SHANTI PROJECT

PROGRAM PLAN FOR 1991

NOVEMBER, 1990
SHANTI PROJECT: AGENCY GOALS FOR 1991

MISSION STATEMENT

Shanti Project is a volunteer-based, non-profit organization serving people with AIDS, people with severe or disabling HIV disease and their loved ones in San Francisco. Shanti Project provides emotional, practical, residential, social and other support services to people with HIV disease. Its mission is to help people live with issues related to HIV disease and to enhance and maximize the quality of their lives.

Shanti Project is committed to functioning as a multicultural organization by being accessible to people of all racial, ethnic, sexual orientation and cultural backgrounds affected by HIV disease, with sensitivity to the needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV-affected community at large.

PRIORITY GOALS FOR 1991

1. Provide services to 4,500 individuals during 1991.
   - Provide 120 persons with housing.
   - Provide 550 persons with one-on-one emotional support.
   - Provide 500 persons with emotional support in a group setting (support groups).
   - Provide 2,600 persons with hospital-based one-on-one emotional support and advocacy.
   - Provide 700 persons with one-on-one practical support.
   - Provide 400 persons with transportation to medical and dental appointments.
   - Provide 350 persons with tickets to social, cultural and sporting events.
   - Provide 350 persons with recreational activities.
   - Provide 300 persons with AIDS training programs.

We also intend to provide 20,000 individuals with AIDS-related information and referral.

2. Prepare to serve expanded numbers of clients in 1992 by:
   - Bringing 500 new volunteers into the Project during 1991
o Increasing average tenure of Shanti volunteers from December, 1990 to December, 1991 for Practical Support volunteers (from 14.1 months to 18 months) and for Emotional Support volunteers (from 19.6 months to 22 months).

o Increasing the visibility of Shanti Project in local communities through the development and implementation of a two year public relations campaign.

3. Improve cash flow position of agency and increasing funds available to meet daily operating expenses from a total of 15 days' expenses to 40 days'.

4. By December, 1991, provide services to people of color communities and women in each of our service programs at their respective percentage of the population of people with AIDS in San Francisco (8.3% Black, 8.3% Latino/a, 2.4% Asian/Pacific Islander, .4% Native American and 3% women).

5. Improve healthy functioning of Project staff through the implementation of "Staff Care Plan" by December, 1991.
ADMINISTRATIVE DEPARTMENTS

- Development
- Finance
- Multicultural Affairs
- Outreach and Operations
- Personnel
I. MISSION STATEMENT OF SHANTI PROJECT

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II. MISSION STATEMENT OF THE DEVELOPMENT DEPARTMENT

The Development Department manages and directs all fund development and fund development-related functions of the Project to ensure adequate funding for the continuation of service delivery. The Department assists the Board of Directors and the Executive Director in their fundraising functions through systematic approaches in individual donor and corporate/foundation solicitations, renewals, and acquisition.

III. PRIORITY GOALS FOR 1991

A) Solicit sustaining donations from the present donor base, with the goal of establishing a donor pledge program, using a systematic and coordinated approach to the various fundraising tools and revenue categories.

B) Institutionalize the donor acquisition effort to acquire new donors to the Project at the rate of 15% of the active donor base.

C) Embark on a 1991 Friends of Shanti Major Donor Campaign with a goal of $275,000.

D) Initiate an aggressive in-house produced special
events/fundraising program that includes a Valentine week celebration in February, a country music festival in May, a Garden Party in June, the annual dinner in October, and the Holiday Auction in early December.

IV. SECONDARY GOALS FOR 1991

A) Secure and Implement a new donor database management software to better streamline and accurately monitor resolicitation strategies for major donors and lapsed donors.

V. MONTH-BY-MONTH WORK PLAN FOR 1991

Note: The Development Department follows a fiscal year schedule, i.e. July to June, in conjunction with the Finance department and the funding schedule from the City and County of San Francisco. The following work plan for calendar year 1991 will commence in the middle of fiscal year 1990-91 and will therefore include on-going plans and programs from that fiscal year and start-up programs from fiscal year 1991-92.

JANUARY 1991

- Major Donor Appreciation Luncheon
- Begin Development Plan for 1991-92

FEBRUARY 1991

- "Home Is Where the Heart Is" - Valentine's Week
- Direct Mail - Pledge Program - February 1
- Complete Development Plan for 1991-92

MARCH 1991

- Direct Mail follow up appeal - March 20
- Complete United Way Negotiations

APRIL 1991

- BIKE-A-THON
- AIDS Film Festival
- Major Donor Appreciation Luncheon
- Begin City RFP Process

MAY 1991

- "Country Cares" - country music festival
- Premier Benefit
- Major Donor Appreciation Dinner for Emerald to Platinum Tier Donors
Direct Mail - May 20
Continue City RFP Process

JUNE 1991
"Garden Party 1991" - a kick off to Gay Pride Week
Complete City RFP Process

JULY 1991
Major Donor Luncheon
Draft Development Plan for Calendar year 1992

AUGUST 1991
Major Donor Luncheon
Direct Mail - August 4
Complete Development Plan for calendar year 1992

SEPTEMBER 1991
Major Donor Luncheon
Major Donor Training
United Way Speaking Engagements
Telephone Campaign

OCTOBER 1991
Major Donor training
"Making Every Day Count" - Shanti Annual Dinner
Direct Mail follow up appeal - October 4
United Way Speaking Engagements
Donor Acquisition Campaign
Telephone Campaign

NOVEMBER 1991
Friends of Shanti Major Donor Campaign Kick off
Direct Mail - November 15
United Way Speaking Engagements
Donor Acquisition Campaign
Telephone Campaign

DECEMBER 1991
Holiday Auction
Year End Direct Mail Appeal - December 15
United Way Speaking Engagements
Donor Acquisition Campaign
Telephone Campaign
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II. MISSION STATEMENT OF THE FINANCE DEPARTMENT

The Finance Department manages and directs all accounting and accounting-related functions of the Project to ensure the proper management of the agency budget, the funding contract with the City and County of San Francisco, and all private grant agreements. The Finance Department assists the members of the Board of Directors and the Executive Director in their fiduciary and planning functions as they relate to the efficient allocation of agency resources.

The Finance Department oversees the operations of the Computer Department to ensure that all other departments of the agency are supported in their computer and computer-related needs in the provision of services.

III. PRIORITY GOALS FOR 1991

A) Complete fiscal year 1990-91 with a budget surplus of $50,000 and prepare a 1991-92 budget with a similar projected surplus.

B) Provide a system to produce monthly budget status reports for managers and work with them to monitor and limit actual spending in individual departments within the approved budget.
C) Secure a $100,000 combined line of credit to assist cash flow in the summer months.

D) Secure a new donor management software in the Computer Department to better streamline resolicitation strategies for major donors and lapsed donors.

IV. SECONDARY GOALS FOR 1991

A) Arrange individual lines of credit from direct vendors specifically for major cost items like development consultants, printing of agency publications, office supplies vendors, etc. to help in the agency cash flow.

V. MONTH-BY-MONTH WORK PLAN FOR 1991

Note: The Finance Department follows a fiscal year calendar, i.e. July to June. The following month-by-month calendar starts in the second half of fiscal year 1990-91 and includes the first half of fiscal year 1991-92.

JANUARY 1991

○ Prepare and distribute first draft of agency revenue and expense budget revision for fiscal year 1990-91 for approval by the Executive Director. (Budget revision deliberations with managers are done in December. The goal of the revision is to secure the projected $50,000 surplus for the fiscal year.)

○ Secure approval of $60,000 line of credit to augment the existing $40,000 credit line from Wells Fargo Bank. (Application for the extra line will be submitted in early December 1990.)

○ Distribute reports on expenditure totals for the month of December, year-to-date expenditure totals for first half of the fiscal year, and expenditure projections for February for each department.

○ Choose a new donor data management system and assist the Development Department on a trial run.

FEBRUARY 1991

○ Prepare final draft of budget revision for fiscal year 1990-91 and present to the Board Finance Committee and the full Board.

○ Distribute reports on expenditure totals for the month of January and new expenditure projections for March
for each department.

- Start budget meetings with managers in preparation for the first draft of the 1991-92 agency budget.
- Start review of the trial run for the new donor management software.
- Start preparatory work for fiscal year 1990-91 agency financial audit with external auditors.
- Start exploratory talks with major direct vendors for lines of credit.
- Prepare first draft of agency revenue and expense budget for fiscal year 1991-92.

MARCH 1991

- Distribute reports on expenditure totals for the month of February and expenditure projections for April for each manager.
- Finalize switch to new donor management software for lapsed donor and major donor files.
- Prepare second draft of agency revenue and expense budget for fiscal year 1991-91.

APRIL 1991

- Distribute reports on expenditure totals for the month of March and expenditure projections for May for each department.
- Prepare final draft of agency revenue and expense budget for fiscal year 1991-92 for approval by the Executive Director, the Board Finance Committee and the full Board.

MAY 1991

- Distribute reports on expenditure totals for the month of April and expenditure projections for the month of June.
- Present agency budget for fiscal year 1991-92 to the whole staff.

JUNE 1991

- Distribute reports on expenditure totals for the month of May and revised projections for July.
JULY 1991

- Distribute reports on expenditure totals for the month of June, unaudited revenue and expense totals for fiscal year 1990-91 for the agency, and expenditure projections for the month of August for each department.
- Start work on financial audit of fiscal year 1990-91 with external auditors.

AUGUST 1991

- Continue financial audit of fiscal year 1990-91 with external auditors.
- Distribute reports on expenditure totals for the month of July and expenditure projections for the month of September for each department.

SEPTEMBER 1991

- Receive first draft of financial audit of fiscal year 1990-91 for internal review.
- Distribute reports on expenditure totals for the month of August and expenditure projections for the month of October for each department.

OCTOBER 1991

- Present final draft of audited financial statements for approval by the Executive Director, the Board Finance Committee and the full Board.
- Distribute reports on expenditure totals for the month of September, revenue and expense totals for the first quarter of fiscal year 1991-92, and expenditure projections for the month of November for each department.

NOVEMBER 1991

- Distribute reports on expenditure totals for the month of October and expenditure projections for the month of December.

DECEMBER 1991

Distribute reports on expenditure totals for the month of November and expenditure projections for the month of January 1992.
OFFICE OF MULTICULTURAL AFFAIRS
1991 GOALS

Shanti Mission Statement

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Shanti Project is committed to functioning as a multicultural organization by being accessible to providing services for people of all racial, ethnic, sexual orientation, and cultural backgrounds affected by HIV disease, with sensitivity to the needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV-affected community at large.

Mission of the Office of Multicultural Affairs

The mission of the Office of Multicultural Affairs is to coordinate the implementation of Shanti Project’s 1990 - 1991 Multicultural Plan, directed toward the transformation of Shanti Project as a multicultural organization.

The office will conduct appropriate trainings for the staff, volunteers, and Board of Directors to improve the sensitivity of the agency to the diverse AIDS-affected communities of San Francisco. It will work with each program area of Shanti services to improve the accessibility of the services provided to all communities. The office will initiate activities and events to improve the multicultural diversity of the agency culture.

The Office of Multicultural Affairs will work closely with the agency Personnel Department and Volunteer Recruiters to improve the diversity of the paid and volunteer personnel of the agency. The Office of Multicultural Affairs will create an advisory committee, appropriate liaisons and networking, and media work to develop community accountability and updates on the progress of the implementation of the Multicultural Plan.
Three Priority Goals for 1991

1) Expand the scope of emphasis in the Multicultural Plan to diverse sexual orientations, issues of class, and disability. This effort will include conducting 10 additional multicultural trainings, on Service to the Native American community, Service to Women, Service to the disabled community, service to the deaf and hearing impaired, on class oppression, on various sexualities and homophobia, biphobia, and heterophobia.

2) Evaluate and improve plans and institutions created in the first year of the plan. This will include an evaluation and update on plans to improve the accessibility of the people of color, women, and injection drug use communities in each of Shanti’s service programs. We have stressed improvements in the quality of service to all of these populations through increased training, adjustments in policies, and hiring service providers who are experienced in service to these communities.

Our goals for service to people of color communities in the next year will be to serve at least the percentage of AIDS cases in each ethnic community in each of our service programs (this currently breaks down to approximately 8.3% Black clients, 8.3% Latino clients, 2.4% Asian and Pacific Islander clients, and 0.4% Native American clients). We plan to involve 25% people of color as new volunteers by the end of 1991. And we plan to stabilize the diversity which has been reached in the Shanti staff with at least 40% people of color as staff members and management, and at least 50% women as staff members and management.

Our improvements in the plans established in the first year will also include an evaluation and update of the work of each of the staff caucuses, including the people of color, women’s, and gay and bisexual men’s caucus.

3) Improve the multicultural character of the agency culture conducting an audit of the agency publications, facilities, internal processes, holidays, etc. It will also include the adoption of Spanish language and sign language courses for staff and volunteers.
Secondary Goals for 1991

- Emphasis on multicultural work with the volunteer base of the organization, including three New Moon trainings on multicultural issues.

- In order to make the results of our Multicultural Plan more accessible as a model project in this field, we will prepare reports and summaries of the progress of the implementation of the Multicultural Plan for local and national community review. This will include the second meeting the Multicultural Advisory Committee, reports by the Executive Director to the Shanti Board of Directors, various updates provided to diverse AIDS affected communities, and the preparation of closing reports on the implementation of the Multicultural Plan at the end of the year.

Specific Monthly Objectives

January, 1991

- Staff Inservice Day: Assessment of Year #1 and Plans for Year #2 (Director of Multicultural Affairs)

- New Moon Training for Volunteers - Introduction to Multicultural Issues (Director of Multicultural Affairs)

- Begin Audit of Organizational Culture -- including design and appearance of organization publications, facilities, materials; internal process; holidays and rituals; language, traditions; communication systems and style (Director of Multicultural Affairs)

- All Client Outreach Materials Produced in English and Spanish (All Managers)

- Evaluate Director of Multicultural Affairs (Executive Director)

- Management Training Update on Affirmative Action (Personnel Director)

- Review Mission of Agency (Board of Directors)
February, 1991

- Staff Inservice Morning: Services to the Native American community (Director of Multicultural Affairs)
- Complete Audit of Agency Culture (Director of Multicultural Affairs)
- Begin In-House Spanish Classes for Staff/Volunteers (Personnel Director)

March, 1991

- Staff Inservice Morning: Services to Women (Director of Multicultural Affairs)
- Review of Activities of the People of Color Caucus (Director of Multicultural Affairs)
- Review of Activities of the Women’s Caucus (Director of Multicultural Affairs)
- Review of Activities of the Gay/Bisexual Men’s Caucus (Director of Multicultural Affairs)
- Training for Support Staff on Specific Needs of Multicultural Agency (Director of Multicultural Affairs)
- New Moon Training for Volunteers: Work with Women and Children (Director of Multicultural Affairs)

April, 1991

- Staff Inservice: Disability (Director of Multicultural Affairs)
- Staff Inservice: Service to the Deaf and Hearing Impaired (Director of Multicultural Affairs)
- SFGH Counseling Program Assessment of Multicultural Services (Director of SFGH Counseling and Director of Multicultural Affairs)
May, 1991

- Staff Inservice: Class Issues  
  (Director of Multicultural Affairs)

- Report to Board of Directors on Multicultural Plan  
  (Executive Director)

- Begin In-House Sign Language Classes for Staff/Volunteers  
  (Personnel Director)

- Begin Planning for Multicultural Public Relations Campaign Aimed at Volunteers/Clients  
  (Media Director and Director of Multicultural Affairs)

June, 1991

- Staff Inservice: Sexuality; Gay/Lesbian, Bisexuality, Heterosexuality  
  (Director of Multicultural Affairs)

- Freedom Day Contingent Reflects Multicultural Agency  
  (PWA Activities Director)

- Appoint In-House Liaisons for Disabled, Deaf/Hearing Impaired, Lesbians, Jews  
  (Executive Director)

July, 1991

- Staff Inservice: Homophobia, Biphobia, Heterophobia  
  (Director of Multicultural Affairs)

- PWA Activities Assessment of Multicultural Services  
  (Director of PWA Activities and Director of Multicultural Affairs)

- Residence Program Assessment of Multicultural Services  
  (Director of Residence Program and Director of Multicultural Affairs)

August, 1991

- Staff Inservice: Services to Children  
  (Director of Multicultural Affairs)

- Review Shanti Trainings from Multicultural Perspectives  
  (Director of Multicultural Affairs)
August, 1991 cont.

- Emotional Support Program Assessment of Multicultural Services (Director of Emotional Support and Director of Multicultural Affairs)
- New Moon Training for Volunteers: Services to poor and working class people

September, 1991

- Staff Inservice: Services to Injection Drug Users (Director of Multicultural Affairs)
- Volunteer Trainings: Aim to Involve 30% People of Color (Volunteer Resource Developers)
- Practical Support Program Assessment of Multicultural Services (Director of Practical Support and Director of Multicultural Affairs)

October, 1991

- Staff Inservice: Services to Hemophiliacs (Director of Multicultural Affairs)
- Begin Evaluation of the Two Year Plan (Director of Multicultural Affairs)
- Review and Revise Client Evaluation Program (Director of Multicultural Affairs)

November, 1991

- Report to Board of Directors on Multicultural Plan (Executive Director)
- Annual Meeting and Report to Advisory Committee (Director of Multicultural Affairs)
December, 1991

- Agency-Wide Celebration of Two-Year Plan Completion (Executive Director)
- Prepare Evaluation of Years #1 and #2 (Director of Multicultural Affairs)
- Update the Diverse Communities of San Francisco on Completion of Plan/Plans for the Future (Executive Director)
DEPARTMENT OF OUTREACH AND OPERATIONS

1991 GOALS

Agency Mission Statement: Shanti Project is a volunteer-based, non-profit organization serving people with AIDS, people with severe or disabling HIV disease, and their loved ones. Shanti Project provides emotional, practical, residential, social, and other support services to people with HIV disease living in San Francisco. Its mission is helping people to live with issues related to HIV disease and to enhance and maximize the quality of their lives.

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Department Mission Statement: Outreach and Operations serves as a networking arm of the agency whose primary purpose is to reach all of the diverse AIDS-affected communities, organizations and individuals through offering opportunities in volunteerism and community based trainings.

The Operations component of the department is dedicated to the logistical support of all agency programs. This includes the facilitation of office procedures and daily workings that ensure a safe and comfortable physical environment for each department. This component also ensures the greatest possible accessibility of agency facilities to diverse communities affected by HIV.
DEPARTMENT GOALS

Outreach and Operations is a department within Shanti Project that is made up of three separate components: Volunteer Resource Development, Community Trainings Program, and Office Operations.

Volunteer Resource Development is responsible for the recruitment of direct service and office volunteers. It is also responsible for activities pertaining to maintenance, recognition, appreciation, and transition of volunteers in conjunction with the Emotional Support and Practical Support departments.

Community Trainings Program is responsible for all Shanti trainings focused beyond recruiting volunteers for emotional and practical support. This includes fulfilling requests for our training model as well as tailored trainings on local, national and international levels. Housed in this program are our "Courage to Care" and "Home Care Companions" trainings.

Office Operations is responsible for the physical facility of 525 Howard Street as well as the internal systems and procedures necessary for the day to day operations of the staff.
Our PRIORITY goals for 1991 are:

1. Volunteer Resource Development will recruit 550 volunteers to enter the ES/PS volunteer interview process, including 140 people of color.

2. Community Trainings Program will develop and provide, for the first time, three trainings targeted and held in the African-American, Spanish speaking and Asian/Pacific Islander communities.

3. Office Operations will work with the Board of Directors and the Executive Director to negotiate a new lease for the usage of 525 Howard Street, or make other arrangements beginning March of 1992.

Our SECONDARY goals for 1991 are:

1. Volunteer Resource Development will reassess the current methods of volunteer appreciation, due to the lack of consistency demonstrated by the present system. Based on its findings, the program will make formal recommendations for maintenance or changes to the Executive Director.

2. Community Trainings Program will organize and provide training for a "trainer-pool" of 15 staff and volunteers to be presenters in various community trainings.

3. Office Operations will produce an Emergency Preparedness Plan to minimize damage and personal injury in case of earthquake, fire or other emergencies. The staff will be trained to implement the plan.

Jana L. Rickerson
Director of Outreach and Operations
GOALS:

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2. Volunteer Resource Development will reassess the current methods of volunteer appreciation, due to the lack of consistency demonstrated by the present system. Based on its findings, the program will make formal recommendations for maintenance or changes to the Executive Director.

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This recruitment plan is designed to change our approach to volunteer recruitment. Rather than acting from a place of crisis, we wish to incorporate a healthier model of planning and implement various techniques to meet our consistent need for volunteers.

We are committed to recruiting 25% people of color in our outreach efforts this year. This is a new and exciting aspect of our recruitment plan. We realize that there are various bridges that need to be crossed in meeting this goal. We have identified the building of trust as a number one priority in our recruitment efforts. In order to build this trust, we will contact key people working in the epidemic within these communities to establish and nurture new relationships. We will attempt to assist and work in a collaborative atmosphere that will provide the opportunity for joint recruitment efforts. We will add these organizations and key people to our mailing lists to ensure they keep informed about our events. With the assistance of the Director of Multicultural Affairs, we will develop a more grass roots approach to create spin-offs of our recruitment tactics that will be unique and sensitive to the communities we seek to recruit. We acknowledge that this will be an ongoing learning experience as these methods become part of the nature of this plan.
1991 will be divided into 3 themes for recruitment:

(1) New Beginnings - With every new year comes resolutions and a desire to personally grow and change. This theme emphasizes the Shanti volunteer experience as a new and fruitful experience that adds growth and change to one’s life.

(2) Celebration - Through supporting someone with AIDS and their loved ones, we are celebrating life and working to improve quality of life; both for the client and ourself. This theme emphasizes the work of Shanti volunteers in a celebration of the human spirit as an incredible response to the epidemic.

(3) Reflections - Reflection on what we do as volunteers allows us the opportunity to illuminate the aspects of volunteerism that bring gratitude to our lives. This theme emphasizes the gifts of giving and receiving as a Shanti volunteer.

Each theme will cover a designated number of months. During certain months, recruitment efforts will have a specialty focus.

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<tr>
<th>THEME</th>
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<th>SPECIALTIES/FOCUSES</th>
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<td>Feb.</td>
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<td>Reflections</td>
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METHODOLOGY

Recruitment efforts have been divided into four categories: Basic Tactics, Seasonal Tactics, Short and Long Term Strategies, and Visionary Adventures.

BASIC TACTICS: These are activities that will be utilized prior to each training.

Volunteer Opportunities Night:

One night a month we will hold a meeting for people interested in volunteering. They will be able to learn more about the volunteering process as well as receive general information about the Project. These nights will be promoted through word of mouth, flyer distributions and media outreach.

Speaking Engagements:

Speaking engagements allow us to share the volunteer experience and create dialogue with other groups and diverse communities. We will actively seek and fulfill 27 speaking engagements this year.

Tablings:

In order to create visibility in San Francisco’s diverse neighborhoods, businesses and schools, we will participate in 15 tabling events this year.

Media Coordination:

We will provide the community with constant information about trainings and orientations at Shanti by creating an ongoing system of releasing basic information about our trainings and recruitment events to a variety of press with free listings - especially those connected to People of Color and Women.

Flyering/Postering:

In order to create instant visibility prior to each training, we will put up flyers and posters in a variety of targeted areas to inspire people to join us.

Follow Up Phone Calls:

As a way of increasing potential numbers in our trainings, we will make personal contact with potential volunteers who have requested applications but have not returned them to the Project.
SEASONAL TACTICS: These are the activities that are a basic component of the Recruitment Plan. They are events that occur at specific times of the year and are not ongoing in nature.

Street Fairs:

Fairs occur throughout the year that give us an excellent opportunity to create visibility, recruit volunteers and allow staff and volunteers to share their personal experiences with the public.

Parades:

Parades most clearly create visibility for Shanti, but can also by used to solicit recruits and donations. In 1991 we will strategize about creating visibility for Shanti in parades outside of the Lesbian and Gay Freedom Day Parade (i.e. HIV March, AIDS/ARC Vigil, Harvey Milk, Carnival, etc.). Parades also provide existing volunteers with a source of appreciation.

Other Community Events:

It is important that Shanti show it's respect and gratitude for the work of volunteers and give back to the communities our volunteers come from. One way to do this is by lending our volunteers and/or support to various community events. We will also gain visibility and underscore that we acknowledge the community at large as well as our own needs.

VOLUNTEER RECRUITMENT STRATEGIES: These are strategies that will be implemented continually to add more focus and strength to each month's basic tactics. Some will be implemented in the short term, others in the long term.

Short Term - Each of the short term goals will be divided among the Volunteer Resource Developers as "special tasks". Each Volunteer Resource Developer will be responsible for ensuring that their tasks are completed by June 1, 1991.

Change "Volunteer Orientation" to "Volunteer Opportunities Night":

It is important that we be more direct and focused about what the night actually represents. This is a night to welcome people to Shanti to find out about different opportunities we have for them to volunteer their time and possibly decide to submit an application.
Utilize Newsletter for Leads:

In order to allow volunteers to feel more invested in recruiting, we will create a part of the newsletter devoted to leads that volunteers bring us (i.e. their spiritual, social, business groups that we might speak to, a fair that they know of, ideas that they have for recruiting). We will acknowledge all leads in this section as well, regardless of outcome.

Create Job Descriptions:

Write clear and specific job descriptions for all volunteers -- keeping in mind that it is much easier for someone to say "yes" when they understand what is expected of them.

Create Contacts with the Seniors Community:

Make calls and create contacts in the senior community as this is an often forgotten group of possible volunteers.

Recruitment Business Cards:

Create business-size cards with a recruitment logo and Shanti's phone number. These could be easily handed out by volunteers if they meet people who are interested in volunteering. These would also be useful at fairs, parades and bars.

Long Term - At least two of the long term goals will be divided among the Volunteer Resource Developers as "special projects". Each VRD will be responsible for ensuring that their project is completed by December 1991.

Poster Campaigns:

Create 3 Poster Campaigns focused on themes for 1991: New Beginnings, Celebration and Reflections.

Networking/Coalition Building:

Network and create contacts with other AIDS organizations about the possibility of doing joint recruitment work.

Recruitment Teams:

Revitalize and redesign the Recruitment Teams to be a source of person power in our recruitment efforts.

Volunteer Brochure:

Design a volunteer brochure that outlines Shanti Volunteer Opportunities.
Colleges and Universities:

Explore Colleges and Universities as a potential source of volunteers through their volunteer centers and undergraduate internship programs.

VISIONARY ADVENTURES: These are ideas that are experimental and fun in nature. They are geared to give volunteers a direct involvement with recruitment activities. We will choose to implement at least 2 of these adventures to enhance our recruitment efforts.

Neighborhood Supermarkets:

This is a campaign that would be designed to create Shanti visibility in neighborhoods. Using local neighborhood markets (i.e., Petrini's in the Richmond), Shanti volunteers, dressed in Shanti clothing, would provide practical support for shoppers. This could be done by wheeling out grocery carts, helping people reach things on a top shelf, assist in the unloading of groceries into an automobile, etc. Anything within reason that would "demonstrate" practical support. An informations table and donation jar would be set up near/by the doors with volunteer application packets at hand.

Club Nights:

A new way to make volunteering fun and to create visibility for Shanti. We will get SF dance clubs to create Shanti volunteer nights. Volunteers would either get in free or for a reduced rate. It would be beneficial for the clubs considering we have a pool of over 500 volunteers. We will ask that we be allowed to table these events for recruitment purposes.

Home Recruitment:

Have recruitment nights based on volunteer support group nights. Each member will invite one friend who seems interested in volunteering and everyone will meet to talk about what it is like to be a Shanti Volunteer. This is much more personable and gets the volunteers involved. Applications will be readily available to be completed that evening or returned to the project later.

Recruitment T-Shirts:

Create T-shirts that are focused on recruitment: slogan and graphic on front, phone number on back.
Corporate Outreach:

Create contacts at a few SF based corporations to create a "sister corporation" concept. This corporation would allow us to come in and orient their employees about the work we do, and/or do joint work with any teams already doing AIDS education and support.

Sorority/Fraternity Outreach:

Create contacts with the gay or gay-sensitive Greek houses. Get involved in their philanthropic efforts and create ways of using them as recruitment teams.

OTHER IDEAS ON HOLD:

*Shanti day at local retail businesses
*Sponsor a softball/bowling team
*Enter a Shanti Centipede in Bay to Breakers
*Promotional ads by celebrities as part of agency PR plan
JANUARY 1991

- Hold Volunteer Opportunities Night at Shanti
- Finalize plans for February off-sight Volunteer Opportunities Night (focus: African American)
- Continue to implement the 6 week action plan initiated in December for January PS training
- Distribute #1 Poster Campaign (New Beginnings - 100 Posters)
- Initiate 6 week action plan for the February ES training
- Fulfill 2 speaking engagements for January
- Follow-up phone calls for outstanding volunteer applications
- Seek 4 speaking engagements for February and March
- Seek 2 tabling engagements for February and March
- Work on short-term "special tasks" as assigned
- Work on long-term "special projects" as assigned

FEBRUARY 1991

- Hold off-site Volunteer Opportunities Night (focus: African American)
- Make contact for off-site April Volunteer Opportunities Night (focus: Latin)
- Initiate 6 week action plan for March PS training
- Follow-up #1 poster campaign sites
- Brainstorm ideas for #2 poster campaign sites
- Create rough draft for #2 poster campaign
- Fulfill 2 speaking engagements for February
- Fulfill 1 tabling engagement for February
- Do follow-up phone calls for outstanding volunteer applications
- Start strategizing plans for Freedom Day contingent
Seek 6 speaking engagements for March and April
Seek 3 tabling engagements for March and April
Work on short term "special tasks" as assigned
Work on long term "special projects" as assigned
Formulate questionnaire to assess agency methods of volunteer appreciation/recognition

MARCH 1991

Hold Volunteer Opportunity Night at Shanti
Finalize plans for April Volunteer Opportunity Night (focus: Latin)
Initiate 6 week action plan for April ES training
Follow-up #1 poster campaign sites
Continue to work on rough draft of poster campaign #2
Final draft to poster campaign #2 to Director of Outreach/Operations and Executive Director
Fulfill 2 speaking engagements for March
Fulfill 1 tabling engagement for March
Do follow-up phone calls for outstanding volunteer applications
Confirm location for Volunteer Appreciation Picnic
Start strategizing for outreach and visibility events in May
Continue strategizing plans for Freedom Day contingent
Seek 8 speaking engagements for April and May
Seek 4 tabling engagements for April and May
Work on short term "special tasks" as assigned
Work on long term "special tasks" as assigned
Finalize questionnaire to assess agency methods of volunteer appreciation/recognition
APRIL 1991

- Hold off-site Volunteer Opportunities Night (focus: Latin)
- Initiate 6 week action plan for June PS training
- #2 poster to printer
- Continue to strategize about outreach/visibility events for May
- Distribute #2 poster campaign (Celebration - 100 posters)
- Make contacts for June Volunteer Opportunities Night (focus: Asian)
- Fulfill 4 speaking engagements for April
- Fulfill 2 tabling engagements for April
- Follow-up phone calls for outstanding volunteer applications
- Start strategizing plan for Volunteer Appreciation Picnic
- Start strategizing for June outreach/visibility events
- Firm up strategizing plan for Freedom Day contingent
- Seek 8 speaking engagements for May and June
- Seek 4 tabling engagements for May and June
- Work on short term "special tasks" as assigned
- Work on long term "special projects" as assigned
- Implement interview process for assessment of volunteer appreciation/recognition
- Do 4 month review of 1991 plan (January to April) to assess successes, difficulties and make adjustments where necessary.

MAY 1991

- #2 poster campaign begins
- Hold Volunteer Opportunities Night at Shanti
- Finalize plans for June Volunteer Opportunities Night (focus: Asian)
- Finalize Outreach/Visibility events to occur:
  - Cinco de Mayo
  - Carnival
  - Visitation Valley Fair
  - Niomachi Festival
- Initiate 6 week action plan for June ES training
- Do follow-up phone calls for outstanding volunteer applications
- Fulfill 4 speaking engagements for May
- Fulfill 2 tabling engagements for May
- Continue planning process for Volunteer Appreciation Picnic
- Continue to strategize for June outreach/visibility events
- Complete final preparation plans for Freedom Day contingent
- Seek 8 speaking engagements for June and July
- Seek 4 tabling engagements for June and July
- Work on short term "special tasks" as assigned
- Work on long term "special projects" as assigned
- Complete interview process for assessment of volunteer appreciation/recognition

**JUNE 1991**

- Hold off-site Volunteer Opportunities Night (focus: Asian)
- Follow-up #2 poster campaign sites
- Finalize Outreach/Visibility events to occur:
  - Juneteenth Fair
  - Lesbian/Gay Freedom Day Parade and Fair
  - Haight Street Fair
  - Bernal Heights Fair
  - Living Sober (July)
- Brainstorm ideas for #3 poster campaign (Reflections)
- Initiate 6 week action plan for July PS training
- Do follow-up phone calls for outstanding volunteer applications
Fulfill 4 speaking engagements for June
Fulfill 2 tabling engagements for June
Seek 8 speaking engagements for July and August
Seek 4 tabling engagements for July and August
Make sure all "special tasks" have been completed as assigned

JULY 1991

Hold Volunteer Recruitment Night at Shanti
Outreach/Visibility events to occur:
   Living Sober
Initiate 6 week plan for August ES training
Follow up #2 poster campaign
Create rough draft of #3 poster campaign
Final draft of poster campaign to Director of O/O and Executive Director
Fulfill 4 speaking engagements for July
Fulfill 2 tabling engagements for July
Finalize plans for Volunteer Appreciation Picnic
Initiate strategies for outreach/visibility events for August and September
Seek 4 speaking engagements for August and September
Seek 2 tabling engagements for August and September
Do follow up phone calls for outstanding volunteer applications
Develop and finalize recommendation report on agency volunteer appreciation system
Submit report to Director of Outreach and Operations for review
Work on "long term" projects as assigned
AUGUST 1991

- Hold Volunteer Opportunities Night at Shanti
- #3 poster to printer (Reflections - 100 posters)
- Make contacts for Volunteer Opportunities Night (focus: Women)
- Finalize Outreach/Visibility: Dore Alley Street Fair
- Initiate 6 week plan for September ES training
- Do follow-up phone calls for outstanding volunteer applications.
- Fulfill 2 speaking engagements for August
- Fulfill 1 tabling engagements for August
- Seek 4 speaking engagements for September and October
- Seek 2 tabling engagements for September and October
- Secure site for Volunteer Winter Celebration
- Distribute #3 poster campaign
- Work on "long term" projects as assigned
- Submit recommendation report to Director of O/O
- Do 4 month review of 1991 plan (May - August): review success, difficulties and make adjustments where necessary
- Begin brainstorming for 1992 goals

SEPTEMBER 1991

- Begin #3 poster campaign
- Hold Volunteer Opportunities Night at Shanti
- Finalize Volunteer Opportunities Night program for October (focus: Women)
- Initiate the 6 week action plan for October PS training
- Do follow up phone calls for outstanding volunteer applications
Submit rough draft of 1992 goals to Director of O/O
Submit final rough draft of 1992 goals to Executive Director
Start planning process for Volunteer Winter Celebration
Fulfill 2 speaking engagements for September
Fulfill 1 tabling engagements for October
Start strategizing for October Outreach/Visibility events
Seek 4 speaking engagements for October and November
Seek 2 tabling engagements for October and November
Work on "long term" projects as assigned
Finalize Outreach/Visibility events to occur:
   Folsom Street Fair
   24th Street Fair (Mission Street)

OCTOBER 1991

Hold off-site Volunteer Opportunities Night (focus: Women)
Follow-up #3 poster campaign sites
Outreach events to occur:
   Castro Street Fair
Initiate 6 week action plan for November ES training
Do follow-up phone calls for outstanding volunteer applications
Firm up plans for Volunteer Winter Celebration
Fulfill 2 speaking engagements for October
Fulfill 1 tabling engagements for October
Seek 3 speaking engagements for November and December
Seek 2 tabling engagements for November and December
Work on "long term" projects as assigned
NOVEMBER 1991

- Hold Volunteer Opportunities Night at Shanti
- Follow-up #3 poster campaign sites
- Complete final preparation plans for Volunteer Winter Celebration
- Fulfill 2 speaking engagements for November
- Fulfill 1 tabling engagements for November
- Do follow-up phone calls for outstanding volunteer applications
- Work on "long term" projects as assigned
- Strategize and finalize outreach/visibility events for December

DECEMBER 1991

- Make sure all "special projects" have been completed as assigned
- Outreach events to occur:
  Women's craft fair
- Follow-up poster campaign sites
- Fulfill 1 speaking engagement for December
- Fulfill 1 tabling engagement for December
- Seek speaking engagements for January 1992
- Do 4 month review of 1991 plan (September - December); review success, difficulties and note adjustments for 1992
- Reflect and review accomplishments of Volunteer Resource Development program and the year's goals
COMMUNITY TRAININGS PROGRAM
MONTH BY MONTH WORK PLAN

GOALS:

1. Community Trainings Program will develop and provide, for the first time, three trainings targeted and held in the African-American, Spanish speaking and Asian/Pacific Islander communities.

2. Community Trainings Program will organize and provide training for a "trainer-pool" of fifteen staff and volunteers to be presenters in various community trainings.

**********

1991 Training Dates

<table>
<thead>
<tr>
<th>Training</th>
<th>Dates</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courage to Care (CTC)</td>
<td>February 7,8</td>
<td>Open*</td>
</tr>
<tr>
<td>Home Care Companions (HCC)</td>
<td>February 6,7,8,11,12</td>
<td>Open</td>
</tr>
<tr>
<td>HCC</td>
<td>March 13,14,15,18,19</td>
<td>African-American</td>
</tr>
<tr>
<td>HCC</td>
<td>April 3,4,5,8,9</td>
<td>Open</td>
</tr>
<tr>
<td>HCC</td>
<td>April 24,25,26,29,30</td>
<td>Spanish Speaking</td>
</tr>
<tr>
<td>HCC</td>
<td>May 8,9,10,13,14</td>
<td>Open</td>
</tr>
<tr>
<td>HCC</td>
<td>May 29,30,31 June 3,4</td>
<td>Asian/P.I.</td>
</tr>
<tr>
<td>CTC</td>
<td>June 20,21</td>
<td>Open*</td>
</tr>
<tr>
<td>Deaf Training</td>
<td>September 20,21,22</td>
<td>Deaf</td>
</tr>
<tr>
<td>CTC</td>
<td>October 17,18</td>
<td>Open*</td>
</tr>
</tbody>
</table>

*These trainings will be geared towards registered nurses, HIV professionals, and the community at large.
JANUARY 1991

COURAGE TO CARE (CTC)

- Select team, hold meetings, confirm agenda
- Confirm outside presenters
- Confirm training site
- Follow-up prior interest of potential participants
- Confirm registrations (Goal = 15)
- Compile materials
- Arrange logistical support

HOME CARE COMPANIONS (HCC)

- Hold follow-up evening for 11/90 HCC

  For February Training (2/HCC):
  - Complete PR/Outreach
  - Begin registration process
  - Compile course materials

  For March Training (3/HCC, Focus = African-American):
  - Meet with targeted African-American organizations for needs assessment. Determine participation, schedule meetings and goals

  For April #2 Training (4-2/HCC, Focus = Monolingual Spanish Speaking):
  - Identify Latino community organizations to adapt this training to targeted culture group

TRAINER POOL

- Invite staff, Board members, and volunteers to participate in the creation of a trainer pool for Community Trainings Program
- Review file of interested staff and volunteers
- Meet with ES/PS Directors to explain program and interface with ES/PS trainings
FEBRUARY 1991

CTC

- Complete final logistics/registrations
- Manage off-site training February 7/8
- Hold evaluation/review follow-up meeting with training team

HCC

For February Training (2/HCC Focus = Open):
- Complete final logistics/registrations
- Hold off-site training February 6,7,8,11,12
- Complete statistics and evaluation/review

For March Training (3/HCC Focus = African American)
- Hold scheduled meetings with targeted organizations
- Compile culturally sensitive materials
- Initiate PR/Outreach
- Begin registration

For April #2 Training (4-2/HCC Focus = Spanish-speaking)
- Meet with targeted Latino organizations for needs assessment. Determine participation, schedule meetings and goals.

For May #2 Training (5-2/HCC Focus = Asian/Pacific Islander)
- Identify Asian/Pacific Islander organizations to adapt this training to targeted culture group(s).
  [Potential International Training in Dominican Republic]

TRAINER POOL

- Identify potential pool
- Hold meeting of all interested trainers to explain the process
- Meet individually with interested trainer/trainee to assess skill level
MARCH 1991

CTC
- Send out flyers for June and October training dates

HCC
- Send out invitations for Follow-Up Evening for 2/HCC

For 3/HCC (Focus = African-American):
- Complete logistics and registrations
- Hold training off-site March 13, 14, 15, 18, 19
- Complete statistics and evaluation/review

For April #1 Training (4-1/HCC Focus = Open):
- Complete PR/Outreach
- Complete materials
- Begin registrations

For April #2 Training (4-2/HCC Focus = Spanish-speaking):
- Hold scheduled meetings with targeted Latino organizations
- Assign registrar
- Initiate PR/Outreach
- Compile culturally sensitive materials translated into Spanish

For May #2 Training (5-2/HCC Focus = Asian/Pacific Islander):
- Meet with targeted Asian/P.I. organizations for needs assessment. Determine participation, schedule meetings and goals.

TRAINER POOL
- Identify potential training experiences for trainer pool
- Create individualized skill-building program for trainers
APRIL 1991

CTC

- Identify training team for June CTC, schedule meetings
- Secure training site

DEAF TRAINING

- Begin initial brainstorming sessions for Deaf Training: "Breaking the Silence II"
- Contact St. Benedicts and Catholic Charities to join in collaboration effort

HCC

- Hold Follow-Up Evening for 2/HCC
- Send out invitations for Follow-Up Evening for 3/HCC
  
  For 4-1/HCC (Focus = Open):
  - Complete logistics and registrations
  - Hold training off-site April 3,4,5,8,9
  - Complete statistics and evaluation/review
  
  For 4-2/HCC (Focus = Monolingual Spanish-speaking):
  - Complete logistics and registrations
  - Hold training off-site April 24,25,26,29,30
  - Complete statistics and evaluation/review

For 5-1/HCC (Focus = Open):

- Complete PR/outreach
- Compile materials
- Begin registration

For 5-2/HCC (Focus = Asian/P.I.):

- Hold scheduled meetings with targeted organizations
- Initiate PR/outreach
TRAINER POOL

- Interface trainer/trainees into trainings

MAY 1991

CTC

- Select team, hold meetings, confirm agenda
- Confirm outside presenters
- Confirm training site logistics

DEAF TRAINING

- Continue planning process

HCC

- Begin evaluating 1990 RFP
- Begin application process for 1992 RFP-HCC
- Hold Follow-Up evening for 3/HCC
- Complete statistics and evaluation/review or 4-2/HCC
- Mail invitations for follow-up evenings for 4-1 and 4-2/HCC

  For May #1 Training (5-1/HCC Focus = Open):
  - Complete logistics and registration
  - Hold training off-site May 8,9,10,13,14
  - Complete statistics and evaluation/review

  For May #2 Training (5-2/HCC Focus = Asian/Pacific Islander):
  - Compile culturally sensitive materials
  - Complete logistics and registration
  - Hold training off-site May 29,30,31

TRAINER POOL

- Interface trainer/trainees into training experiences
JUNE 1991

CTC
- Confirm registrations (Goal=15)
- Compile materials
- Arrange logistical support
- Manage training off-site June 20, 21
- Hold evaluation/review follow up meeting with training team

DEAF TRAINING
- Continue planning process

HCC
- Submit RFP for 1992
- Hold two Follow-Up evenings: 4-1/HCC/in English 4-2/HCC/in Spanish
- Initiate PR/outreach for 7/HCC (Focus = Open)
  - For 5-2/HCC (Focus = Asian/Pacific Islander):
    - Hold two final days of training off-site June 3, 4
    - Complete statistics and evaluation/review

TRAINER POOL
- Hold training for trainer pool

JULY 1991

CTC
- Begin brainstorm 1992 CTC brochure
- Begin funding search for 1992 brochure
- Design announcement/reminder for October training

DEAF TRAINING
- Continue planning process
- Begin outreach to recruit participants

**HCC**

- Hold follow-up evenings for 5-1 and 5-2 HCC
  
  For 7/HCC (Focus = Open)
  
  - Compile materials
  - Complete registration and logistics
  - Hold training off-site July 17, 18, 19, 22, 23
  - Complete statistics and evaluation/review

**TRAINER POOL**

- Interface trainer/trainees into training experiences

**AUGUST 1991**


**CTC**

- Identify training team for October CTC, schedule meetings
- Mail out announcement/reminder
- Secure off-site location for training
  
  [PR/outreach for September HCC, depending on RFP approval]

**DEAF TRAINING**

- Firm up planning process
- Continue outreach to recruit participants

**TRAINER POOL**

- Brainstorm acknowledgment event for trainer pool
SEPTEMBER 1991

- Submit rough draft of 1992 goals to Director of 0/0
- Submit final rough draft of 1992 goals to Executive Director
- Begin planning community trainings for 1992

CTC

For October CTC:

- Select team, hold meetings, confirm agenda
- Confirm outside presenters
- Follow-up prior interest of potential participants
- Begin registration process
- Compile materials

DEAF TRAINING

- Finalize plans, curriculum, logistics and participants

  [September HCC training and PR/outreach for October, depending on RFP approval]

TRAINER POOL

- Training pool meeting/additional training opportunity

OCTOBER 1991

- Complete planning schedule for 1992

CTC

- Create final draft for 1992 brochure

  For October Training:

  - Confirm registrations (Goal=15)
  - Arrange logistical support
  - Hold final team meetings
  - Manage off-site training October 17,18
  - Hold evaluation/review follow-up meeting with
training team

[October HCC training, and PR/outreach for November, depending on RFP approval]

DEAF TRAINING

- Hold training
- Hold evaluation/review follow-up meeting with agencies

NOVEMBER 1991

- Begin process for February CTC
- Hold evaluation meeting and acknowledgment event for trainer pool
  
  [Possible HCC training, depending on RFP approval]
  
  [Potential follow-up training for Venezuela project]

DECEMBER 1991

- Reflect and review accomplishments of Community Trainings Program and the year’s goals.
- Mail 1992 community trainings brochure
OFFICE OPERATIONS
MONTH BY MONTH WORK PLAN

1. Office Operations will work with the Board of Directors and the Executive Director to negotiate a new lease for the usage of 525 Howard Street, or make other arrangements beginning March of 1992.

2. Office Operations will produce an Emergency Preparedness Plan to minimize damage and personal injury in case of earthquake, fire or other emergencies. The staff will be trained to implement the plan.

Note: All (*) entries listed in the month to month work plan are tertiary goals.

************

JANUARY 1991

- Due to the expiration of our current lease at 525 Howard Street on March 31, 1992, Office Operations will continue its negotiations for the renewal of the lease with Jim Weber and Associates.

- Recommendations and final draft of lease to January board meeting for approval.

FEBRUARY 1991

- Due to our lack of preparedness in the October 1989 earthquake, Office Operations will begin to produce an Emergency Preparedness Plan and prepare a draft of the plan for the Outreach and Operations Director’s review by February 28, 1990.

MARCH 1991

- Produce final draft of the Emergency Preparedness Plan for review by administration and managers. Make changes and deletions from their recommendations.

- *Due to an increase of calls in and out of the Howard Street Office, Operations will review the current Isotec phone system for a possible upgrade of the system in spring 1991.
APRIL 1991

- Hold meetings with managers to discuss implementation of Emergency Preparedness Plan and assign EPP Committee Chairs.
- *Office Operations will review the Information and Referral database and install a computer at the reception desk for the purpose of updating our I/R files.

MAY 1991

- Meet with support staff to discuss implementation of Emergency Preparedness plan. Assign staff to committees and various other duties to assist in the implementation of the EPP.
- *Review and continue our current recycling program at 525 Howard Street, with possible expansion of the program to include using office supplies and letter head made from recycled paper.

JUNE 1991

- Distribute the "Department Red Book" (Emergency Preparedness Manual) to staff.
- Implement first emergency fire drill for staff at 525 Howard Street.
- *Work with the Operations Assistant to upgrade our storage areas and donate or sell all unwanted items.

JULY 1991

- Review staff emergency drill with EPP Committee Chairs and implement recommended changes for future practice drill.

AUGUST 1991

- Produce, print and distribute Final draft of "Department Red Book", The Emergency Preparedness Manual to all staff and Board members.
SEPTEMBER 1991

- Implement first emergency earthquake drill for staff.
- Submit rough draft of 1992 goals to Director of Outreach and Operations.

OCTOBER 1991

- Implement second emergency fire drill for staff. Review work of Committees and implement any final recommendations to EPP.
- *Review list of Service Contracts and Office purchasing systems.

NOVEMBER 1991


DECEMBER 1991

- Reflect and review accomplishments in Operations and the year's goals.
PERSONNEL DEPARTMENT

1991 GOALS

I. MISSION STATEMENT OF SHANTI PROJECT

Shanti Project is a volunteer-based, non-profit organization serving people with AIDS, people with severe or disabling HIV disease, and their loved ones. Shanti Project provides emotional, practical, residential, social, and other support services to people with HIV disease living in San Francisco. Its mission is helping people to live with issues related to HIV disease and to enhance and maximize the quality of their lives.

Shanti Project is committed to functioning as a multicultural organization by being accessible to providing services for people of all racial, ethnic, sexual orientation, and cultural backgrounds affected by HIV disease, with sensitivity to the needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV-affected community at large.

II. MISSION STATEMENT OF PERSONNEL DEPARTMENT

The Personnel Department provides quality personnel services to the management and paid staff of Shanti Project. Its primary goal is to develop, implement and monitor all personnel policies, procedures and programs for the staff of the agency.

The following are the major functions of the Department:

- recruitment and employment, including affirmative action
- personnel administration and recordkeeping
- employee relations
- staff care
- management and staff training

III. PRIORITY GOALS FOR 1991

1. Recruit for, and assist in filling, all open positions on staff. During 1990, 43 open positions were filled; an average opening takes a month to fill. No more than 30 openings are anticipated for 1991.

2. Implement Staff Care Plan. Plan will be implemented in phases and will be fully implemented by December 1991.

3. Develop and implement new personnel systems, including:
a. managers guide to personnel
b. performance planning and evaluation system
c. comprehensive new employee orientation program

IV. SECONDARY GOALS FOR 1991

1. Review, revise and publish/implement:
   a. personnel policies
   b. position descriptions
   c. salaries for staff
   d. employee benefits programs

2. Develop systems to document costs of employment, including hiring, training, longevity and turnover, for Shanti staff during calendar year 1991.

3. Assist with implementation of the Multicultural Plan:
   a. begin in-house Spanish and sign language classes for staff and volunteers

4. Plan and conduct bimonthly management education seminars for:
   a. department heads
   b. first line supervisors

   Plan and conduct quarterly management education seminars for non-management staff, if interest is sufficient.

V. MONTH-BY-MONTH WORK PLAN FOR 1991

JANUARY 1991

o Present revised personnel policies and position descriptions to staff

o Produce affirmative action reports for fourth quarter, 1990, and second half, 1990

o Conduct seminar for managers (update on affirmative action)

o Assess staff interest in quarterly seminar series for non-management staff

o Coordinate and announce support groups for quarter

o Plan for and assist in producing January Renewal Day for staff

o Assist in planning and producing Annual Meeting
Recruit for open positions

FEBRUARY 1991

- Begin writing managers guide to personnel
- Conduct seminar for supervisors
- Conduct seminar for non-management staff
- Begin salary survey for all positions in agency
- Begin in-house Spanish classes for staff and volunteers
- Recruit for open positions

MARCH 1991

- Make final recommendations to Personnel Committee about employee benefits programs at Shanti
- Conduct seminar for managers
- Conclude salary survey and make recommendations for changes in F/Y 1991-92
- Continue writing managers guide to personnel
- Recruit for open positions

APRIL 1991

- Produce affirmative action reports for first quarter, 1991
- Coordinate and announce support groups for second quarter
- Conduct seminar for supervisors
- Conclude salary survey and make recommendations for changes in F/Y 1991-92
- Recruit for open positions

MAY 1991

- Begin development of new performance planning and evaluation system for exempt and non-exempt staff
- Begin development of comprehensive new employee orientation program
- Conduct seminar for managers
- Conduct seminar for non-management staff
- Recruit for open positions

**JUNE 1991**

- Conclude development of new employee orientation program
- Conclude development of, and publish performance evaluation systems; train managers and staff in their use
- Conduct seminar for managers
- Recruit for open positions

**JULY 1991**

- Implement new salary ranges and benefits programs, as directed
- Produce affirmative action reports for second quarter, 1991
- Coordinate and announce support groups for third quarter
- Conduct seminar for managers
- Recruit for open positions

**AUGUST 1991**

- Conduct seminar for supervisors
- Conduct seminar for non-management staff
- Distribute personnel policies and job descriptions to staff for review
- Assist in planning all-staff retreat (October)
- Recruit for open positions

**SEPTEMBER 1991**

- Conduct seminar for managers
- Begin in-house sign language classes for staff and volunteers
- Assist in planning managers retreat
- Recruit for open positions

**OCTOBER 1991**

- Produce affirmative action reports for third quarter, 1991
- Coordinate and announce support groups for fourth quarter
- Present revised personnel policies to Personnel Committee
- Conduct seminar for supervisors
- Recruit for open positions

**NOVEMBER 1991**

- Conduct seminar for managers
- Conduct seminar for non-management staff
- Communicate revised personnel policies to all staff and train staff and managers as necessary; publish revised job descriptions
- Begin evaluation of Staff Care Plan
- Recruit for open positions

**DECEMBER 1991**

- Assist in planning/coordinating Staff/Board Holiday Dinner
- Conclude evaluation Staff Care Plan
- Calculate and report costs of employment for 1990
- Recruit for open positions
DIRECT SERVICE DEPARTMENTS

- Emotional Support (on hold)
- Practical Support
- PWA Activities Program
- Residence Program
- SFGH Counseling Program
SHANTI PROJECT
PRACTICAL SUPPORT 1991 PLAN

by Ericka Huggins, Director of Practical Support

SHANTI PROJECT MISSION STATEMENT

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PRACTICAL SUPPORT PROGRAM MISSION STATEMENT

Shanti Project's Practical Support Program is a direct service program for persons with AIDS and their loved ones. Our focus is to provide trained and sensitive volunteers who, through basic tasks like housekeeping and cooking help to improve the quality of life for persons with AIDS. The Practical Support Program also provides transportation for clients to medical appointments within the city of San Francisco. We serve all communities regardless of race, gender, economic background, disabilities or sexual preference.

PRIORITY GOALS

I. Children With AIDS Project

Practical Support will assess the need in San Francisco for a Children with AIDS project while simultaneously researching the legal, educational, safety and other issues involved in such a massive task. We are already collecting information from organizations serving children who are HIV positive and their families. Obviously a special training will have to be developed for caregivers of HIV positive babies and children. Also assessment of the practical and emotional support needed for families and volunteers will be explored.

We will construct the project plan (in collaboration with Development) so that bilingual children, children of color and of other cultures, as well as disabled children are served.
appropriately. Our van service would need to be upgraded (with baby seats / car seats for toddlers) to accommodate small and / or fragile children. Volunteer Resource Developers will need to focus on daytime volunteers.

At this time two volunteers provide services to three HIV positive children and their families. We would like to provide teams of two to three volunteers to 15 to 20 families with HIV affected children.

II. Increase in Practical Support Volunteers

Our program hopes to increase the number of volunteers from 220 to 320. We are hoping to increase the size of each training from an average of 35 to an average of 50 volunteers. In addition we will create incentives so that each volunteer's length of stay is longer (see PS Program restructuring). We will plan three out of six trainings to be multicultural in focus.

These volunteers serve 500 clients each month. We would like to serve 650 clients.

III. Continued Development of Practical Support Network

The existing Practical Support Network which implemented the September 1990 training as a collaborative effort needs continued input. In addition new agencies must be added representing the Asian and Pacific Islander, Native American and Disabled communities. Mission Neighborhood Health Center, Most Holy Redeemer, the Black Coalition on AIDS and Shanti are presently the core of the network. The Gay Asian Pacific Alliance Community HIV Project, Gay American Indian organization, The Bayview Hunters Point Foundation (HIV Volunteer Services) and Catholic Charities Hearing Impaired Program may be added to planning and implementation of the 1991 Multicultural Collaborations. Agencies not contacted or listed here will also be included.

IV. Practical Support Restructuring / Specializing

In addition to streamlining and enhancing our systems, we hope to have Volunteer Coordinators specialize in certain PS tasks (i.e. planning trainings, volunteer incentives and follow-up, special projects, etc).

We want our PS Program to play a leadership role among the organizations with practical support programs serving PWAs in Northern California. We also plan in this restructuring to

1. Some of the volunteer incentives are regularly scheduled volunteer appreciation days, a PS Volunteer Advisory Committee, and reunions of training classes every six months to a year. Other incentives: tee shirts / sweatshirts, certificates, pins, lunch for Shanti volunteers one, three and five years intervals.
include staff skills enhancements / trainings and greater collaboration between our ES and PS Programs.

SECONDARY GOALS

I. Further development of the PS team

A. VC / Vehicle Driver meetings weekly
B. Individual yearly goals stated and realized
C. Each staff person participates in at least one PS training as if a volunteer
D. Inservices within the department for all staff
E. Explore the Impact of Children with AIDS Project on the existing PS, ES and Residence Programs

II. Increased accessibility of Shanti's PS Program in all communities

A. Visits to Bay Area AIDS organizations that our Practical Support Program has had no contact with
B. Continue networking with existing Shanti allies
C. Create avenues for ongoing access to media
D. Generate ideas for volunteer recruitment
E. Investigate the impact of Children with AIDS Project on various communities
F. Placements of Shanti intake persons (volunteers and staff) in the Tenderloin, the Mission, Bayview / Hunter's Point, etc.

III. Development of Practical Support Program Quality Assurance Plan

A. To evaluate the quality and appropriateness of client services (both transportation and in-home Practical Support services.
B. To identify problems through systematic and routine analysis of information collected by PS van service and PS Volunteers Coordinators, as well as from the client / volunteer data base.
C. To develop, implement and monitor solutions the those problem identified.
D. To develop an on-going process to ensure continued success in meeting program goals as well as Shanti's multicultural agency goals.
E. To develop and provide (or refer) skill enhancement trainings for Volunteer Coordinators, Van Drivers and volunteer support group facilitators in the areas of communication skills, conflict resolution and time management.
PRACTICAL SUPPORT WORK PLAN

September 1990

- Set Practical Support goals for 1991 with staff
- Set meeting for PS goals for 1991 with volunteers
- Set meeting for PS goals for 1991 with clients
- Begin streamlining PS systems
- Talk to volunteer recruiters about increase in numbers

October 1990

- Hold meetings for setting Practical Support goals for 1991 with volunteers and clients
- Compile information on existing services to Children with AIDS
- Network with individuals with ideas for such services
- Continue streamlining PS systems
- Plan November 1990 training with volunteer increase for 1991 in mind

November 1990

- Meet with persons in Development regarding proposal ideas for Children with AIDS Project
- Meet with families of Children with AIDS to assess needs (interview / survey process?)
- Continue to assign specialized Practical Support tasks to Volunteer Coordinators
- Plan Winter '90 volunteer training with Multicultural focus involving agencies representing the Asian, Native American and Disabled communities, as well as Black, Latino, religious and sexual minorities

December 1990

- Continue to establish incentives to develop Practical Support volunteer commitment
- Continue gathering information for planning draft of Children with AIDS Project
- Begin to determine PS staffing needs for new project
- Access media for Shanti's PS Program to begin spreading the word about the needs of HIV positive children and babies
- Plan and calendar volunteer incentives
January 1991

- Begin writing Children with AIDS Project proposal for funding
- Continue collection of information for Children with AIDS Project
- Continue Practical Support restructuring
- Meet with existing volunteers who are interested in working with children with AIDS
- Begin to develop special training for PS volunteers for children and families, using kindred organizations and individuals
- Begin to develop Practical Support Speakers Bureau to visit agencies, hospitals, hospices, children's and educational organizations as community outreach for Children with AIDS Project
- Determine the needs of children in communities of color and other cultures / languages, as well as disabled children for the creation of appropriate literature and other PR materials (bilingual printing also)
- Brainstorm name for new project
- Continue PS restructuring
- Continue PS outreach for existing services
- Begin implementation of PS quality assurance plan

February 1991

- Present preliminary plan for Children with AIDS Project at all-staff meeting
- Continue writing proposals for funding of project
- Develop Practical Support Volunteer Advisory Committee
- Continue creation of training for special PS volunteers
- Begin work on PR materials for Children with AIDS Project
- Continue PS outreach for existing services

March 1991

- The new project is named
- Present Children with AIDS Project plan to Shanti Board of Directors
- Continue networking with ally organizations
- Continue work on PR materials (including video of children!!)
- Continue Practical Support community outreach for existing services.
- Train speakers for PS Speakers Bureau
- Access to media continues (for special project as well as existing services)
- Volunteer incentives are in place
April 1991

- Establish plan for staff needs for Children with AIDS Project
- Develop budget for making existing van services appropriate for babies / children
- Continue networking
- Continue work on PR materials
- Speakers (from bureau) out to various engagements
- Quality Assurance Plan Quarterly Report

May 1991

- Final proposal and budget to Board of Directors with update of funding sources / possibilities
- Access to media stars, well known educators, rap artists, etc. to publicize Children with AIDS Project
- Begin to secure funding
- Continue already established work on primary and secondary goals

June 1991

- Secure funding for Children with AIDS Project
- Finalize plan for staffing need with Personnel Director
- Continue media
- Continue Speakers Bureau
- Final draft of PR materials is complete

July 1991

- Finalize plan for volunteer training for Children with AIDS volunteers
- Continue to secure funding
- Continue media access
- Continue Speakers Bureau engagements
- Bring update on new project and benefit fundraiser to all-staff meeting
- Quality Assurance Plan Quarterly Report

August 1991

- Continue to secure funding
- Staffing needs and job announcements completed
- Continue media access
- Continue Speakers Bureau
- Continue Practical Support Program enhancements for existing services
September 1991

- All August tasks for Children with AIDS Project continue into September
- Funding for staffing secured
- Process for hiring of primary staff person begins
- Continue Practical Support Program enhancements
- Benefit for Children with AIDS Project at the end of the month
- Finalize plans for 1992

October 1991

- Recruitment of families who need the services of Children with AIDS Project
- September tasks carry forward
- Interviewing for primary staff person for Children with AIDS Project continues
- Training for Children with AIDS Project is planned
- Continue Practical Support Program enhancements
- Recruitment of volunteers continues (team of three to five per family)
- Develop 1992 PS goals

November 1991

- Project staff person is hired
- Children with AIDS Project begins with Practical Support Van Service!
- Training for Children with AIDS Project is held
- Media "blitz" for new project
- Meeting of ally organizations and individuals is held to assess continued program impact on the larger community
- Volunteers /clients matched
- PS Quality Assurance Plan Annual Report

December 1991

- Assess realization of 1991 PS goals
- Assess Children with AIDS Project planning process and start up
- Volunteer / client follow-up for new project
- Finalize plans for 1992
SHANTI PROJECT
PWA ACTIVITIES PROGRAM
1991 PLAN

by Joe Lane, PWA Activities Program Coordinator

SHANTI PROJECT MISSION STATEMENT

Shanti Project is a volunteer-based, non-profit organization serving people with AIDS, people with severe or disabling HIV disease, and their loved ones. Shanti Project provides emotional, practical, residential, social, and other support services to people with HIV disease living in San Francisco. Its mission is helping people to live with issues related to HIV disease and to enhance and maximize the quality of their lives.

Shanti Project is committed to functioning as a multicultural organization by being accessible to providing services for people of all racial, ethnic, sexual orientation, and cultural backgrounds affected by HIV disease, with sensitivity to the needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV-affected community at large.

PWA ACTIVITIES PROGRAM MISSION STATEMENT

The PWA Activities Program is committed to enabling people with AIDS and disabling and non-disabling HIV disease to maintain and enhance their quality of life by providing social and recreational activities.

PRIORITY GOALS

- DOCUMENT PARTICIPATION IN THE PROGRAM IN PREPARATION FOR FUTURE EVALUATION OF THE LEVEL AND DEMOGRAPHICS OF SERVICES PROVIDED

The goal is to end 1991 with meaningful statistics which will be useful in future program planning, for monitoring the success of multicultural growth, and documentation for community and funding sources. New systems will be created to document and quantify participation in the Program, with statistics regarding gender, sexual orientation, race and ethnicity) by:

- keeping attendance at Program events and documenting the use of the Program’s tickets division,
- working with the Computer Department to establish a record-keeping mechanism to show general Program use in the existing client data-base.
EXPAND SERVICES TO WOMEN, CHILDREN AND PEOPLE OF COLOR

The commitment to create a more multicultural PWA Activities Program will be a primary focus through:

- working with Shanti Project’s Director of Multicultural Affairs in broadening Program services to women, children and people of color with HIV,
- fostering relationships with women’s and culture-specific organizations in producing events appropriate for the various groups,
- utilizing these relationships to further include women and people of color in all service areas of the Program, and children where appropriate,
- adapting the PWA Events Line to include a message in Spanish.

SECONDARY GOALS

INCREASE LOCAL PWA AWARENESS OF HIV-RELATED SERVICES, ISSUES AND ACTIVITIES

PWA Update is the primary tool used for distributing information about Activities Program events. It also has the potential of becoming a more effective avenue for people with HIV to communicate and to express themselves through the print medium, as well as to become a more valuable source of HIV-related community referrals. PWAs will be better served as the inherent interest, readability, artistic value, and usefulness of PWA Update is enhanced by:

- using offset printing for PWA Update,
- including more news articles concerning political and treatment issues related to HIV,
- advertising for more creative works by people with HIV,
- including more community referrals regarding services available to PWAs in San Francisco,
- continuing to recruit and train volunteers to take a more active role in all areas of newsletter production.

EXPAND PROGRAM PARTICIPATION IN LOCAL CULTURAL, SPORTS AND EDUCATIONAL EVENTS

The tickets division of the PWA Activities Program is an important mechanism for enabling people with HIV to break out of isolation and boredom by getting out their homes to to foster and broaden artistic and cultural interests. It will be strengthened by the:

- development of more aggressive marketing strategies to solicit tickets donations throughout the Bay Area,
- diversification of the types of tickets offered to program participants,
- obtaining tickets of specific interest to children (to foster outreach to children and women with children).

○ BECOME MORE VOLUNTEER-BASED

Given the small paid staff of the PWA Activities Program, growth will need to be balanced by growth of the volunteer body. A specific goal will be to recruit and train key volunteers to coordinate a major portion of the PWA Wildwood Weekends and other trips and outings.

○ OFFER MORE ARTISTIC AND EDUCATIONAL OPPORTUNITIES FOR PEOPLE WITH HIV

Recognizing the lack of centralized educational opportunities for people with HIV relating to both HIV and human interest issues, the PWA Activities Program will work toward providing more artistic and educational workshops for Program participants.

○ INCREASE PUBLIC AWARENESS OF THE PWA ACTIVITIES PROGRAM

Recognizing that many people with HIV in San Francisco are either unaware of the Activities Program or its broad scope, work will be done to promote the Program throughout the community by:

- working with the Public Relations Director to obtain better media coverage of the Program,
- invite the press to occasional Activities Program events, when appropriate,
- place PWA UPDATE and other Program information in the Shanti booth at street fairs and other venues where the booth or tabling is used,
- organize tabling (in addition to other Shanti tablings described above) to promote the Program.
- monitor and expand as needed the distribution of Program information through other AIDS organizations and medical facilities.

○ CREATE A QUALITY ASSURANCE PLAN IN ORDER TO MONITOR AND QUANTIFY THE DELIVERY OF QUALITY SERVICES IN THE PROGRAM

A plan will be created to systematically and routinely evaluate the quality and appropriateness of client services provided. As it is implemented, the quality assurance plan will insure the identification of problems, the development, implementation and monitoring of solutions, and develop ongoing processes to sustain corrective action and ensure continued success in meeting Program goals.
PROCESS FOR REACHING GOALS

December, 1990:

- Arrange for changes in the client and volunteer data-base to create fields for Activities Program involvement, to be operable by January 1, 1991.

- Publish the January, 1991 issue of PWA UPDATE, including major advertisement of newsletter goals for 1991, including the need for newsletter volunteers and creative submissions.

- Meet with the Director of Multicultural Affairs to calendar 1991’s work with specific women’s and people of color organizations and populations.

- Finalize plans for attendance forms to be used at Program events.

January, 1991:

- Begin keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

- Begin computer input into the client data-base, identifying Activities Program participation.

- Produce the February/March PWA UPDATE, including major focus on a call for volunteers and artistic submissions.

- Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

- Update records of tickets contributors, and note areas for improvement.

- Schedule artistic and educational opportunities for February/March.

- Meet with Director of Outreach and Operations and Volunteer Resource Developers to arrange for Program materials to be included whenever the Shanti booth is used or tablings occur.

February, 1991:

- Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

- Continue computer input into the client data-base, identifying Activities Program participation.
• Begin training newsletter and other Program volunteers.

• Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

• Contact contributors who would appear to be able to increase donations.

• Create a list of new tickets donors to contact.

• Recruit volunteer Wildwood coordinators for March.

• Meet with the Public Relations Director to plan process for better Activities Program coverage in media.

• Meet with Director of Outreach and Operations and Volunteer Resource Developers to discuss their involvement in recruiting Activities Program volunteers.

March, 1991:

• Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

• Continue computer input into the client data base, identifying Activities Program participation.

• Produce the April/May PWA Update, including major focus on a call for volunteers and artistic submissions.

• Continue training newsletter and other Program volunteers.

• Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

• Meet with Director of Multicultural Affairs to assess success of outreach and services provided to women, children and people of color to date this year.

• Continue contacting previous and potential tickets donors.

• Program Coordinator attends PWA Wildwood Weekend with volunteer Wildwood coordinator/s.

• Schedule artistic and educational opportunities for April/May.

• Meet with the Public Relations Director to implement process for better Activities Program coverage in media.

• Research and calendar appropriate tablings for Program outreach for the remainder of the year.
• Begin developing Quality Assurance Plan.

April, 1991:

• Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color and plan any appropriate events.

• Continue computer input into the client data base, identifying Activities Program participation.

• Obtain quotes for offset printing for PWA UPdate.

• Continue training newsletter and other Program volunteers.

• Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

• Continue contacting previous and potential tickets donors.

• Continue to develop Quality Assurance Plan and begin to calendar related projects, such as gathering client feedback.

May, 1991:

• Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

• Continue computer input into the client data base, identifying Activities Program participation.

• Produce the June/July PWA UPdate, including a call for volunteers and artistic submissions and client questionnaire.

• Continue training newsletter and other Program volunteers.

• Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

• Continue contacting previous and potential tickets donors.

• Recruit volunteer Wildwood coordinators for June.

• Schedule artistic and educational opportunities for June/July.

• Meet with the Public Relations Director to assess results of process for better Activities Program coverage in media.

• Complete development of Quality Assurance Plan, calendaring of related tasks for 1991, and begin to plan materials and forms required.
June, 1991:

- Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

- Continue computer input into the client data base, identifying Activities Program participation.

- Continue training newsletter and other Program volunteers.

- Begin contact with women's or people of color groups targeted for this month and plan any appropriate events.

- Meet with Director of Multicultural Affairs to assess success of outreach and services provided to women, children and people of color to date this year.

- Continue contacting previous and potential tickets donors.

- Volunteer Wildwood coordinators run PWA Wildwood Weekend; Program Coordinator does not attend.

- Recruit volunteer Wildwood coordinators for July.

- Finalize Quality Assurance Plan, related tasks required materials, looking toward the plan's implementation in July.

July, 1991:

- Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

- Continue computer input into the client data base, identifying Activities Program participation.

- Compile statistics of Program participation from January through June.

- Produce the July/August PWA Update, including a call for volunteers and artistic submissions.

- Have PWA Update manufactured using offset printing from this issue forward.

- Continue training newsletter and other Program volunteers.

- Begin contact with women's or people of color groups targeted for this month and plan any appropriate events.

- Continue contacting previous and potential tickets donors.
Program Coordinator attends PWA Wildwood Weekend only; volunteer Wildwood coordinator/s run weekday portion.

Schedule artistic and educational opportunities for August/September.

Meet with the Public Relations Director to assess results of process for better Activities Program coverage in media.

Begin implementation of Quality Assurance Plan.

August, 1991:

Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

Continue computer input into the client data base, identifying Activities Program participation.

Continue training newsletter and other Program volunteers.

Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

Continue contacting previous and potential tickets donors.

Recruit volunteer Wildwood coordinators for September.

September, 1991:

Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

Continue computer input into the client data base, identifying Activities Program participation.

Produce the October/November PWA Update, including a call for volunteers and artistic submissions.

Continue training newsletter and other Program volunteers.

Begin contact with women’s or people of color groups targeted for this month and plan any appropriate events.

Meet with Director of Multicultural Affairs to assess success of outreach and services provided to women, children and people of color to date this year.

Continue contacting previous and potential tickets donors.
Program Coordinator attends PWA Wildwood Weekend only; volunteer Wildwood coordinator/s run weekday portion.

Schedule artistic and educational opportunities for October/November.

Meet with the Public Relations Director to assess results of process for better Activities Program coverage in media.

October, 1991:

Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

Continue computer input into the client data base, identifying Activities Program participation.

Continue training newsletter and other Program volunteers.

Begin contact with women's or people of color groups targeted for this month and plan any appropriate events.

Continue contacting previous and potential tickets donors.

Recruit volunteer Wildwood coordinators for November.

November, 1991:

Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.

Continue computer input into the client data base, identifying Activities Program participation.

Produce the December/January PWA Update, including a call for volunteers and artistic submissions.

Continue training newsletter and other Program volunteers.

Begin contact with women's or people of color groups targeted for this month and plan any appropriate events.

Continue contacting previous and potential tickets donors.

Volunteer Wildwood coordinators run PWA Wildwood Weekend; Program Coordinator does not attend.

Schedule artistic and educational opportunities for December/January.
Meet with the Public Relations Director to assess results of process for better Activities Program coverage in media.

December, 1991:

- Continue keeping attendance at Activities Program events, with information regarding participation by women, children and people of color.
- Continue computer input into the client data base, identifying Activities Program participation.
- Meet with Director of Multicultural Affairs to assess success of outreach and services provided to women, children and people of color throughout 1991.
- Continue contacting previous and potential tickets donors.
- Begin to compile statistics of Program participation for the year. (To be completed in January.)
SHANTI PROJECT
RESIDENTIAL SERVICES 1991 PLAN
Submitted by Ellen Hardtke, Residence Program Director
November 9, 1990

SHANTI PROJECT MISSION STATEMENT
Shanti Project is a volunteer-based, non-profit organization serving people with AIDS, people with disabling HIV disease, and their loved ones. Shanti Project provides emotional, practical, residential, social, and other support services to people with HIV disease living in San Francisco. Its mission is helping people to live with issues related to HIV disease and to enhance and maximize the quality of their lives.

Shanti Project is committed to functioning as a multicultural organization by being accessible to providing services for people of all racial, ethnic, sexual orientation, and cultural needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV-affected community at large.

RESIDENCE PROGRAM MISSION STATEMENT
The mission of the Shanti Residence Program is to provide affordable, long-term housing and advocacy services for people of all racial, ethnic, sexual orientations, and cultural backgrounds with AIDS and disabling HIV disease. The program will provide a supportive and safe living environment that fosters independence and that enables the residents to continue to live and actively participate in their community.

O PRIORITY GOALS

I. Improve and expand upon the quality of services the Shanti Residence Program provides

The Residence Program staff will review and revise the program's policies and procedures. There are many procedures within the department that need to be updated and/or reevaluated for their usefulness. The goal is to streamline and evaluate the internal systems in order to enhance the services the program provides. This will also involve developing a quality assurance system and working with Practical and Emotional Support programs to improve the systems of communication and accountability of the volunteers in the Residence Program.

II. Increase Consumer Participation

Currently, there is a Resident Representative Committee composed of consumers that meets quarterly. The purpose of the committee is to discuss issues and concerns that impact the residents. The committee's focus will be examined and restructured to encourage a broader level of participation by the residents within the residences and the other services that Shanti provides.

III. Target and Increase Specialized and Alternative Housing Models for PWAs

The Residence Program currently provides housing for 53 people with AIDS. Presently there are 3 beds for women and six beds for families. The goal will be to target housing for special populations (i.e. Spanish speaking, IV drug users, women and children) within the residences that are currently available as well as explore other funding sources to increase the number of people served from 53 to 60 within the coming year.
O SECONDARY GOALS

I. Creation of a Quality Assurance Plan

A quality assurance plan will be created to monitor and quantify the delivery of quality services in the program.

II. Establish community outreach with agencies and people with AIDS.

Representatives from the Residence Program will establish and maintain contact with outside agencies and PWAs who are underrepresented or underserved in the Residence Program.

O PRIMARY OBJECTIVES

I. a) Develop procedures for the maintenance of residences
   b) Update Resident Manual
   c) Revise Admission Agreement
   d) Define duties and responsibilities for Residence Advocates and Maintenance Staff.
   e) Revise resident intake orientation and packet
   f) Reorganize physical space of the department
   g) Develop donation/inventory system
   h) Update information for Family Residence
   i) Develop proposal for beeper duty
   j) Develop Resident Manual for Spanish speaking people

II. a) Work with PWA activities program to increase resident participation
    b) Explore the creation of an annual residence activity that would be exclusively for the residents (i.e. Valentines Day Party)
    c) Continue to meet quarterly with the Resident representative committee and explore the idea of developing a Resident Advisory Committee made up of Board members and consumers.

III. a) Target one of the current houses for Spanish speaking residents
     b) Develop program for IV Drug Users
     c) Explore funding for alternative housing i.e. subsidies, residence for families, purchasing or building additional housing.
     d) Attend AIDS/ARC Housing committee to explore alternative housing options
     e) Meet with agencies serving Latinos, Asian-Americans, Women and Substance Abuse to explore collaborative ventures in developing housing.

O SECONDARY OBJECTIVES

I. a) Develop and implement bi-annual survey for consumer and community.
    b) Develop internal systems to monitor and quantify the delivery of quality services.

II. a) Attend meetings and establish a working relationships with agencies and PWAs who are underrepresented or underserved in the Residence Program.
O MONTHLY PLAN

October 1990

- Meet with Maintenance Staff to revise and develop procedures.
- Attend AIDS/ARC Housing meeting
- Attend Children & Youth HIV Network meeting
- Meet with Visiting Nurses and Hospice and Administrative Assistant to revise admission procedures for the 24 Hour House
- Develop Beeper duty compensation proposal

November 1990

- Attend AIDS/ARC Housing meeting
- Set up meetings with other agencies serving minorities
- Update Family Housing information
- Develop intake packet for Family Housing
- Reorganize physical space of Residence Department
- Implement revised Maintenance procedures
- Meet with Practical Support to develop system of improved communication regarding resident volunteers
- Meet with Resident Representative committee

December 1990

- Revise Admission Agreement
- Revise Admission Packet
- Attend AIDS/ARC Housing meeting
- Meet with PWA Activities Director to develop annual resident activity
- Define roles of Residence Advocates and Maintenance Staff

January 1991

- Target house for Spanish speaking population
- Revise and update Resident Manual and Policies and Procedures manuals
- Attend AIDS/ARC Housing meeting

February 1991

- Develop inventory/donation system
- Develop survey for residents
- Research alternative funding sources for additional housing
- Attend AIDS/ARC Housing meeting

March 1991

- Meet with Resident Representative committee
- Send survey
- Develop Quality Assurance Plan
- Attend AIDS/ARC Housing Meeting
April 1991

- Develop budget for fiscal year 1991-92
- Research alternative funding sources for housing
- Attend AIDS/ARC Housing meeting

May 1991

- Develop proposal for IV drug abuse in existing housing
- Revise orientation procedure
- Attend AIDS/ARC Housing meeting

June 1991

- Implement orientation procedure
- Develop proposal for increasing residents from 53-60
- Attend AIDS/ARC Housing meeting

July 1991

- Send community satisfaction survey
- Implement proposal for IV drug abuse in existing housing
- Attend AIDS/ARC Housing meeting

August 1991

- Compile data from consumer satisfaction survey
- Implement proposal to increase number of residents from 53-60
- Attend AIDS/ARC Housing meeting

September 1991

- Develop 1992 Residence plan
- Implement Quality Assurance Plan
- Attend AIDS/ARC Housing meeting
- Implement proposal for increasing number of residents served from 53-60.

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f:jl/rpdevpln.rpt
I. Shanti Project Mission Statement

Shanti Project is a volunteer-based, non profit organization serving people with AIDS, people with severe or disabling HIV disease, and their loved ones. Shanti Project provides emotional, practical, residential, social, and other support services to people with HIV disease living in San Francisco. Its mission is helping people to live with issues related to HIV disease and to enhance and maximize the quality of their lives.

Shanti Project is committed to functioning as a multicultural organization by being accessible to providing services for people of all racial, ethnic, sexual orientation, and cultural backgrounds affected by HIV disease, with sensitivity to the needs of each client. Shanti Project is also committed to preserving the rights and dignity of its clients and the HIV affected community at large.

II. S.F.G.H Counseling Program Mission Statement

The SFGH Counseling Program provides culturally-sensitive counseling, advocacy, education and referrals to a diverse population of people with AIDS/ARC and their families, friends, significant others, and other caregivers (including staff) at San Francisco General Hospital.
III  Priority Goals for 1991

1. **Develop Program Manual:** Develop and complete a comprehensive manual that describes all aspects of the program; its mission, philosophy, counseling style, policies, procedures, administration, and interface with the hospital.

2. **Evaluation of services to People of Color:** Create a survey style research project to assess the effectiveness of our services to People of Color. The survey will be presented to appropriate clients by interviews conducted by staff.

3. **Ongoing provision of service:** Provide hospital based emotional support and advocacy for 2,600 persons (patients with HIV disease and their families, friends, and significant others).

5. **Train all staff in working with substance users:** We will work with Melinda Paras, Director of Multicultural Affairs, to find a program or help design one that will be appropriate for the staff. An interested staff person will be delegated to liaison with Melinda.

IV. Secondary Goals

1. **Ongoing implementation of Quality Assurance Plan:** Quarterly audits which will include a written report, a feedback/systems review meeting with staff, and revision or addition of policies and procedures as indicated by the audit.

2. **Continuing development of counseling skills and sensitivity to the needs of culturally diverse clients:** Schedule a calendar of inservices to focus on: a) Development of counseling skills and sensitivity to the needs of culturally diverse clients. b) How to work our own differences; working with our own issues of racism, classism, sexism, etc. c) Self-Care; ways to reduce stress and create balance in our work and personal lives.
3. **Maintain program's accessibility to culturally diverse clients:** Identified interested staff take the responsibility to maintain the multicultural bulletin board on Ward 5A, acquire multicultural brochures and other materials, translate materials into Spanish or acquire materials written in Spanish, and do outreach and develop connections in various ethnic communities particularly the Latino and Black. This committee will meet quarterly with the Director.

4. **Develop plan for marketing program:** The program manual will be a key component in this plan. We will explore both the possibility of expanding the program into other hospitals and that of promoting the model which would be adapted by an institution using its own resources.

7. **Update and clean out office files:** Director and Program secretary will work together to purge files of outdated materials and update all resource and referral information by January 1992.
V. Calendar

January 1991
* Meet with interested staff to develop project format and survey questions for evaluation of services to People of Color
* Q.A. Audit and Report for Oct/Nov/Dec
* Project calendar of monthly inservice/training topics for 1991
* Multicultural Resource Committee meets with Director
* Begin project to update referrals/resources
* Begin project to clean up office files

February 1991
* Implement survey project
* Complete outline for manual and recruit staff interested in writing portions.
* IVDU Training for all staff

March 1991
* Continue survey of patients
* Begin drafting manual
* Complete clean up of office files
April 1991
* Continue survey of patients
* Q.A. audit and report for Jan/Feb/March
* Complete update of referrals/resources
* Multicultural Resource Committee meets with Director
* Tentative date for substance use training

May 1991
* Continue survey of patients
* Staff retreat

June 1991
* Analysis of data from survey and preparation of report with any recommendations

July 1991
* Q.A. audit and report
* Multicultural Resource Committee meets with Director

August 1991
* First draft of manual complete
September 1991
* Begin planning process for 1992
* Begin final draft of manual

October 1991
* Q.A. audit and report for July/Aug/Sept
* Multicultural Resource Committee meets with Director

November 1991
* Staff Retreat

December 1991
* Complete final draft of manual