In the future this feature will be combined with the website to be marketed as a national L.I.F.E. subscription service. The L.I.F.E. website may be viewed at [www.Shanti.org](http://www.Shanti.org) and then clicking on the L.I.F.E. icon.

If secured, a Globe Foundation grant for Year III & IV of the L.I.F.E. program would compliment this subscription service with printed material i.e. L.I.F.E. self-help book, an accompanying CD ROM, and a national marketing plan targeting both medical professionals and their patients.

**Shanti National Training Institute (SNTI):** Contracts for SNTI work in Chicago have been negotiated with the Mather Institute on Aging, the Chicago Department of Public Health and the Chicago Department on Aging. The total amount of these contracts will exceed \$100,000. In addition to this, I anticipate that we will receive grants for training in Chicago from the Logan Foundation, Washington Square Health Foundation, Palauch

Foundation and the Northern Trust Bank. This will indeed establish our presence in the Chicagoland area as a regional training program.

We have submitted \$175,000 request to the California Wellness Foundation for work with elder care volunteer programs throughout the State. The SNTI staff is currently working with the Governor's Go Serve Office to write a funding proposal for The California Endowment that would focus on the training of both executive management and volunteer program personnel in existing Go Serv Americorps programs. This unique approach would attempt to simultaneously educate/train both executive directors and volunteer managers on the importance, potential, and liability of volunteer programs within their agencies. In this training design SNTI staff would facilitate dialogues between executive staff and volunteer management in order to create an environment where volunteer program changes could be incorporated into an agency's planning, programmatic and budgetary processes. A similar proposal has already been submitted to the Endowment; however its focus is the Central Valley and did not include working with the Go Serv Office. We will wait to see which of these two proposals the Endowment will fund.

*B) Enhancement of HIV/AIDS Services:*

The Client Lounge/Community Center was especially busy during the month of December. Average attendance during the first part half of the month was 80 to 85 per day. Attendance for the second half of December averaged 95 to 100 per day. Staff did a remarkable job in creating an environment that transitioned from Thanksgiving to the December Holiday Season. The volume of clients attending the Lounge enabled our peer advocate/treatment advocates to do an extensive amount of work in December. They are now in full compliance with all contract goals for this new initiative.

*C) Expansion Beyond HIV/AIDS Services:*

The Lifelines project for women ill with breast cancer has made its first hire. The director will begin on January 22. She has extensive experience with breast cancer programs. She in turn will begin interviewing potential candidates for the Lifelines volunteer coordinator position. It is anticipated that clients services for this program will begin to be implemented in early February.

As I announced at our last Board meeting, The California Endowment gave Lifelines a \$300,000 grant in November. This augmented our \$175,000 of City funding. We will begin to lobby next month with City officials to renew their \$175,000 for next fiscal year.

The Goldman Institute on Aging has become the newest Shanti Paratransit client. We will be providing up to 2100 rides per month for their Richmond facility. This contract will gross for Shanti an additional \$22,000 per month. The Paratransit Authority is also interested in Shanti taking over another large Goldman transit contract. This contract



would gross Shanti about \$800,000 per year. If this new contract materializes, it would mean that next year Shanti would be generating about \$1.5 million dollars in fee-for-service revenue. Profit for the agency would be well over \$500,000.

I would like to emphasize once again that the reason for this work coming Shanti's way is in large part due to the on-time performance of our drivers and their courteous/customer friendly manner. This coupled with Scott's business acumen and contract-writing abilities have created an unbeatable combination.

#### *D) Development/Planned Giving/ Endowment*

The Garfield Society's first gathering will occur on February 26, 2002 at the Irvine Foundation, One Market, 25th Floor. The topic for Charlie Garfield's talk will be: The Foreseeable Future Just Ended, Moving on with Enlightened Caution. The subtext for this talk is that we face a future with some uncertainty and fear, and how can we enjoy rich full lives in this atmosphere. Refreshments for this event will be served at 6 with presentation to follow at 6:30. Charlie's talk will be 45 minutes with a brief Q&A afterward. We will have invites available for Board members at our next Board meeting. This would be a good way to introduce prospective donors to Shanti. We will also be inviting existing Shanti donors who are now part of this Society.

Future topics for Society gatherings will be; Lessons from L.I.F.E.: Aspects of a Healthy Immune System, Peak Performers: How Good People Accomplish Great Things, and Planned Giving: Ensuring Shanti's Legacy and Yours.

Jeff Leiphart and the L.I.F.E. staff are doing a fund raising event on the 21<sup>st</sup> of February at the City Club. The focus is the L.I.F.E. program. Jim Hormel, Mark Leno, and Al Baum are the Honorary Hosts and long time advocates for this program. It is their mailing lists that we have used for this event. There has been very little cross over between their names and our existing donors. They are truly helping Shanti uncover new major donors. If there are potential new donors that you think it might be better to bring to this event versus the Garfield Society please ask for invitations from Jeff or myself.

#### **Section II: Client Service Numbers**

The following are unit-of-service numbers for HIV/AIDS contract services;:

Year-to-date effective 7/1/01, we have provided **1370** service units of intake and follow-up to **540** clients. Last year at this time we had provided **1005** service units to **665** clients. Reason for the variance is that clients are requiring additional time and more intensive service, thus service units are up but unduplicated client count is down. We are however within contract compliance limits for both units of service and unduplicated client count.

Year-to-date effective 7/1/01, 100 Shanti volunteers have provided **11,415** units of service. Last year at this time, 100 Shanti volunteers provided **10,925** units of service to clients.

Year-to-date effective 3/1/00, our Shanti peer advocates have provided **3204** units of service to **510** clients in the Circle-of-Care Collaboration. Last year at this time, they had provided **3500** units of service to **590** clients. This variance is the result of a normal staffing pattern shortage due to vacations, sick time and hiring lags. It is important to note that even though we are slightly behind last year's numbers, we have two additional months to go on this contract. We have however already exceeded our contract goals for the entire year by 505 units of service and have served 220 more clients than we are contracted to serve.

Year-to date effective 3/1/00, our Shanti peer advocates at St. Mary's Hospital have provided **2610** units of service to **429** clients. Last year at this point, they had provided **2370** units to **460** clients. Reason for this positive difference is that St. Mary's has been fully staffed all year. Also even though we are slightly under in our unduplicated client count, we are at 386% of contract compliance of our goal to serve 111 unduplicated clients for the entire contract.

Year-to-date van service for HIV/AIDS clients effective 3/1/00, we have provided **4125** rides to **272** clients. Last year at this time, we had provided **4700** rides to **195** clients. We have two additional months to go on this contract and anticipate making our contract goals. Rides were down over the summer but have dramatically picked up as the weather has gotten worse. This was not the case weather wise last year, when the winter rains did not start until late January.



**SHANTI**  
**STATEMENT OF FINANCIAL POSITION**  
December 31, 2001  
*( Unaudited )*

**ASSETS**

Current Assets

Cash/Cash Equivalents	79,772
Accounts Receivable - Gov't Contracts	218,947
Accounts Receivable - Grants	350,000
Accounts Receivable - Pledges	39,301
Accounts Receivable - Others	51,571
Other Assets - Deposits	8,500
Prepaid Expenses	19,242
Inventory	10,910
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TOTAL CURRENT ASSETS	778,243
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Non - Current Assets

Multi Yr Grants Receivable Next Year	240,000
Multi Yr Grants Receivable 2 + Yrs	430,000
Property and Equipment	408,160
Accumulated Depreciation & Amortization	(126,283)
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TOTAL NON - CURRENT ASSETS	711,876
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TOTAL ASSETS	1,490,119
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**LIABILITIES AND FUND BALANCE**

Current Liabilities

Accrued Salaries and Wages	84,399
Accrued Vacation	71,757
Benefits Payable	6,063
Accounts Payable	39,954
Accrued Expenses - Other	11,113
Capital Lease Obligations - Current	18,725
Subcontractors Payable	10,756
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TOTAL CURRENT LIABILITIES	242,767
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Non - Current Liabilities

Capital Lease Obligations	102,403
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TOTAL NON - CURRENT LIABILITIES	102,403
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TOTAL LIABILITIES	345,170
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Net Assets

Net Assets - Beginning of Year	1,023,812
Current Surplus ( Deficit)	121,137
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Nets Assets - Current Balance	1,144,949
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TOTAL LIABILITIES AND FUND BALANCE	1,490,119
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# SHANTI

## STATEMENT OF ACTIVITIES FISCAL YEAR 2001-2002

	CURRENT			YEAR - TO - DATE					
	Dec-01 Actual	Current Month's Budget	Variance	Actual	Budget	Variance	Actual Percent Received	Percent of year Elapsed	Approved Budget
<b>Support &amp; Revenues:</b>									
Donations	62,583	57,969	4,614	391,596	302,730	88,866	71.10%	50.00%	550,750
Grants	341,000	409,828	(68,828)	466,875	732,424	(265,549)	39.23%	50.00%	1,190,000
Interest Income	5	0	5	129	0	129	4.29%	50.00%	3,000
Misc Income	4,992	729	4,263	11,633	4,375	7,257	132.94%	50.00%	8,750
Reimbursement Contracts	161,865	87,659	74,206	622,984	525,953	97,031	44.98%	50.00%	1,384,890
Sales: Under One Roof	0	0	0	3,048	6,250	(3,202)	25.40%	50.00%	12,000
Service Fees: KAIROS	60	50	10	850	400	450	113.33%	50.00%	750
Service Fees: Transportation	29,066	42,250	(13,184)	183,912	238,250	(54,338)	36.78%	50.00%	500,000
Special Events	19,285	5,000	14,285	197,739	240,000	(42,261)	73.24%	50.00%	270,000
Voucher Revenue	0	834	(834)	0	5,002	(5,002)	0.00%	50.00%	10,000
<b>Total Support &amp; Revenue (net)</b>	<b>635,455</b>	<b>604,319</b>	<b>31,137</b>	<b>1,878,765</b>	<b>2,055,384</b>	<b>(176,619)</b>	<b>47.80%</b>	<b>50.00%</b>	<b>3,930,140</b>
<b>Donations - In-Kinds</b>	<b>60,215</b>	<b>102,083</b>	<b>(41,868)</b>	<b>280,879</b>	<b>250,000</b>	<b>30,879</b>	<b>56.18%</b>	<b>50.00%</b>	<b>500,000</b>
<b>Total Support &amp; Revenue</b>	<b>679,070</b>	<b>706,401</b>	<b>(27,331)</b>	<b>2,159,644</b>	<b>2,305,384</b>	<b>(145,740)</b>	<b>48.75%</b>	<b>50.00%</b>	<b>4,430,140</b>
	CURRENT			YEAR - TO - DATE					
	Dec-01 Actual	Current Month's Budget	Variance	Actual	Budget	Variance	Actual Percent Spent	Percent of year Elapsed	Approved Budget
<b>Expenses</b>									
Personnel	187,395	200,085	(12,690)	1,161,420	1,200,520	39,100	47.28%	50.00%	2,456,339
Operating	85,023	85,351	(329)	546,353	556,352	9,999	52.96%	50.00%	1,031,566
Total Operating Expenses (net)	272,418	285,436	(13,018)	1,707,773	1,756,872	49,099	48.96%	50.00%	3,487,905
Depreciation & Amortization Exp.	8,261	8,251	10	48,683	49,504	821	50.19%	50.00%	97,000
Donated Prof. Services / In - Kind	60,215	131,048	(70,834)	280,879	250,000	(30,879)	56.18%	50.00%	500,000
<b>Total Operating Expenses</b>	<b>340,893</b>	<b>424,735</b>	<b>(83,842)</b>	<b>2,037,335</b>	<b>2,056,376</b>	<b>19,041</b>	<b>49.87%</b>	<b>50.00%</b>	<b>4,084,905</b>
<b>Surplus (Deficit)</b>	<b>338,177</b>	<b>281,666</b>	<b>56,511</b>	<b>122,308</b>	<b>249,008</b>	<b>(126,699)</b>	<b>35.43%</b>	<b>50.00%</b>	<b>345,235</b>



To: Board of Directors

From: Bob Rybicki

Date: November 16, 2001

Re: November Board Report

## **Section I) Strategic Planning Program Activities**

### *A) National/Regional Leadership*

Learning Immune Functioning Enhancement (L.I.F.E.): The program was notified by the San Francisco Department of Public Health that it will receive a \$302,000 for its prevention for positives program entitled, Positive L.I.F.E. This funding is secure for 4 years at a minimum and could be renewed for up to 12 years. Positive L.I.F.E. is Shanti's first prevention contract. Two additional staff plus an intern will be added to the current L.I.F.E. staff to run this new program initiative. Positive L.I.F.E. has also stimulated interest in the CDC for its dual focus on prevention and care. We hope to be able to parley our local grant into a national demonstration project for the CDC.

Year II of our Globe grant will begin in December. The focus will be development of a L.I.F.E. program for people with breast cancer. Jeff's staff has already begun researching the psycho-neuro immunological co-factors affecting this population. A breast cancer L.I.F.E. manual, a L.I.F.E. cycle specifically designed for people with breast cancer, and a breast cancer website will be developed and implemented for this grant cycle.

We are in discussions with Globe for a Year 3 & 4 grant. The focus would most likely be prostate cancer for Year 3 and the development of a L.I.F.E. fee-for-service marketing plan and materials for Year 4. If this request grant for \$250,000 is approved, the Executive Director of the Globe Foundation said that she would like to be on an Advisory Board for this project. We welcome her participation.

Shanti National Training Institute (SNTI): I am enclosing a summary copy of the evaluation that Paul Harder did for the SNTI cf. Attachment A. It covers the first 18 months of our work and clearly indicates that we are having an impact with the organizations that we are training in terms of volunteer retention rates, volunteer commitment and satisfaction. It parallels the evaluation study that was done of SNTI by the Washington Square Health Foundation in Chicago. This study is being submitted by the Executive Director of the Foundation to journals that review the success of foundation grants. You were given a copy of this evaluation study in your last Board packet.

The Mayor of Chicago has agreed to be the Honorary Chair for a Shanti sponsored blue ribbon panel charged with assessing the need for volunteers in Chicago and the types of volunteer management training that will be required to meet these needs. Bill Dawes from our Board will be joining the Mayor on this panel along with the Executive Director of the Washington Health Square Foundation and other corporate and foundation leaders in the Chicago area.

Currently, the City of Chicago has set aside \$75,000 for the SNTI to do trainings for two City Departments, Aging and Public Health. This may be the beginning of larger contracts with the City and a platform to establish our presence in Chicago. We anticipate doing 6 trainings in Chicago in the coming year, three of which will be for the City itself.

Locally, we were approached by the Volunteer Center of California, to partner with them in looking at the State's Disaster Preparedness Plan. The Volunteer Center believes that California is not adequately prepared to coordinate volunteers from across the State to meet the needs of a massive relief effort. September 11 made this a hot topic not only for California but also for every State.

The Points of Light Foundation gave us an assessment of how volunteers were utilized post September 11 in NYC. There apparently was confusion and disarray among the agencies trying to cope with the flood of volunteers wishing to help. The Foundation would like to work with the Volunteer Center of California and the SNTI to create a volunteer plan that would accompany the State of California Disaster Preparedness Plan. They in turn would then like to use this a model for the country. The SNTI is honored to be considered a player/participant in this process. Our work across the State and country has brought us to the table for this discussion.

Another new SNTI project that is drawing national and regional interest is a training that involves both the Volunteer Directors and the Executive Directors of organizations. This new approach attempts to bring together the leadership of an agency to jointly plan and implement changes in the volunteer program of an organization. Our evaluation study revealed that dramatic improvements occurred in organizations that implemented SNTI's methods/practices in their volunteer program however to maximize the effectiveness of these interventions senior leadership in the agency needs to agree with these changes. The California Endowment as well as several other regional foundations are interested in this new approach.



One final SNTI note, thanks goes to Lyle Swallow for working with me and his HMO colleagues to secure a grant for the SNTI to train hospice volunteer directors throughout the State. HMO's have recently been mandated by the California Office of Managed Care to provide hospice care for their participants. This mandate will lead to an increase in hospice care and the need for additional hospice volunteers. Our volunteer management training should assist hospices in meeting this increased demand for service via a larger and more committed volunteer pool.

*B) Enhancement of HIV/AIDS Services:*

The Community Center continues to be our most effective tool for Shanti Peer Advocates/Treatment Advocates. Clients have been coming in record numbers, some days as many as 90 individuals have come into the Community Center for services. We have also been attracting families. There is a corner set up with toys and drawing materials for our youngest clients. At a recent site visit by the AIDS Office, our program monitors commented on the client friendly atmosphere and the attentiveness of staff. In addition, the Transportation program has been working closely with Community Center Peer Advocates/Treatment Advocates to arrange for client transportation home after they have finished their visits to the Lounge and Project Open Hand's Grocery Center. This type of program/system utilization is a wonderful example of client service. An example that both the AIDS Office noticed and clients have commented on to other providers.

Another program offering that enhances our effectiveness is the Women's Program that Jennifer MacGaugh created last summer. Staffing changes, however, did not allow us to fully implement the program until this fall. Jennifer is assigned to all of our female clients and their families. She is our staff expert in helping them to understand their treatment options and adherence issues, locate women specific/sensitive services, identify family resources etc. This has been a dream that Jennifer had for Shanti and now is a reality.

*C) Expansion Beyond HIV/AIDS Services:*

Shanti was notified by the San Francisco Department of Public Health that our \$175,000 Lifelines funding has been unfrozen. The City put a temporary hold on all new funding projects in early October. That restriction was lifted two weeks ago. We have begun contract negotiations and should hopefully have a certified contract by early December. Job postings have been circulated for the two positions tied to this contract; Lifelines Project Manager and Lifelines Volunteer Coordinator. The Lifelines office will be located at Shanti in the former client lounge. The Breast Cancer Fund has moved furniture into this office space and phone lines have been connected. We anticipate being operational the first week of January.

On a Lifelines related matter, The California Endowment notified Shanti that its Foundation Program Officers and Senior Staff have reviewed its request for \$300,000. Both groups have recommended that the CEO fully fund this initiative. I hope to have a positive answer to this request by our Board meeting.

I believe that all of you have received notice that one of Shanti's drivers was again chosen as the Paratransit Driver of the year. Congratulations to our own Lisa Anderson. I have asked her to attend one of our Board meetings so that you can thank her in person. This type of service is gaining the attention of agencies across the City.

Laguna Honda and San Francisco General both want Shanti to begin providing service to their clients. San Francisco General is asking that we provide service for outpatients between the hours of 11 and 1:30 Monday through Friday. Laguna Honda is requesting that we initially provide one van and then work with them to expand service. With these two contractors coming on board, we are very close to meeting revenue projections for this program.

*D) Development/ Planned Giving/ Endowment:*

A letter and brochure concerning the Charles Garfield Society has gone out to all major donors i.e. people who have given over \$300 in the past year. This will be followed up with a year-end gift solicitation. We hope to have the Garfield Society lecture offerings firmed up by early December. This will be a benefit for Society members and an opportunity to introduce new potential donors.

## **Section II: Strategic Plan**

I am including in your packets the preliminary information that staff provided to the Strategic Planning Committee cf. Attachment B. This document is being reformatted and goals/objectives are being given outcomes and timelines. The new plan extends the original Strategic Plan an additional 18 months. The updated Strategic Plan will be forwarded to the Strategic Planning Committee in late November.

## **Section III: Other Issues**

Jorge Guzman, our Director of Client Services, has taken a two month medical leave of absence. Marc Arseneau will replace him on an interim basis. We feel very comfortable with Marc in charge. It was under his leadership that the Community Center was expanded and client services redesigned. Jorge should be returning in late December.



**SHANTI**  
**STATEMENT OF FINANCIAL POSITION**  
for October 2001  
(Unaudited)

**ASSETS**

Current Assets

Cash/Cash Equivalents	11,303	
Accounts Receivable - gov. contracts	178,617	
Accounts Receivable - grants	720,000	
Accounts Receivable - pledges	71,624	
Accounts Receivable - other	63,510	
Other Assets - deposits	8,500	
Prepaid Expenses	29,868	
Inventory	11,605	
Total Current Assets		1,095,026

Non- Current Assets

Pledges Receivable 2001-2002	-	
Pledges Receivable 2002-2003	-	
Multi Yr Grants Rcvbl 2 Yrs	190,000	
Multi Yr Grants Rcvbl 3 Yrs	-	
Property & Equipment	362,525	
Accumulated Depreciation & Amortization	(114,010)	
Total Non-Current Assets		438,515

**TOTAL ASSETS**

**1,533,541**

**LIABILITIES AND FUND BALANCE**

Current Liabilities

Accrued Salaries & Wages	87,198	
Accrued Vacation	71,757	
Advances on Contracts	-	
Benefits Payable	5,991	
Accounts Payable	57,917	
Accrued Expenses-other	10,879	
Capital lease obligations -current	27,916	
Line of Credit	235,000	
Subcontractor Liabilities	5,509	
Total Current Liabilities		502,167

Total Current Liabilities

Non-Current Liabilities

Capital lease obligations	66,711	
Total Non-Current Liabilities		66,711

Total Non-Current Liabilities

**TOTAL LIABILITIES**

**568,878**

**FUND BALANCE**

Fund Balance @ 7/01/01	1,034,303	
YTD Change to Fund Balance Surplus (Deficit)	(69,640)	
Current Fund Balance	964,663	

**TOTAL LIABILITIES AND FUND BALANCE**

**1,533,541**

# SHANTI

## STATEMENT OF ACTIVITIES FISCAL YEAR 2001-2002

	CURRENT		
	Current		
	Oct-01	Month's	
	Actual	Budget	Variance
<b>Support &amp; Revenues:</b>			
Donations	95,475	18,593	76,882
Grants	32,500	160,626	(128,126)
Interest Income	22	-	22
Misc. Income	593	1,667	(1,074)
Reimbursement Contracts	87,758	87,659	98
Sales-Under One Roof	-	1,250	(1,250)
Service Fees: KAIROS	80	1,250	(1,170)
Service Fees: Transportation	35,597	40,000	(4,403)
Special Events	66,808	105,000	(38,192)
Voucher/Scrp	-	4,167	(4,167)
<b>Total Support and Revenue (net)</b>	<b>318,832</b>	<b>420,212</b>	<b>(101,380)</b>
<b>Donated In-Kind/ Prof. Service</b>	<b>55,814</b>	<b>102,083</b>	<b>(46,269)</b>
<b>Total Support and Revenue</b>	<b>374,646</b>	<b>522,295</b>	<b>(147,649)</b>

YEAR - TO - DATE						
			Actual	Percent	Percent	Approved
			Received	Elapsed	Budget	
Actual	Budget	Variance				
315,137	199,599	115,538	76.86%	33.33%	410,000	
112,750	317,970	(205,220)	9.28%	33.33%	1,215,138	
102	-	102	1.10%	33.33%	9,250	
5,774	6,668	(894)	28.87%	33.33%	20,000	
375,845	350,635	25,210	35.73%	33.33%	1,051,911	
1,507	5,000	(3,493)	10.04%	33.33%	15,000	
600	2,100	(1,500)	5.00%	33.33%	12,000	
123,941	139,500	(15,559)	20.66%	33.33%	600,000	
160,877	225,000	(64,123)	59.58%	33.33%	270,000	
-	16,668	(16,668)	0.00%	33.33%	50,000	
<b>1,096,533</b>	<b>1,263,140</b>	<b>(166,607)</b>	<b>30.01%</b>	<b>33.33%</b>	<b>3,653,299</b>	
<b>281,161</b>	<b>408,331</b>	<b>(127,170)</b>	<b>22.95%</b>	<b>33.33%</b>	<b>1,225,000</b>	
<b>1,377,694</b>	<b>1,671,471</b>	<b>(293,777)</b>	<b>28.24%</b>	<b>33.33%</b>	<b>4,878,299</b>	

	CURRENT		
	Current		
	Oct-01	Month's	
	Actual	Budget	Variance
<b>Personnel</b>	<b>198,867</b>	<b>200,085</b>	<b>1,218</b>
<b>Operating</b>	<b>94,498</b>	<b>90,065</b>	<b>(15,448)</b>
<b>Total Operating Expenses (net)</b>	<b>293,364</b>	<b>290,150</b>	<b>(14,230)</b>
<b>Depreciation &amp; Amortization expense</b>	<b>8,466</b>	<b>7,584</b>	<b>(882)</b>
<b>Donated Prof. Services / In-Kind</b>	<b>55,814</b>	<b>109,133</b>	<b>53,319</b>
<b>Total Operating Expenses</b>	<b>357,645</b>	<b>406,867</b>	<b>38,207</b>
<b>Surplus (Deficit)</b>	<b>17,001</b>	<b>115,427</b>	<b>(98,426)</b>

YEAR - TO - DATE						
			Actual	Percent	Percent	Approved
			Spent	Elapsed	Budget	
Actual	Budget	Variance				
769,162	800,350	30,928	32.03%	33.33%	2,401,056	
364,991	406,251	(310)	32.39%	33.33%	1,126,967	
<b>1,134,153</b>	<b>1,206,601</b>	<b>30,618</b>	<b>32.15%</b>	<b>33.33%</b>	<b>3,528,023</b>	
32,019	30,333	(1,685)	35.19%	33.33%	91,000	
281,161	351,928	127,172	22.95%	33.33%	1,225,000	
<b>1,447,333</b>	<b>1,588,863</b>	<b>156,105</b>	<b>29.88%</b>	<b>33.33%</b>	<b>4,844,023</b>	
<b>(69,639)</b>	<b>82,608</b>	<b>(152,247)</b>			<b>34,276</b>	



## **Shanti National Training Institute Summary of Evaluation Findings**

**Harder & Co Community Research  
November 2001**

Findings reported here represent the results of a two-year study of the impact of Shanti National Training Institute (SNTI) training and technical assistance in volunteer programs throughout California and nationwide.

### **Methods:**

Data sources included the following methods:

- **Post-workshop evaluations.** All workshop participants were asked to complete a self-administered, closed-ended written evaluation of the workshop, measuring skills learned, intentions to implement changes, and overall perceptions of the workshop.
- **Interviews conducted with workshop participants.** These interviews were conducted over the telephone six months after participants attended the training, using a combination of open- and closed-ended questions.
- **Case studies conducted in organizations receiving SNTI services.** In-person interviews were conducted with a range of staff, including participants in the workshop (either the Volunteer Coordinator or the Executive Director), case managers, volunteers, board members, program directors, administrative staff, contract managers and development staff.

### **Quality of Workshop Curriculum and Presenters**

Respondents to post-workshop evaluations gave very high marks to the way in which SNTI training material was presented:

- **Effective communication of the material:** 98% of respondents (n=264) agreed that the material was communicated effectively, with 80% strongly agreeing.
- **Quality of the trainers:** 83% strongly agreed that "the trainer was able to establish credibility of the workshop material."

### **Application of Skills Learned**

Respondents to the post-workshop evaluation were eager to apply skills learned in all of the SNTI modules to their organizations. Results show that a majority of respondents agreed that the SNTI training had furnished them with new material they wished to incorporate into their programs.

- Interest in applying methods of **volunteer training (55%)**
- Interest in applying methods of **screening and interviewing volunteers (53%)**
- Interest in applying methods of **support and supervision (52%)**

When interviewed six months later, an overwhelming majority of respondents (85%) indicated that the workshop had **impacted the way that they work with volunteers.**

Every one of the case study organizations said that they had **changed their training** as a result of the Shanti workshop and technical assistance.

### **Impact of Training on Volunteers**

The majority of respondents (51 %) indicated that since they had been exposed to the SNTI model and associated strategies they had seen improvements in their volunteers. They named many changes, including the following:

- Increased **volunteer retention (71 % of respondents)**
- Increased **volunteer satisfaction** with the organization (70 % of respondents)
- Increased **commitment** from the volunteers (69 % of respondents).

In post-workshop evaluations, participants were asked to evaluate the **statement “I would recommend the ‘In the Spirit of Service’ material to my peers.”** An overwhelming 97 % of respondents agreed or strongly agreed that they would recommend the training to others.

In the words of one workshop participant:

*The training is a wonderful experience. It gives one a sense of community, which is important when working with volunteers. I was skeptical at first and did not want to take off two days of work to attend the workshop. My daily business day is too busy to just leave, but I loved the workshop and it was definitely worth my time. I recommend it to everyone.*