

1540 MARKET ST., SUITE 60
SAN FRANCISCO, CA 94102

Telephone (415) 863-4676

Meeting of Jan. 27, 1990

Meeting called to order at 11:00 AM.

Present: Ken McPherson, Tom Lloyd, Tom Bassett, Paul Boneberg,
Mark Leno, Tom Brougham, Laurie McBride, Emily Rosenberg

Excused: Allan Shore

Mark moved that a 1991 budget be proposed at a 10% across the board
increase of the 1990 budget.

6-0-0

Tom Brougham moved that all terms for board members are for 2 years.
All existing seats are to be divided into 2 groups. When
adding new members, odd seats are for one year terms.
Even seats, when first filled, are for 2 year terms. All
terms are to begin with the 3rd quarter of the year.
Beginning with 3rd quarter of '89, seats would be grouped
as follows:

One year: Laurie, Tom Brougham, Emily

Two years: Tom Bassett, Tom Lloyd, Mark

7-0-0 (Emily arrived prior to vote)

Mark moved that Reggie Williams be invited to be board member #8.

7-0-0

Emily moved that we elect officers annually at the 3rd quarter
meeting.

7-0-0

Laurie moved that Tom Bassett be elected treasurer.

7-0-0

Tom Brougham moved to confirm all present officer holders until the
3rd quarter.

7-0-0

Tom Brghm moved that the process for bringing on new board members
be as follows:

1. Members recommend names to the co-chairs who then take
a consensus of the board.
2. Proposed new member then meets with at least two board
members and attends a board meeting (in either order).
3. Voting on new members will not take place with the
proposed member present.

7-0-0

Pg. 2

(Jan. 27, 1990 minutes, con't.)

Tom Lloyd moved that the staff be authorized to order banners from Budget Signs for projects such as the Candlelight Memorial and Dance-a-thon.

6-0-1 (Leno abstaining)

Tom Bassett moved that the board officially thank Laurie McBride & Archetype for their professional and creative assistance throughout 1989.

6-0-1 (McBride abstaining)

Mark moved to authorize a \$750. expenditure to be paid to Archetype for initial graphic work in creating the Candlelight Memorial booklet.

6-0-1 (McBride abstaining)

Meeting adjourned 4:15 pm.



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Meeting of June 2, 1990

Meeting called to order at 10:45am.

Present: Ken McPherson, Tom Lloyd, Paul Boneberg, Mark Leno,
Tom Brougham, Emily Rosenberg, Reggie Williams

Excused: Laurie McBride, Tom Bassett

Reggie moved that the finance committee, the treasurer and the
accountant should meet to review our financial procedures.
Seconded by Tom Brougham.

6-0-0

Tom Lloyd moved that Paul hire an office management consultant and
work with her on systems development before we move into our
new offices. Seconded by Reggie.

6-0-0

Reggie moved that the board meet 6 times a year instead of 4.
Seconded by Mark.

6-0-0

Mark was excused from the meeting before adjournment.

Mobilization Against AIDS
Regular Meeting of Board of Directors
August 15, 1990

In attendance were directors Ken McPherson, Tom Brougham, Laurie McBride, Tom Lloyd, Reggie Williams, Tom Basset, Emily Rosenberg and Executive Director Paul Boneberg.

MINUTES of June 2 meeting were read and approved.

MEETING TIMES

Permanent meeting schedule is as follows: The third weekend of November, January, March, May, July and September. We will alternate between all day and half day meetings. The September 15 meeting will be a short meetings, the Move 16 a long meeting.

TREASURER'S REPORT

The following facts were reported by Tom Bassett

- Current debt is \$37,000 with the largest items being a \$5,500 to two funding sources, a \$5,500 cost of living raise to the Executive Director and \$7,500 in back taxes.
- Almost ready to start audit of the 1990 General Ledger
- Have made payment of \$7,500 overdue for 1989 payroll taxes
- · No payroll deposits have been made for 1990
- Have collected information needed for 1989 tax return
- Have signed up with a payroll service that will compute payroll and payroll taxes and send check to Mobilization for signature
- Monthly debt report will be prepared by treasurer so that Finance Committee can monitor organization's activities

With discussion Board directed that, with a few exceptions noted by Paul Boneberg, all debtors be paid a token sum immediately and be told that "we have not forgotten them" The Finance Committee is further directed to develop a debt strategy.

The Revised Budget was reviewed and approved with the exception of the direct mail expense. The Board is approving only one more direct mail campaign at the cost of \$5,000. Direct Mail prospecting and fundraising will be reviewed at future meetings.

DANCE-A-THON

The Dance goal is to raise \$145,000 based on last year's average and "a-thon" averages of \$160 per person.

Paul is negotiating a contract with Mark Fortune to direct and implement all Dance activities. In addition we will hire an administrative assistant chosen by Mark and a consultant to manage the entertainment portion of the Dance.

Budget is \$55,000, more than twice 1989 with goal of raising almost twice as much money. Mobilization will incur \$10,000 debt each

month until the Dance proceeds come in December. We are investing \$22,000 but half of that is in the form of credit rather than cash outlay.

MOTION by Laurie McBride that budget be further amended to reflect additional costs of Dance. Seconded by Tom Brougham and unanimously approved.

Laurie pointed out that dancers want to be monitored for endurance and it was agreed that this will be an organized part of this year's event.

DEVELOPMENT

Lengthy discussion about the needs and responsibilities of a Development Committee.

MOTION by Tom Bassett that a Development Committee be created. Seconded by Laurie McBride and passed unanimously.

The Development Committee will have the following responsibilities:

- Coordinate staff and others on development activities
- Charges with long-term financial and political development strategies
- Will determine the functions necessary to implementation
- Will oversee implementation

Tom Lloyd and Emily Rosenberg will co-convene the Development Committee.

Creation of Advisory Board will be first task of the Development Committee. Advisory Board will

- start with nucleus of existing friends and advisors
- be developed with specific responsibilities and benefits
- attempt diversity of membership
- be coordinated with the Executive Director, Chairs of Mobilization and the Development Committee
- seek members with expertise in development, volunteer coordination, media-PR, political analysis

Tom Lloyd will write the language of the Advisory Board description to be used immediately in recruiting members.

PERSONNEL

The Personnel Committee has met once and will undertake the following responsibilities

- review and document performance of executive director
- develop job descriptions for board, staff, advisory board
- develop descriptions of committee and boards' responsibilities
- review contracts starting with Dance staff

MOTION by Reggie Williams to allow the Personnel Committee to proceed with development of job descriptions for staff, Board and advisory board. Seconded by Laurie McBride and passed unanimously.

BOARD DEVELOPMENT

Steve Lu has been approved for "pipelining" through the Board approval process.

Reggie Williams recommended that the Board to outreach presentations to People of Color and other groups from which we seek involvement. Reggie and Paul will make the initial presentation and Paul will go with other Board members, as appropriate. Paul will develop presentation strategies.

BOARD ELECTIONS

Personnel Committee will create job description for co-chair positions. Renewal commitments and resignations will be discussed at the next Board meeting.

STAFF REPORT

DIRECT LOBBY WORK

Paul will meet with about 18 key legislators around the state, focusing on all of the Californians on House and Senate Committees for Budget, Appropriations and Ways & Means. In each case local AIDS groups are tapped and invited to select the attendees and set the agenda.

Paul reported on meetings with Pinetta and others. Paul's estimate from these meetings is that AIDS funding will receive about half of the appropriated \$875 million if there is not a full scale war in the Middle East.

We will attempt to meet with reporters covering the gubernatorial race in order to get the candidates to address the AIDS issue.

Will request Project Inform include us in the meetings with pharmaceutical companies so that we can translate administrative issues into a legislative agenda.

It appears that Mobilization is the only AIDS group meeting with Republicans.

Meeting was adjourned at 5:40pm.

Notes from informal MAA Board Meeting of 9/15/90

Four Board Members (Ken, Reggie and both Tom B's) and Paul met on Saturday, September 15. No actions were taken because of the small number of members present but a general discussion of the future and a report on the Dance-a-Thon took place. Everything seems to be working very well on the Dance with the only problem being the need to spend more money on the site and the sound system. These notes are intended to help prepare all Board Members for some of the topics likely to be raised when we consider goals and objectives for 1991 at our January meeting.

1. Long-range mission of the organization

Ken initiated a conversation on whether, in the future (i.e. 1993?) our focus should expand to include other issues besides AIDS (i.e. lesbian/gay political issues in general, or all lesbian/gay health issues). Ken's main idea is that MAA has developed structure, techniques and personnel which are so successful that they should not be lost to the lesbian/gay community as the epidemic becomes less exclusively gay. The discussion raised such issues as:

- a: The epidemic may be "gay" for a long time
- b: Our success may stem from a single focus
- c: Other organizations may be more appropriate vehicles to address other issues.

2. Internships at MAA

Could we derive direct benefit to MAA and could we help prepare the next generation of leadership by offering internships? Many academic institutions, for the completion of some degrees, require or permit internships at community-based organizations. This could particularly be a means to help prepare minorities and women for leadership in the community.

3. Tours of other AIDS agencies

Could staff and Board Members benefit from tours of other AIDS-related agencies? Benefits might include:

- a: Greater appreciation of the realities, needs and strengths of other agencies
- b: Increased interaction between personnel from various organizations
- c: Signal interest and welcome to minorities.

4. Public relations and image

Tom Bassett suggested that our publicity/public relations emphasize the verb "mobilize", giving MAA a more "active" image. This also led to a more general discussion of the progress made toward greater visibility. Paul pointed out the need to more fully utilize Andy's great talents in this general area by freeing him from less appropriate "envelope-stuffing" activities.

(prepared by Tom Brougham)



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Mark Leno, Paul Boneberg

Absent: Tom Brougham, Reggie Williams, Laurie McBride

Tom Lloyd & Mark Leno have agreed to loan a total of \$1,900. to MAA until Dec. 10, for the purpose of purchasing postage for our Hope=ddI mailing.

Dance-a-thon projected income is \$130,000 to \$170,000. Next year's program should be scheduled this December so that next year's staff need only implement plans.

Personnel

The board is pleased with Paul Boneberg's performance. It authorizes him to continue working after Jan. 1, 1991 and intends subsequently to renew his contract for 2 years.

Elections

It was moved that, since we presently do not have a board member able to accept the responsibilities of treasurer, and since Tom Bassett has agreed to see through his on-going projects in the capacity of treasurer, we agree that there will be no nominations for treasurer at this time.

5-0-0

Moved the nomination of Mark Leno for secretary

5-0-0

Moved the nomination of Tom Lloyd and Tom Bassett for Co-chairs
Election:

5-0-0

The board acclaimed the out-going co-chairs, Laurie McBride and Ken McPherson

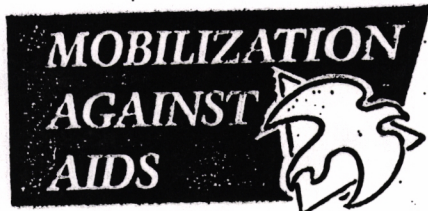
Moved, seconded and voted that staff define the position of Development Director and begin seeking applications.

5-0-0

Moved, seconded and voted that we defer to the finance committee all operational financial matters until the next board meeting.

5-0-0

Meeting adjourned at 4:00pm.



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MOBILIZATION AGAINST AIDS



1540 MARKET ST., SUITE 60
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Telephone (415) 863-4676

DATE: November 12, 1990

TO: Tom Bassett
Tom Brougham
Mark Leno
Laurie McBride
Ken McPherson
Emily Rosenberg
→ Reggie Williams

FROM: Tom Lloyd

RE: **MOBILIZATION BOARD OF DIRECTORS MEETING**

The next Mobilization Board of Directors Meeting is scheduled for Sunday, November 18, 1990 beginning at 10:00 AM. The meeting will be held at the house of Tom Lloyd located at 7395 Sir Francis Drake Boulevard, Lagunitas (on the left, point three miles past Lagunitas Center), phone number is 415-488-0414. Please note that we will finish business by 5:00 PM, and then go to dinner on Point Reyes. Please plan on attending.

Attached is a copy of the Development Committee report, and the Mobilization's Notes on Market Positioning.

TRL/eb

attachments

MOBILIZATION AGAINST AIDS



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DATE: November 12, 1990

TO: Tom Bassett
Tom Brougham
Mark Leno
Laurie McBride
Ken McPherson
Emily Rosenberg
Reggie Williams

FROM: Tom Lloyd

RE: **DEVELOPMENT COMMITTEE REPORT**

The Development Committee met on November 7, with Gary Hammond joining us. We submit the following issues for particular attention and resolution by the Board.

1. Publicity and Public Relations have gotten short shifted at Mobilization by default.

The Board should decide whether to beef up communication and if yes, then determine priorities, funding, and organization to make it happen.

Faults/Observations

- o Summary results confirm our suspicion that people don't hear much about Mobilization.
- o "Mobilization's programs" ranks last as a reason for supporting Mobilization.
- o Mobilization gets little credit for Demonstration or Candle Light Memorials.
- o Mobilization is weak in volunteer support.

Publicity and the Big Picture

- o Publicity can direct key development efforts: direct mail fund-raising; major donors; grants.
- o Publicity can support our new membership based political strategy, e.g., a newsletter could help sustain "Army" and lower membership attrition.
- o We need communication expertise on the Board. Communication Strategy must be a Board responsibility.

DEVELOPMENT COMMITTEE REPORT

Page two

2. The Board should reassess the balance of Mobilization's funding sources.
 - o Direct mail campaigns are costly. Do the non-financial benefits justify these efforts? I.e., what is the importance of direct mail in generating new members, etc.?
 - o There can be big hidden costs -- for manpower -- in putting on events like the Dancethon. Does the Dancethon pay its way on a fully loaded financial basis? Are there ancillary benefits such as much needed Mobilization publicity, and do these justify the effort?
 - o Should major donors be a significant part of our funding? If yes, what steps should be taken?
 - Contract with a part-time fund raiser.
 - Prepare "case statement" on Mobilization to present to donor prospects.
 - Start a prospect list.
 - Recruit Board members who can help.
 - o Can we hope to win corporate or foundation grants? If so, what steps?
 - Have a part-time grant writer.
 - Prepare case statement for International Candlelight Memorials.
 - o Should we look to international agencies for funding?
 - Leverage our distinctive asset: international network.
 - Funding would be "earmarked" for international and so would affect strategy -- should we "go more international?"
3. Development and Program Strategy must be co-determined. The Board should continue its deliberations on strategy and give staff clearer guidelines as priorities.
 - o Survey results show strongest support for direct lobbying, less for symbolic activities and political actions.
 - o Survey results corroborate our focus on doing access and research versus civil rights.

DEVELOPMENT COMMITTEE REPORT

Page three

- o Our continuing difficulty in sustaining key activities -- newsletter, publicity, high international membership mailings -- attest to the fact that we are overextended.
- o Choosing development targets has implications for strategy. E.g., the "success" of International Candlelight Memorials poses a potential strategic conflict and dilemma for Mobilization.
- o The Board should examine our unstated policy of active collaboration with other AIDS groups. Are we getting enough benefit? Is a more independent course in our interest?

MOBILIZATION AGAINST AIDS

Notes on Market Positioning

Part of the Mobilization (M.A.A.) Board of Directors met one day in August to talk about communications and development strategy and digressed into a protracted discussion of the strategic business concept of market and competitive positioning and its implications for M.A.A. This paper recaptures the main points of that discussion for the interest of the larger Board.

Market Positioning

Market positioning is the idea of targeting certain market segments and tailoring the product and its presentation to the interests and benefits sought by those customers. Success depends on size and importance of the segment, the accuracy of the targeting and the relative positioning of competition. For example, Mazda's Miata portends to be a runaway success not only because it serves well the needs of a sizeable segment, i.e., "sporty, fun, unpretentious, and moderate price wheels," but also because there is no competition for that segment.

AIDS is a large and fast growing "industry" and the potential donors can be thought of as customers with limited dollars to spend on a growing array of service providers. M.A.A., like the AIDS Foundation, Shanti, and AmFar are all providers of

"services," broadly defined. As the AIDS market matures and providers proliferate, the customers will be more specific about what they want and successful providers will have to be more focused and will have to position for their relative strengths.

Implications for Mobilization

The group brainstormed its way to preliminary conclusions on three key questions.

- 1) How is the market best segmented? As the car market is usefully segmented as "sporty" vs. "conservative," so the AIDS market might be segmented as "activist" vs. "establishment."
- 2) Which segments are big, fast growing, and/or poorly served by competition?
- 3) What are M.A.A.s current perceptions in the market, relative strengths and values, preferences regarding position options?

AIDS Funding Market Segments

We thought that likely ways of segmenting the market include the following:

Geographic Scope

Local	State	National	International
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Benefits

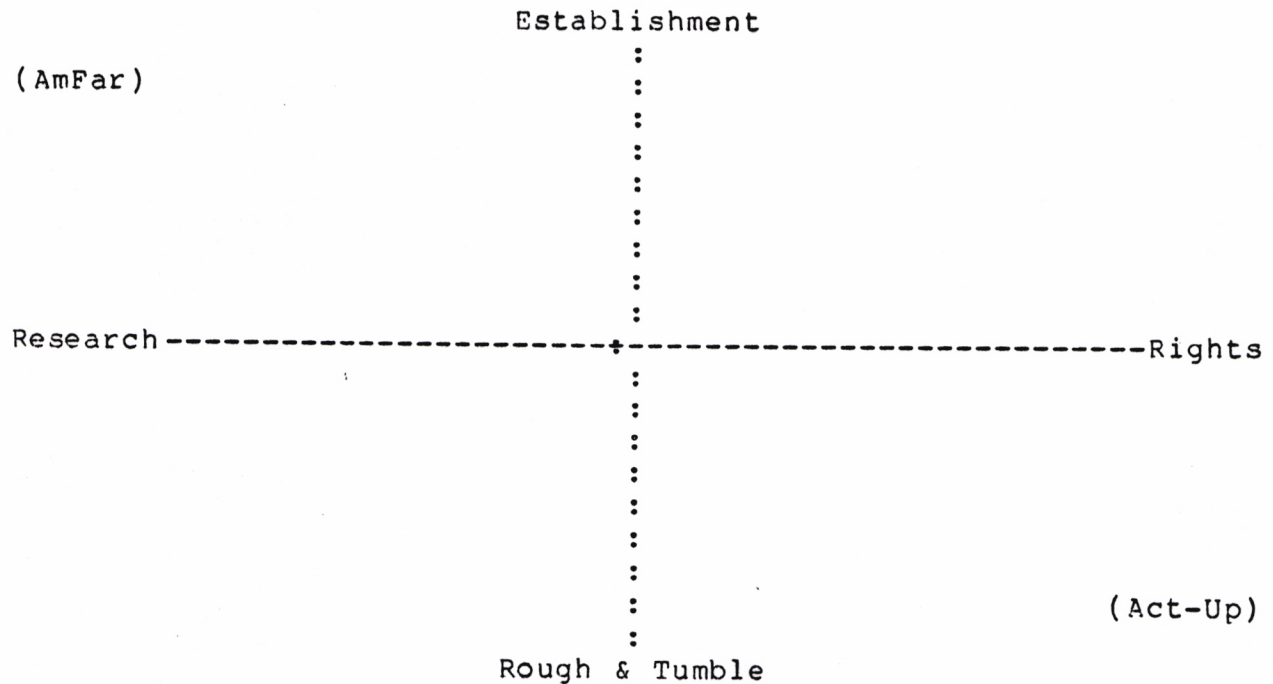
Research	Treatment	Education	Rights
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Style

Rough & Tumble	Activist	Action Oriented	Professional/ Credible	Establishment
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We noted that there were different interest groups connected to different issues. For example, "treatment" is connected to gays, the poverty infrastructure, and the city health complex. "Rights" is connected to the civil rights establishment, gays, and - at least potentially - the other "minorities," the most oppressed being Blacks, Latins, and Jews who, together with gays, must account for 25-30% of the population.

We noted that it is useful to represent dimension and positions in a two or three dimensional space, for example:



Mobilization: Where We Are; Where We Should Go?

We listed current strengths as our California focus, professionalism and credibility with legislators and service providers. Weaknesses included lack of high profile in the "market" (of donors, supporters), lack of a clear, focused image and lack of a committed, involved membership.

To get a quick grasp of where we individually thought M.A.A. should be headed, we each imagined how we would have members/ supporters three year hence explain their allegiance to Mobilization.

The most often cited attributes were:

- Action, results-oriented
- Treatment issues, 1st wave concerns
- Political, not service oriented

Other mentions included "aggressive," "efficient/professional," "effective" (connected, informed, involved) and "HIV identified" (i.e., this is "my organization").

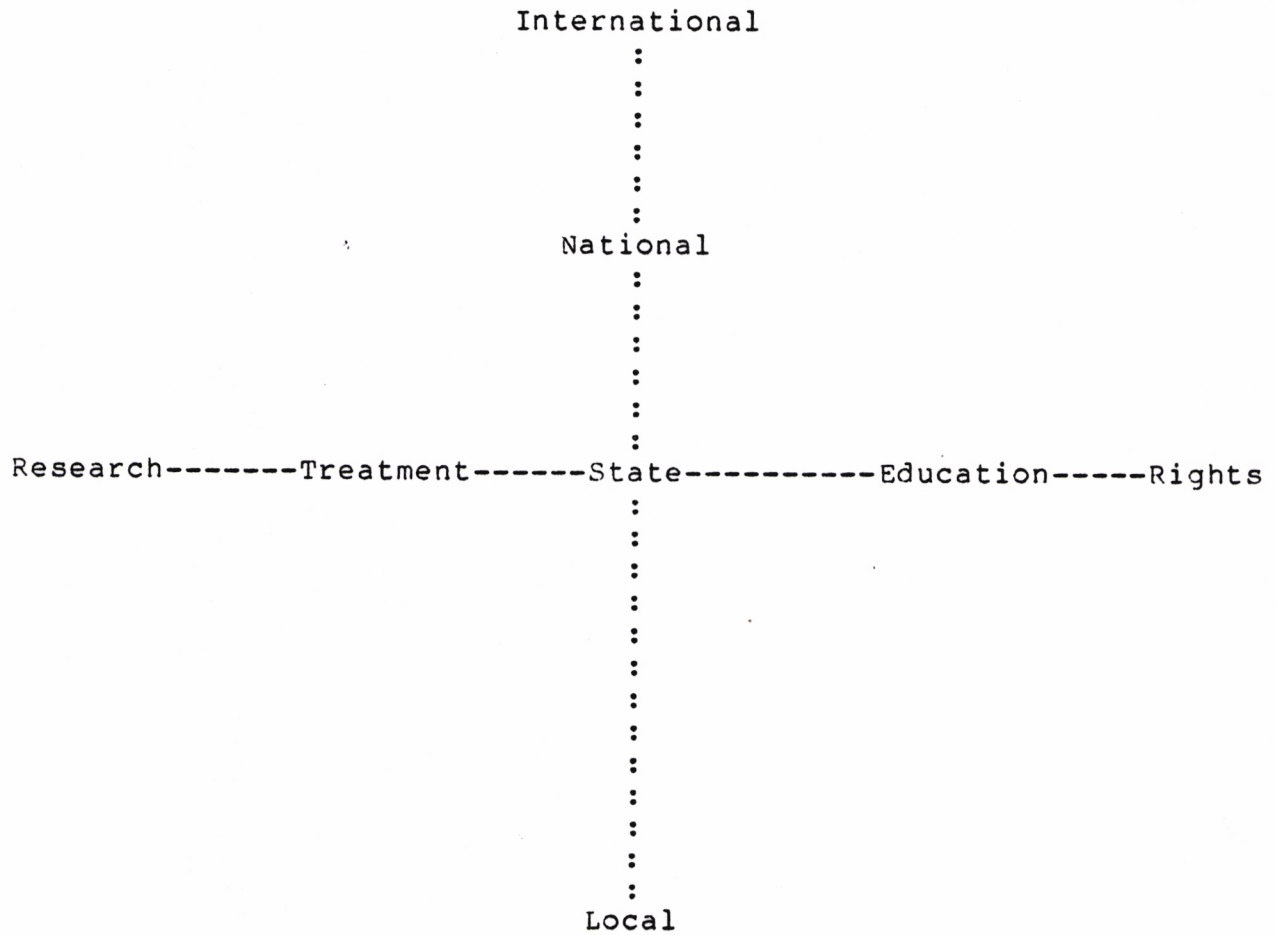
Implementation Issues

Some of the implementation issues currently underway or briefly discussed -- all presuming or depending on some resolution of strategic positioning -- include:

- Advertising
 - o Audience
 - o Media
 - o Message
- Articles and Newsletters
- Identifying and Mobilizing the "Committed 1000" and the "Hard-Core 100"
 - o What we want
 - o What they want
 - o How we get it

WORKSHEET

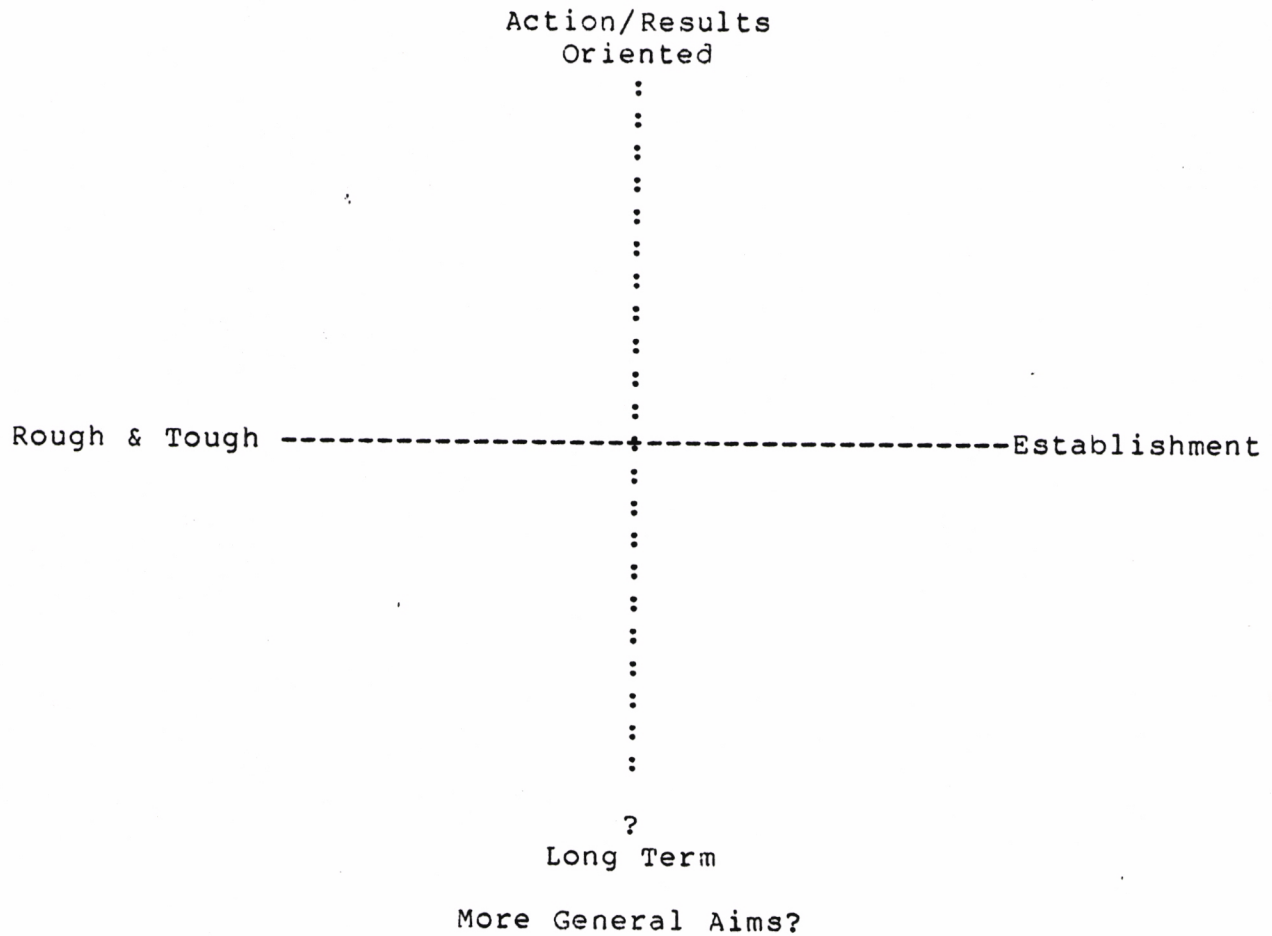
MATRIX I



Place AIDS Foundation
 Project Inform
 LIFE
 Mobilization Against AIDS

WORKSHEET

MATRIX II



Place Project Inform
 Act Up
 AmFar
 Mobilization Against AIDS