



625 O'Farrell Street
San Francisco, CA 94109
415.749-6714/FAX 415.749-6706

[NEW BOARD PACKET]

Bay Area HIV Support and Education Services (BAHSES)

Board of Directors

January 11, 1993



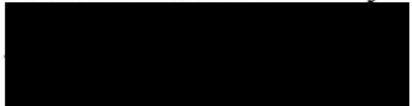
Phyllis Jean Jackson
BOD President
Glide AIDS Project



John Reviczky
BOD Vice President



Patricia Wall
BOD Provisional Secretary



Lee Y. Woo
Ex-Officio



Raymond Combs



Arni Lovitt
Admin Assistant/BAHSES



117050



BAY AREA HIV SUPPORT AND EDUCATION SERVICES
A PROJECT OF BLACK AND WHITE MEN TOGETHER/MEN OF ALL COLORS TOGETHER

BAY AREA HIV SUPPORT AND EDUCATION SERVICES
(BAHSES)
of Black and White Men Together/Men of All Colors Together
(BWMT/MACT)

MISSION STATEMENT AND GOALS

BAHSES-BWMT/MACT Mission is six fold:

1. To educate the chapter's membership, gay, bisexual and lesbian groups, and the greater communities on issues regarding HIV.
2. To provide the necessary emotional and practical support to those who are living with HIV and impacted by the disease. These services are available to all who feel comfortable with our organization and it's statement of purpose.
3. To identify and recruit volunteers from the various communities to carry out the organization's purpose.
4. To collaborate and develop partnership with local and other communities and their leaders.
5. To provide technical assistance to community organizations.
6. To develop leadership among people of color through on-the-job training, workshops and education in HIV/AIDS prevention and intervention.

BAHSES-BWMT/MACT Goal is four fold:

1. To provide quality programs in the areas of HIV Education and Prevention, Support Services and Community Coalition Building.
2. To be visionary in providing culturally sensitive services for people living with and impacted by HIV/AIDS and other life threatening diseases and issues.
3. To support people of all ethnicities in reaching their greatest potential.
4. To develop a network of educated volunteers to provide HIV services and HIV/AIDS prevention information to their communities.

ORGANIZATION BACKGROUND

The Bay Area HIV Support and Education Services of Black and White Men Together/Men of All Colors Together (BAHSES-BWMT/MACT) started as committee of Black and White Men Together/San Francisco Bay Area (BWMT/SFBA) and eventually a joint project with Men of All Colors Together - Greater Bay Area (MACT-GBA). BAHSES works in collaboration with the various BWMT/MACT chapters in the United States.

BWMT/SFBA Chapter has a long history in the Bay Area. Established in 1980 to foster an environment where interracial relationships would be accepted and supported has grown to an international organization with approximately 25 chapters across the nation and two international affiliates: London, England and Bahia, Brazil.

MACT-GBA is new to the Bay Area. Established in October, 1989 as a multicultural and multiracial organization, MACT-GBA reflects some of the changes that have occurred within the NABWMT family since 1980. With its growing membership, it has joined

with the BWMT/SFBA chapter in the HIV prevention program and support of its membership and the greater community.

Approximately 2 years ago, NABWMT received a five year grant from the Center for Disease Control (CDC) based on the work done by local chapter's program such as BAHSES to organize Prevention Programs in other chapters and their respective communities. The National Task Force on AIDS Prevention/NABWMT, was established to coordinate a National Prevention Program. However, the CDC funding was not designated to be utilized at the chapter level. Local chapters are encouraged to seek assistance within their immediate communities.

BAHSES is a regional HIV/AIDS service organization with offices planned for four Bay Area sites. Currently there is an office in San Francisco (BAHSES WEST) and the agency is now in the process of opening a office in Oakland for two of its operations (BAHSES REGIONAL and EAST). Expansion plans include North Bay and South Bay but no dates have been set. However, we have or are working in several counties: Alameda, San Francisco, Sonoma, Santa Clara and Solano.

BAHSES-BWMT/MACT BACKGROUND

BAHSES-BWMT/MACT, formerly known as BWMT/SFBA AIDS Task Force, began in April 1985. It was called to action by the chapter members of Black and White Men Together/San Francisco Bay Area over the issues of AIDS treatment and availability of service to People of Color by Reggie Williams and Larry Burnett, Task Force Co-Chairs and other concerned community leaders. With the creation of the new Bay Area Chapter, Men of All Colors Together - Greater Bay Area in October 1989, the two task forces were joined together to form a Regional AIDS Task Force - BAHSES-BWMT/MACT.

We are a non-profit (501 (c) (3)), tax deductible to the fullest extent of the law, through the National Association of Black and White Men Together. BAHSES has incorporated in the State of California as a non-profit 501 (c) (3) organization. We join our other 25 plus chapters and their respective communities, in doing AIDS work at different levels and means to educate our members and communities as outlined by the National Association (NA) AIDS Prevention Program.

Since 1985, the BAHSES has been instrumental in hosting the first public forums in San Francisco to discuss AIDS/HIV issues as it impacts people of color in our Gay and Lesbian communities. The NABWMT and chapter mandate to the Task Force is to provide AIDS education to its chapters' members and the community in which they live. Given that directive, we have developed an outreach program that will take us from the two Bay Area counties of Alameda and San Francisco to include the other seven Bay Area Counties and Sacramento.

HIV prevention information, as well as general health information, has been made available to anyone who is interested, through rap discussion, guest speakers, public speaking or task force members participating on informative community panels.

The members of the BAHSES have been conducting Safer Sex Workshops in the Bay Area on a regularly scheduled basis since July 1989. Workshops have been conducted at the Steamworks, Cabel's Reef, Kaiser, Marriott Hotel, AIDS Indigent Direct Services in the Tenderloin and Glide Memorial Church and other community Community Base AIDS Organization. Colleges, high schools, women's groups, hospitals have also attended HIV education/prevention workshops hosted by the agency.

A second and equally important service provided by BAHSES, is our Support Services division. The agency perceived that providing HIV education was one part of the service design. A second part was to offer emotional support for those who learn they live with

HIV. Thus, the Support Services division was founded in 1989. BAHSES offers free emotional support groups for those who live with HIV disease. Both daytime and evening groups are available in order to meet the needs of clients. The peer facilitated groups meet weekly and rely upon volunteers to conduct them. A collaborative Group Facilitator training with the AIDS Health Project of the University of California-San Francisco Medical Center is also done on a regular basis for HIV support group facilitators. Facilitators need not be HIV+ nor have a counseling background to participate in this emotional support system. Commitment to helping those who face HIV issues is the primary requirement of a successful support group facilitator.

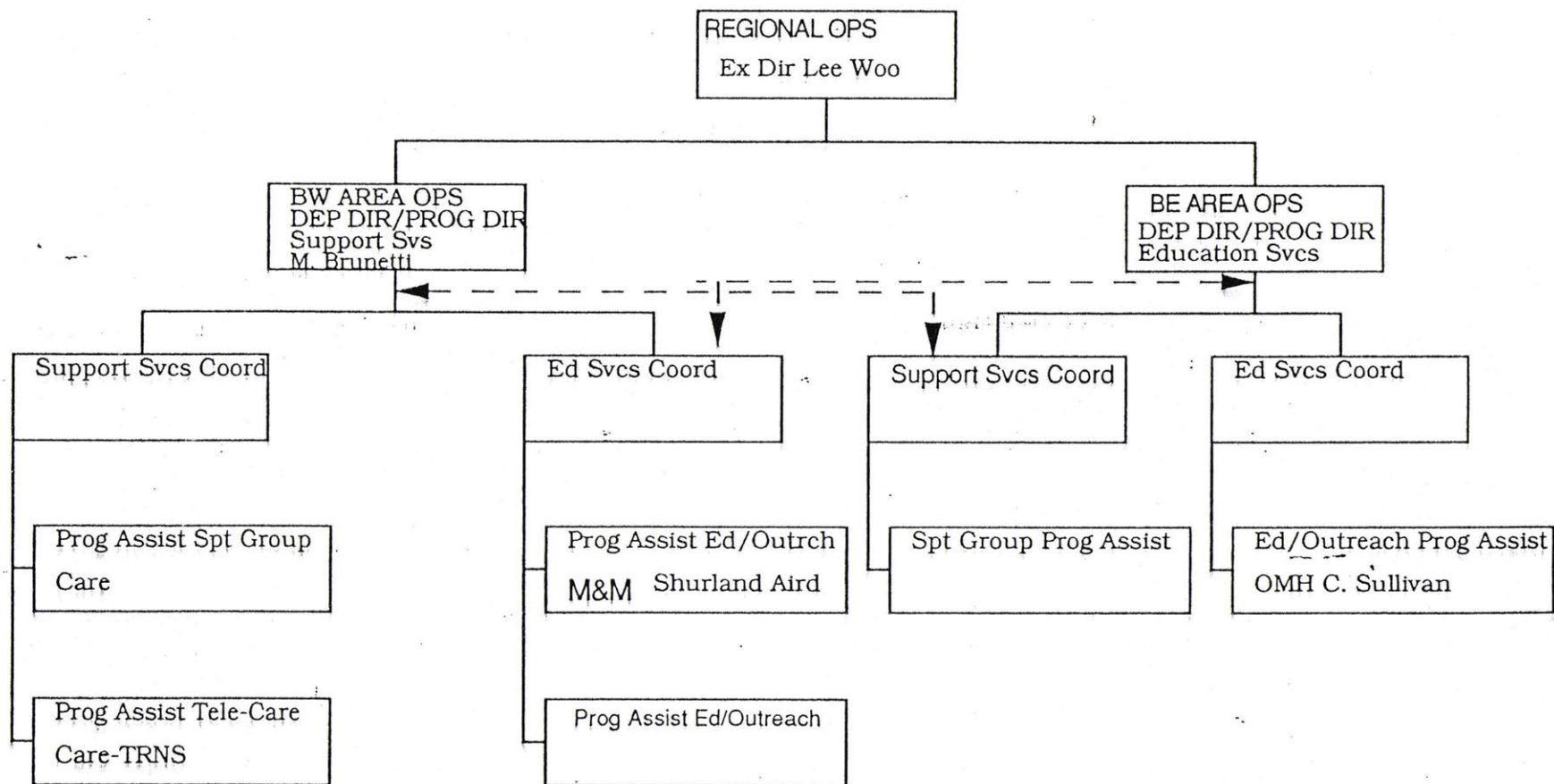
Other services provided by Support Services include transportation assistance (in San Francisco only at this time) and BAHSES works in collaboration with many Bay Area community organizations to better utilize AIDS resources and provide referral systems for our client base.

COMMUNITY COLLABORATION AND PARTNERSHIP

BAHSES has a long history of community collaboration and partnership. We have been able to provide technical assistance to other organizations that range from agency and program development to staff training.

In San Francisco we have on-going relationships (either in collaboration on grants or projects) with: San Francisco AIDS Foundation, STOP AIDS, AIDS Indigent Direct Services (A.I.D.S.), AIDS Health Project of the University of California, San Francisco, Bayview Hunters Point, Glide Goodlette AIDS Project, 18th Street Services, NAMES Project, GAPA Community HIV Project, American Indian AIDS Institute (AIAI), Black Coalition on AIDS (BCA), AIDS Office of the City and County of San Francisco, Community United Response to AIDS/SIDA (CURAS), etc.

In the other Bay Area counties we have established working relationships with: Asian Health Services, Tri-City Clinics, AIDS Minority Health Initiative, Center for AIDS Resources, The Steamworks, Pacific Center, Cabel's Reef, Contra Costa County AIDS Task Force, Marin County AIDS Network, Alameda County AIDS Advisory Board.



Grant Organization Chart

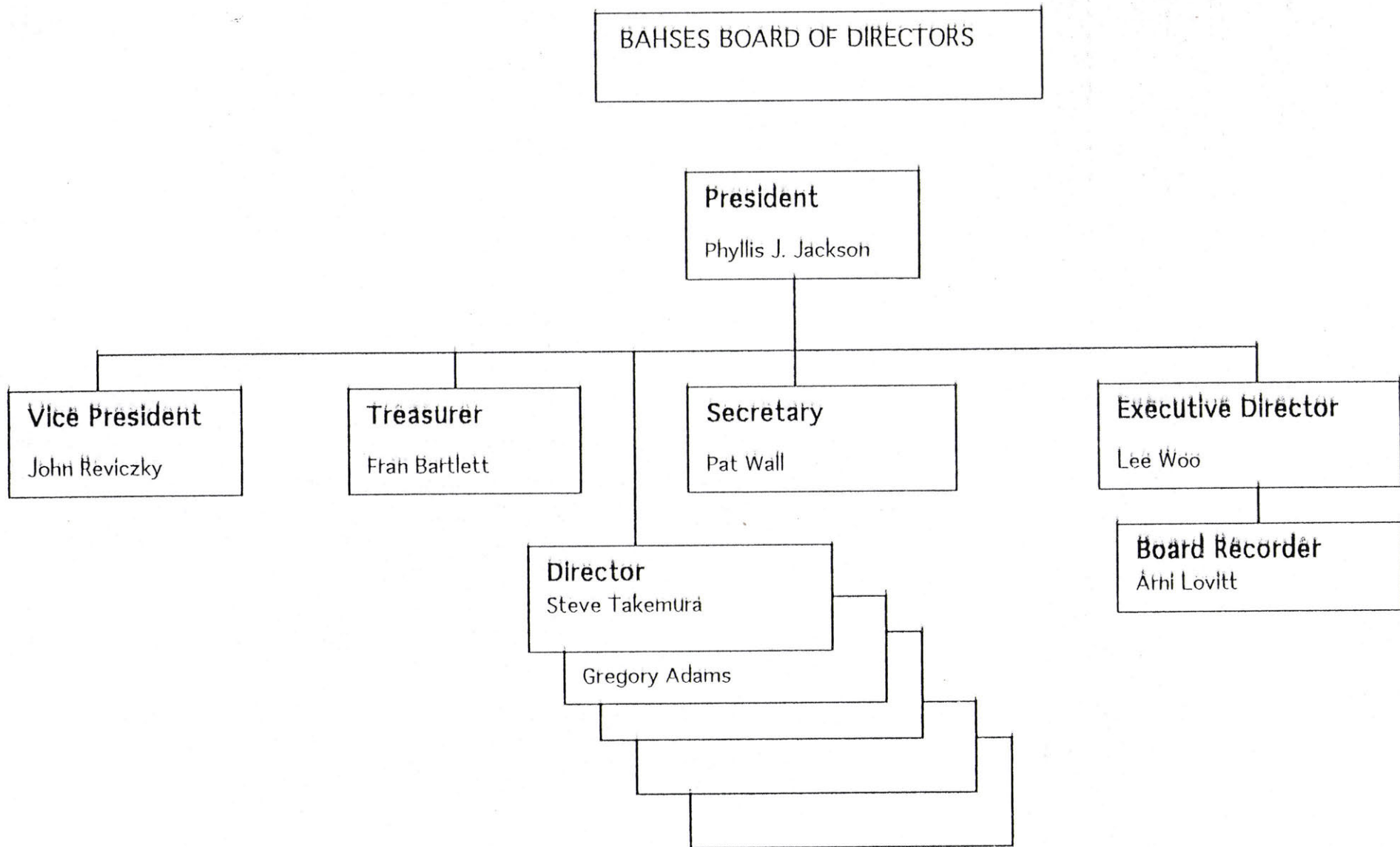
3/92

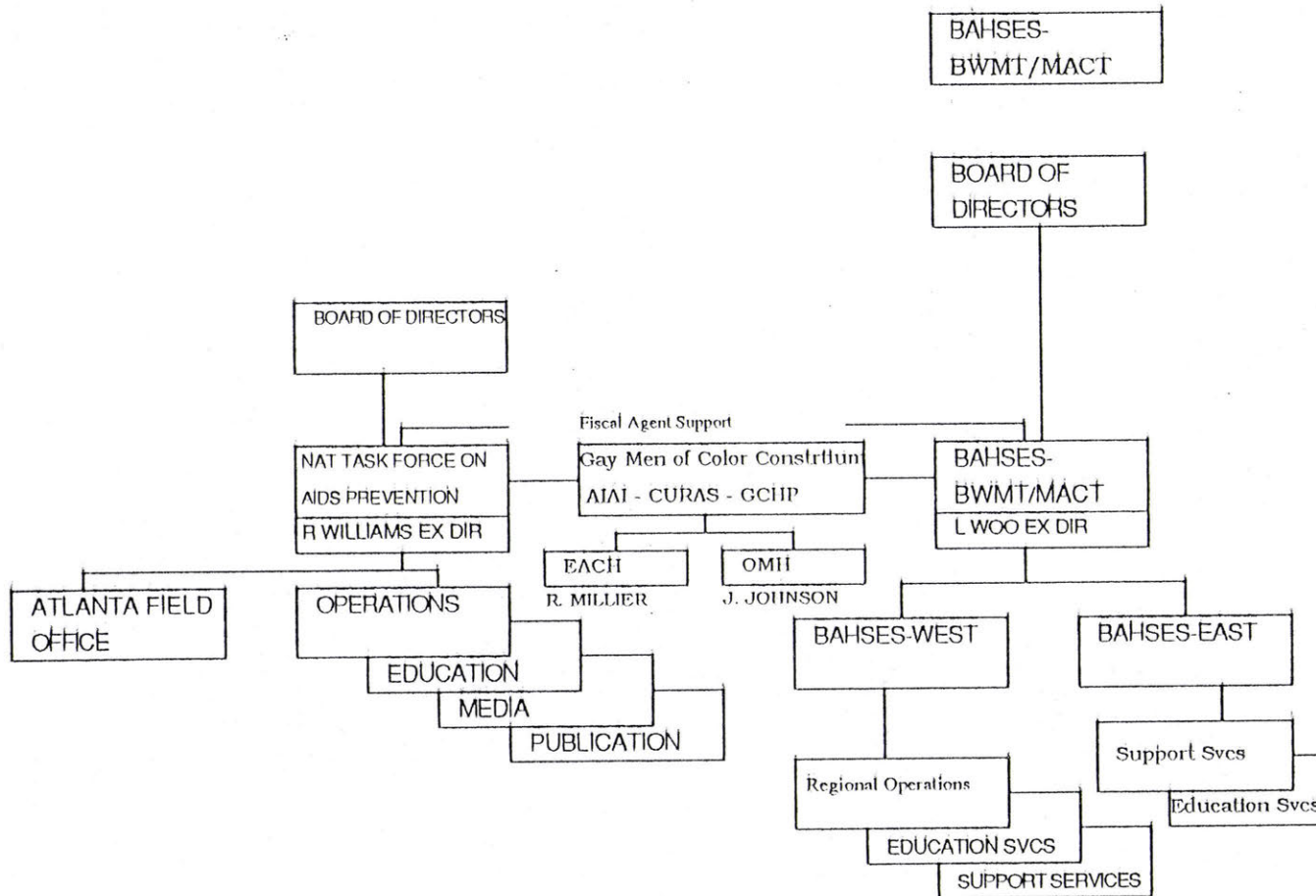
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————— Line/Admin Responsibility

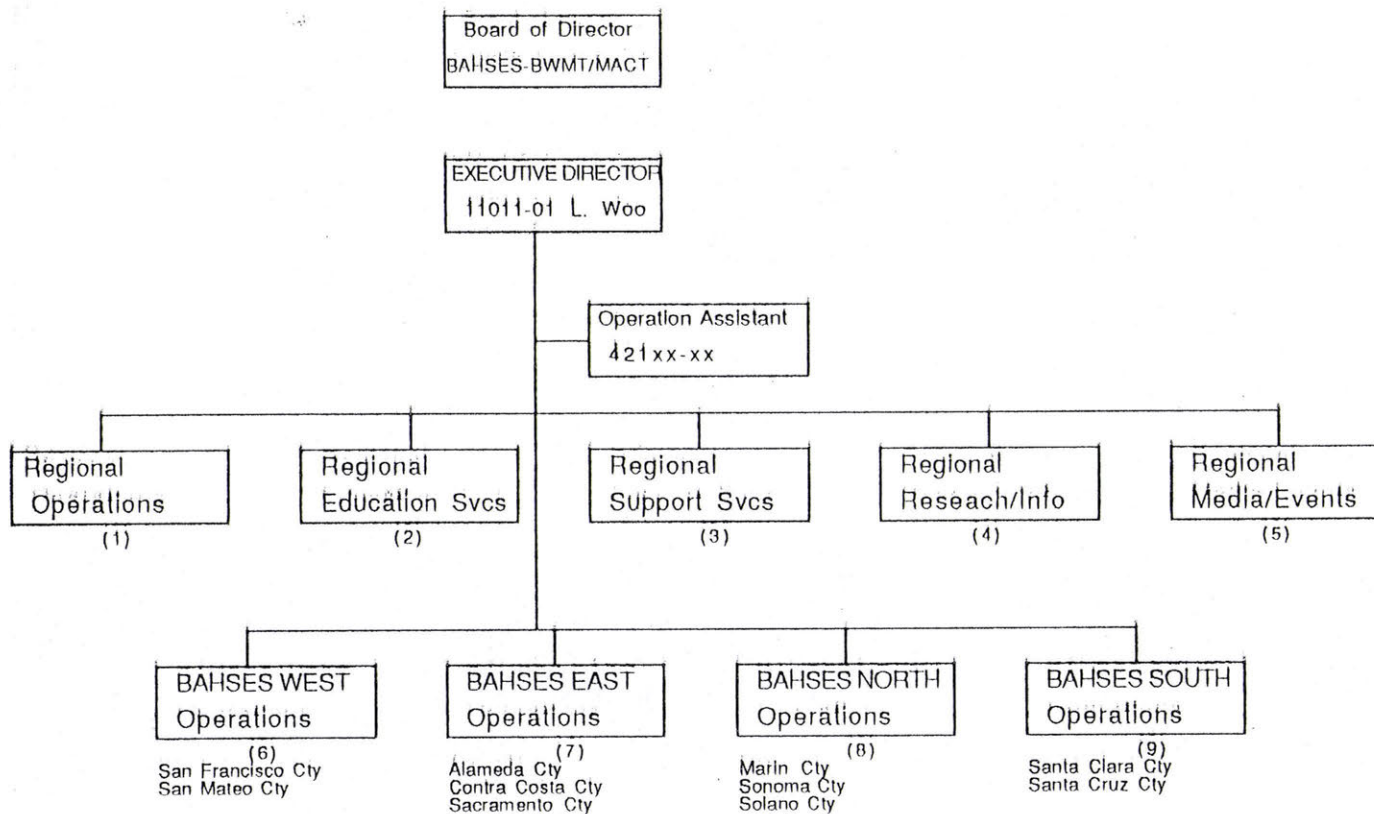
← — — — — — → Program Admin/Coord Responsibility

BAHSES BWMT/MACT BOARD ORGANIZATION CHART

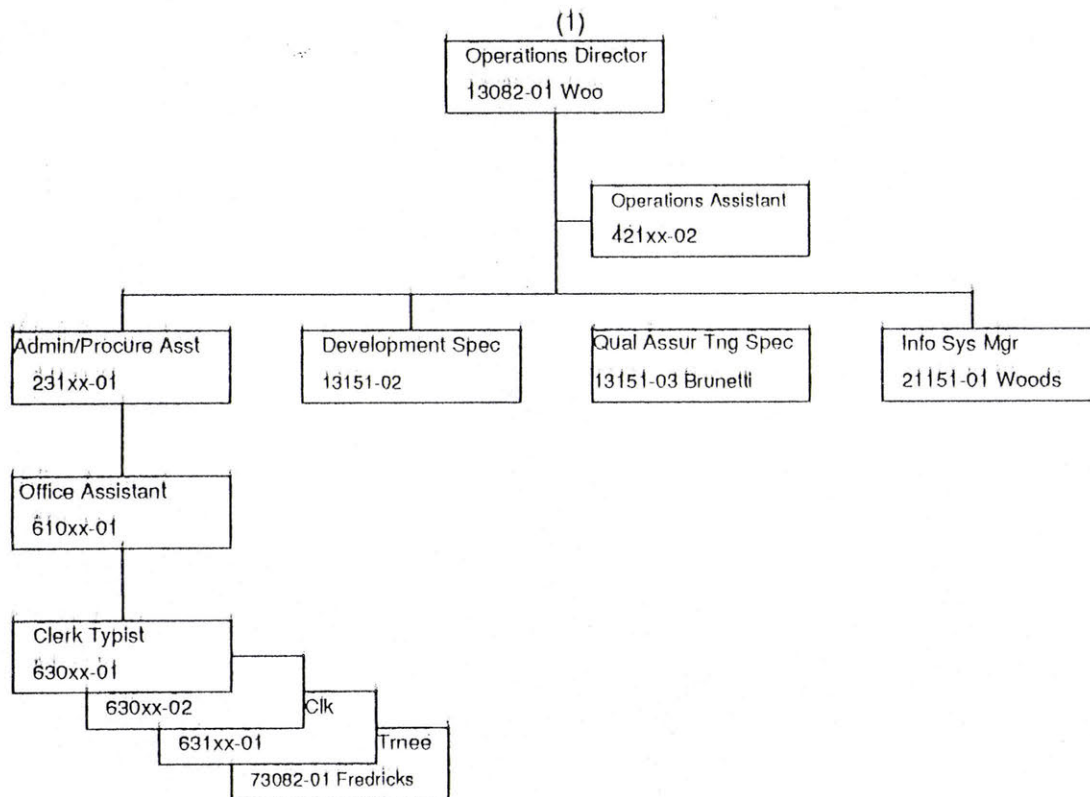




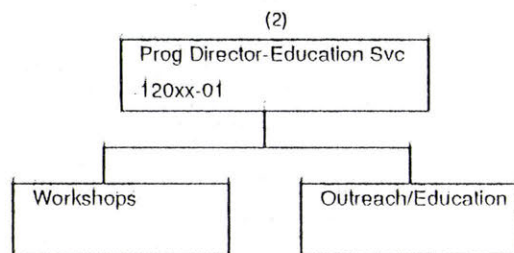
National Task Force on AIDS Prevention NABWMT, Gay Men of Color Consortium and Bay Area HIV Support and Education Services
BWMT/MACT Relationship Chart
112015 8/92



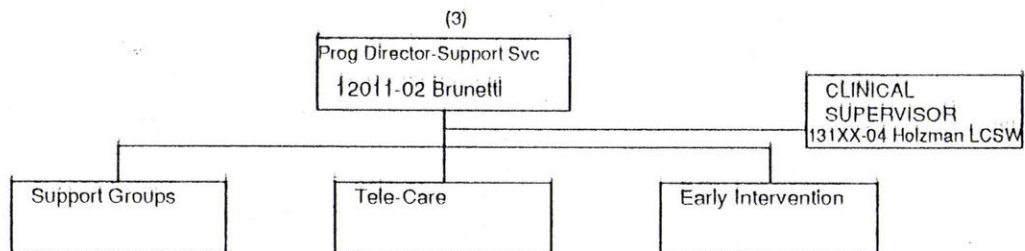
Regional Organization Chart
112015
10/91



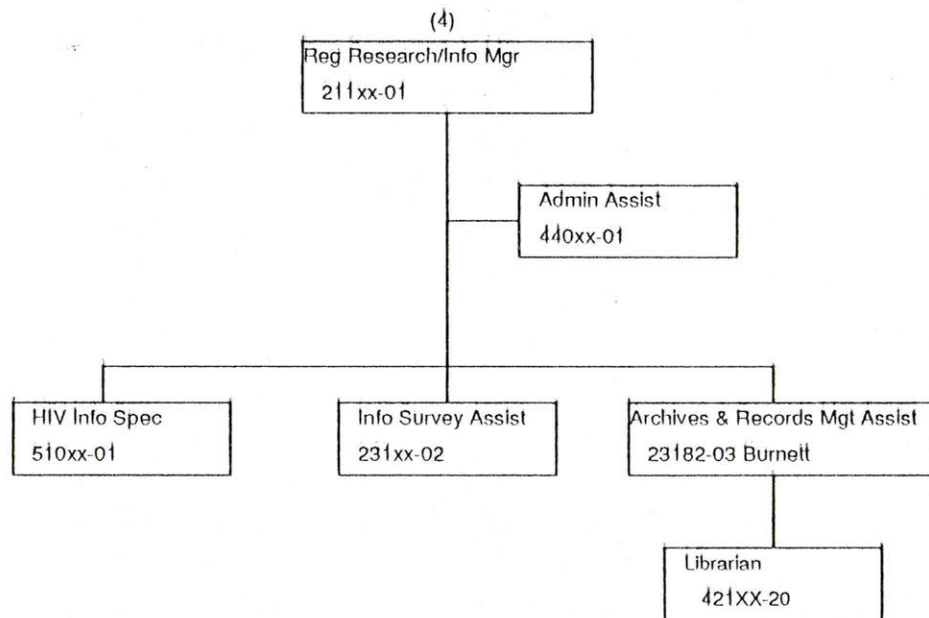
Regional Operations
112015
03/92



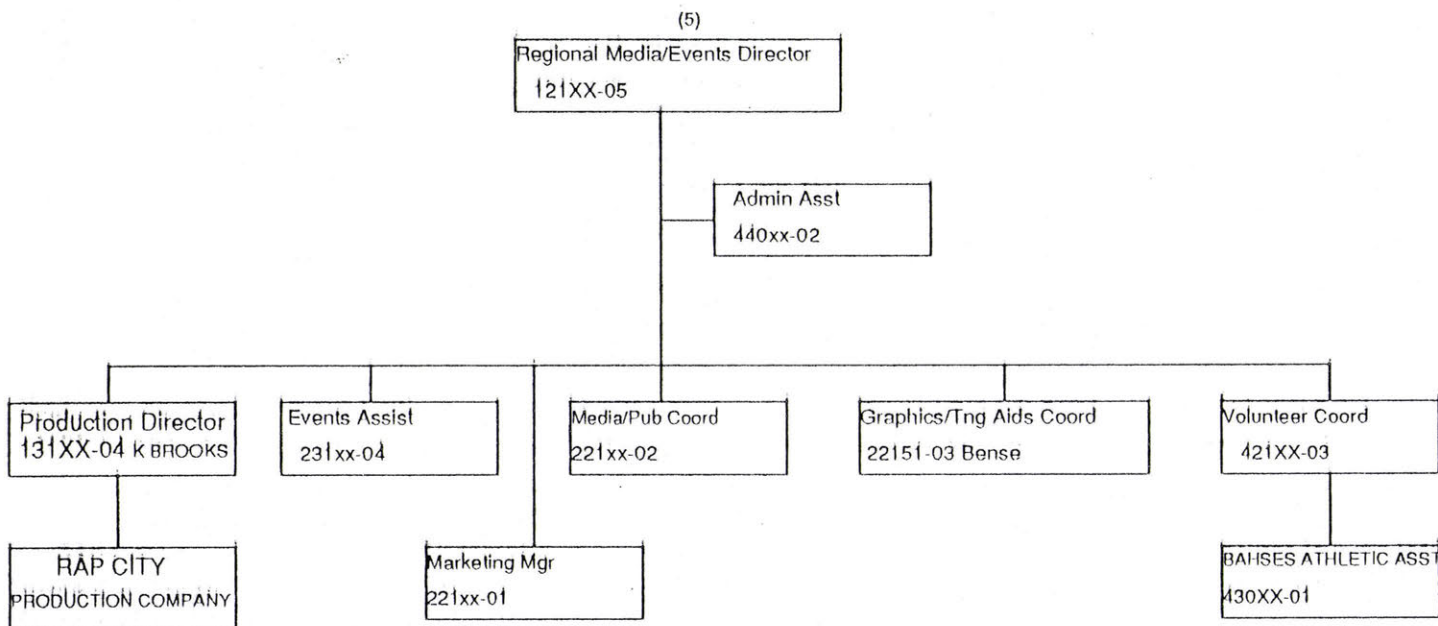
Regional Education Services
112015
10/91



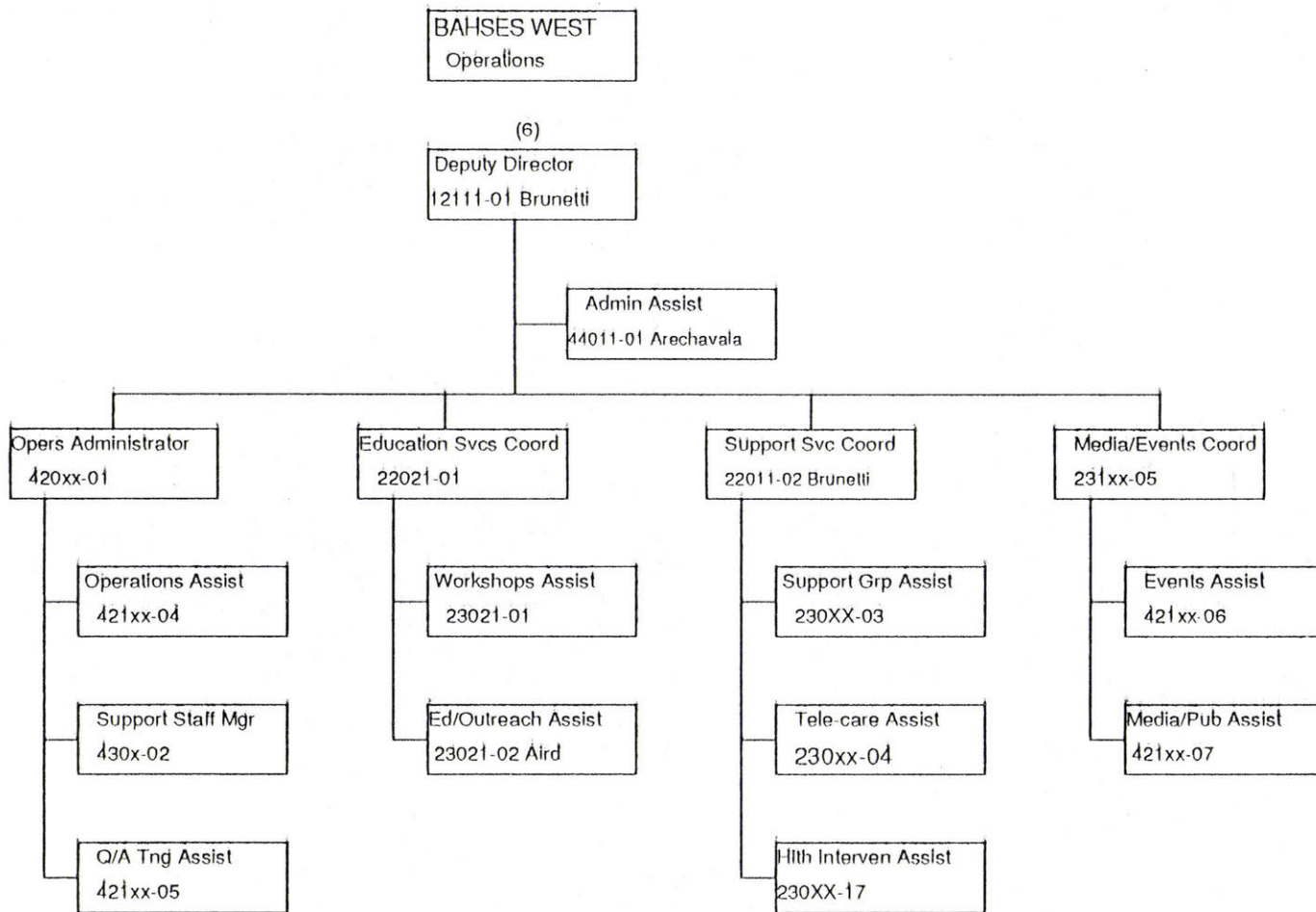
Regional Support Services
112015
03/92



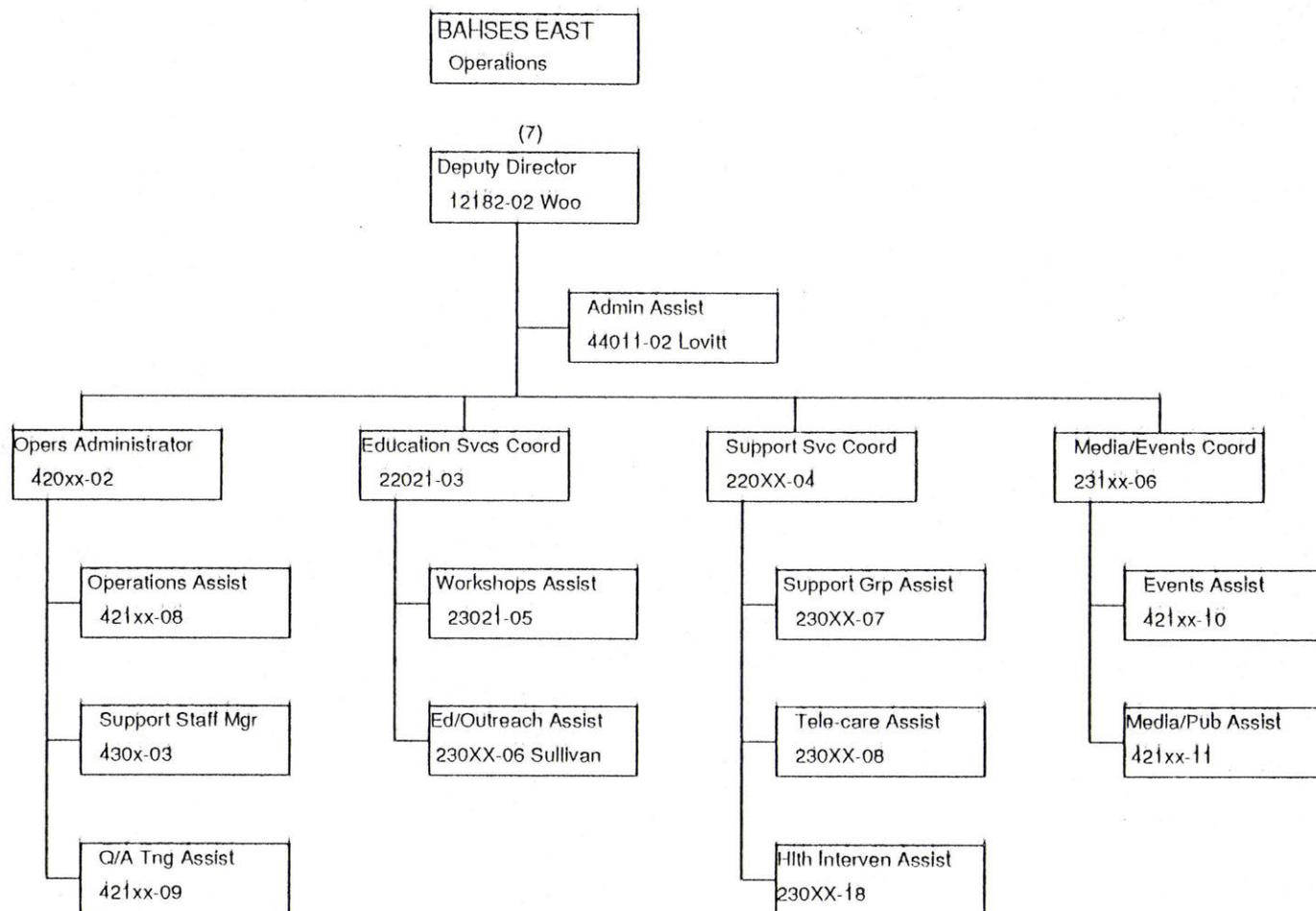
Regional Research/Information
112015
03/92



Regional Media/Events
112015
07/92

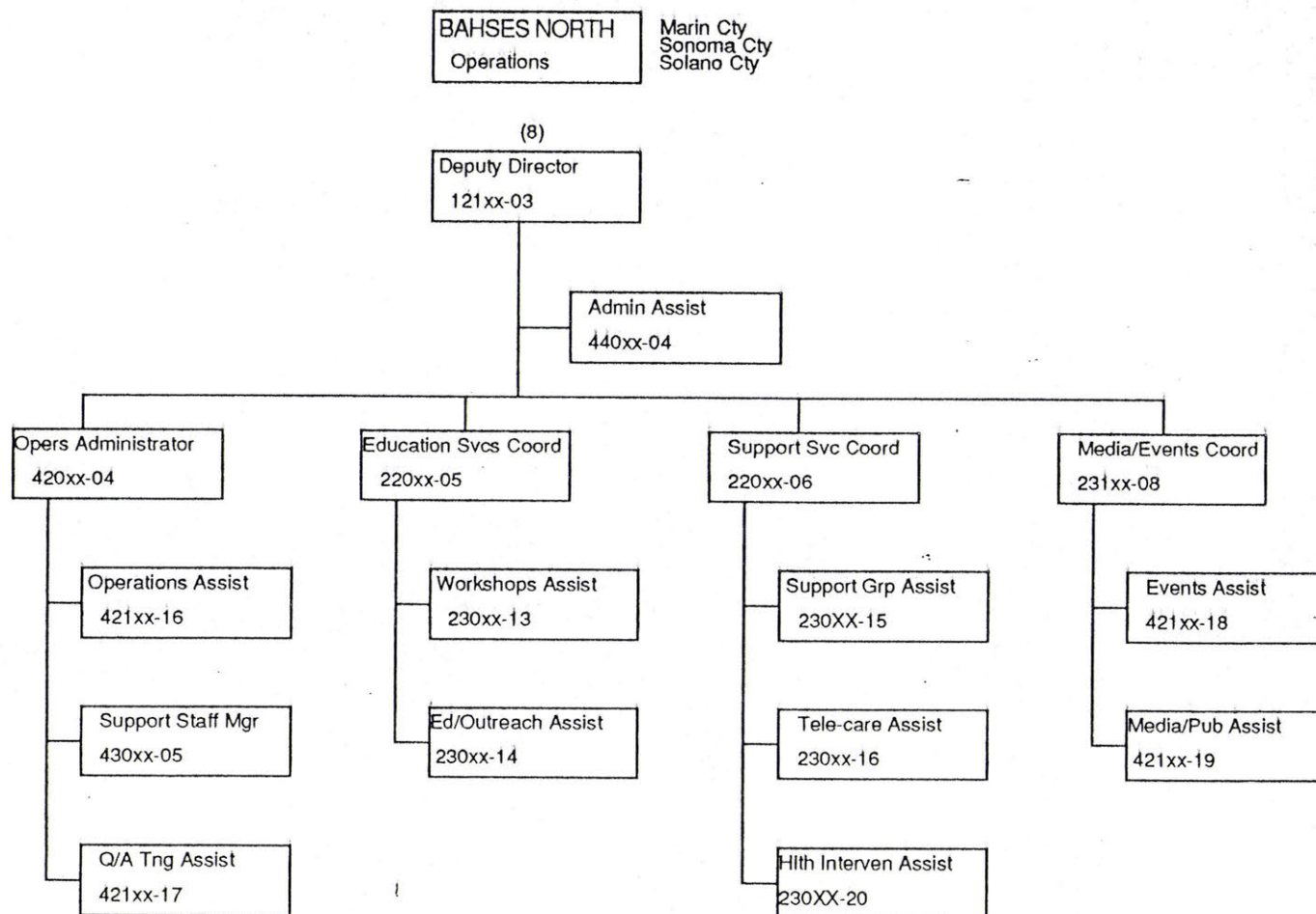


BAHSES WEST
11/2015
03/92

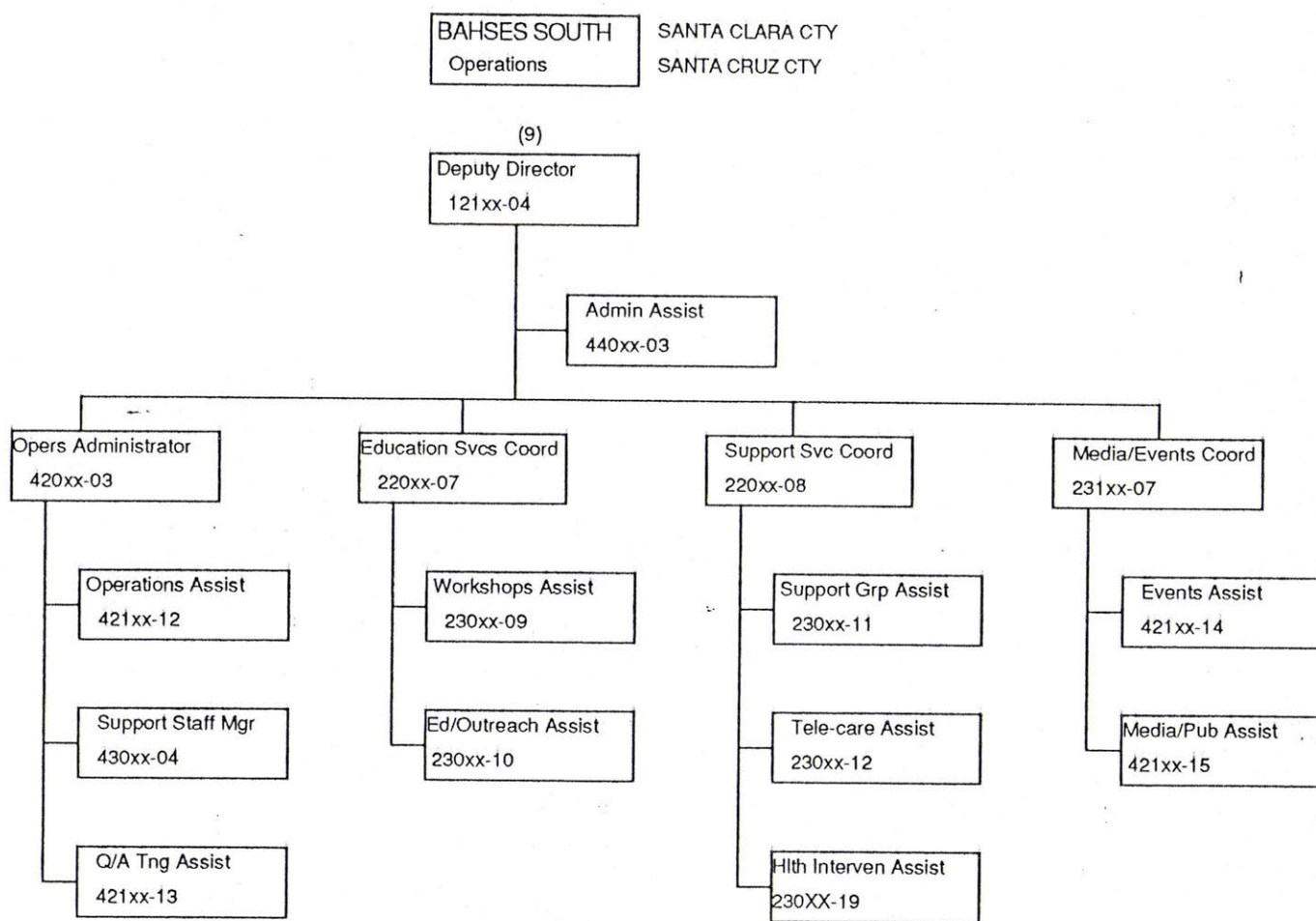


BAHSES EAST
112015
03/92

BAHSES-BWMT/MACT ORGANIZATION CHART



BAHSES-BWMT/MACT ORGANIZATION CHART



BAHSES SOUTH
112015
03/92

321035.01 Position Codes

100 Series - Management Series*Salary Series F**

110XX	Executive Director	F4
111XX	Deputy Director	F3
120XX	Program Director	F2
121XX	Project Director	F2
130XX	Program Specialist	F1
131XX	Project Specialist	F1

200 Series - Management Series*Salary Series E**

205XX	Unassigned	E5
210XX	Program Manager	E4
211XX	Project Manager	E4
220XX	Program Administrator	E3
221XX	Project Administrator	E3
230XX	Operations Administrator	E2
240XX	Program Coordinator	E1
241XX	Project Coordinator	E1

* Employees in the above classification have 180 day probationary periods.

300 Series - Professional Series*Salary Series D**

310XX	Program Assistant	D8
311XX	Project Assistant	D8
320XX	Health Specialist	D7
330XX	Facilitator - Support Group	D6
331XX	Facilitator - Trainee - Support Group	D5
340XX	Community Health Outreach Worker (CHOW)	D4
350XX	Facilitator - Education	D3
351XX	Community Worker	D2
352XX	Facilitator - Trainee - Education	D1
353XX	Health Educator	D2
354XX	Health Educator- Trainee	D1

****400 Series - Administrative Series****Salary Series C**

410XX	Operations Assistant	C5
420XX	Office Manager	C4
430XX	Administrative Assistant	C3
440XX	Secretary	C2
450XX	Office Assistant	C1

****500 Series - Clerical Series****Salary Series B**

520XX	Office Clerk	B3
530XX	Clerk Typist	B2
540XX	Clerk	B1

****600 Series - Trainee Series:**

Salary Series A

600XX	Professional Management Interns	A4
620XX	Program Interns	A3
630XX	Clerical Trainee	A2
640XX	Trainee unassigned	A1

****Employees in these classifications have 90 day probationary periods.**

ISSUED: March 26, 1991

REVIEW: March 1992

APPROVED: Board of Directors, 12/18/91

BY: Executive Director

REVISED: July 30, 1992

PPM: 321035.01 Position Codes

331015 Salary Range*

F Salary Range \$32,000 - 45,000

F4 \$40,000 - 45,000

F3 \$37,500 - 42,500

F2 \$35,000 - 40,000

F1 \$32,000 - 37,000

E Salary Range \$28,750 - 36,750

E5 \$33,750 - 36,750

E4 \$32,250 - 35,250

E3 \$31,750 - 33,750

E2 \$30,250 - 33,250

E1 \$28,750 - 31,750

D Salary Range \$17,000 - 27,000

D8 \$25,000 - 27,000

D7 \$24,000 - 26,000

D6 \$23,000 - 25,000

D5 \$22,000 - 24,000

D4 \$21,000 - 23,000

D3 \$19,000 - 21,000

D2 \$18,000 - 20,000

D1 \$17,000 - 19,000

C Salary Range \$15,000 - 27,000

C5 \$24,000 - 27,000

C4 \$22,000 - 25,000

C3 \$20,000 - 23,000

C2 \$17,000 - 20,500

C1 \$15,000 - 17,500

B Salary Range \$17,000 - 22,500

B4 \$20,500 - 22,500

B3 \$19,000 - 21,000

B2 \$17,500 - 19,500

B1 \$17,000 - 19,000

A Salary Range \$15,000 - 25,000

A4 \$25,000

A3 \$24,000

A2 \$20,000

A1 \$15,000

*to limit of grant and/or salary classification

ISSUED: February 21, 1991

REVIEW: February 1992

APPROVED: Board of Directors, 12/18/91

BY: Executive Director

REVISED: July 30, 1992

PPM: 331015 Salary Range

331015 SALARY RANGE 1/92

	A	B	C	D	E	F	G	H	I	J
1	SAL COD	SAL FR	SAL TO	DIFF	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	
2	F4	40000	45000	5000	40000	41250	42500	43750	45000	
3	F3	37500	42500	5000	37500	38750	40000	41250	42500	
4	F2	35000	40000	5000	35000	36250	37500	38750	40000	
5	F1	32000	37000	5000	32000	33250	34500	35750	37000	
6					0	0	0	0	0	
7	E5	33750	36750	3000	33750	34500	35250	36000	36750	
8	E4	32250	35250	3000	32250	33000	33750	34500	35250	
9	E3	31750	33750	2000	31750	32250	32750	33250	33750	
10	E2	30250	33250	3000	30250	31000	31750	32500	33250	
11	E1	28750	31750	3000	28750	29500	30250	31000	31750	
12					0	0	0	0	0	
13	D8	25000	27000	2000	25000	25500	26000	26500	27000	
14	D7	24000	26000	2000	24000	24500	25000	25500	26000	
15	D6	23000	25000	2000	23000	23500	24000	24500	25000	
16	D5	22000	24000	2000	22000	22500	23000	23500	24000	
17	D4	21000	23000	2000	21000	21500	22000	22500	23000	
18	D3	19000	21000	2000	19000	19500	20000	20500	21000	
19	D2	18000	20000	2000	18000	18500	19000	19500	20000	
20	D1	17000	19000	2000	17000	17500	18000	18500	19000	
21					0	0	0	0	0	
22	C5	24000	27000	3000	24000	24750	25500	26250	27000	
23	C4	22000	25000	3000	22000	22750	23500	24250	25000	
24	C3	20000	23000	3000	20000	20750	21500	22250	23000	
25	C2	17000	20500	3500	17000	17875	18750	19625	20500	
26	C1	15000	17500	2500	15000	15625	16250	16875	17500	
27					0	0	0	0	0	
28	B4	20500	22500	2000	20500	21000	21500	22000	22500	
29	B3	19000	21000	2000	19000	19500	20000	20500	21000	
30	B2	17500	19500	2000	17500	18000	18500	19000	19500	
31	B1	17000	19000	2000	17000	17500	18000	18500	19000	
32					0	0	0	0	0	
33	A3		25000		0	0	0	0	0	
34	A3		24000		0	0	0	0	0	
35	A2		20000		0	0	0	0	0	
36	A1		15000		0	0	0	0	0	
37					0	0	0	0	0	
38					0	0	0	0	0	
39					0	0	0	0	0	
40					0	0	0	0	0	
41					0	0	0	0	0	
42					0	0	0	0	0	
43					0	0	0	0	0	
44					0	0	0	0	0	
45					0	0	0	0	0	
46					0	0	0	0	0	
47					0	0	0	0	0	
48					0	0	0	0	0	

COST CENTER CODES 431030

	A	B	C	D	E	F	G
1	COST CENTER	COST CENTER NAME	COST CENTER	COST CENTER NAME			
2	CODE						
3							
4		REGIONAL OPERATION		EAST BAY AREA OPERATIONS		NORTH BAY AREA OPERATIONS	
5							
6	5110	Operations	5310	Operations	5510	Operations	
7	5111	Regional Personnel/Administration	5311	Administration	5511	Administration	
8	5112	Regional Development	5312	Support Staff	5512	Support Staff	
9	5113	Agency Finance	5313	Training Quality Assurance	5513	Training Quality Assurance	
10	5114	Agency Procurement	5320	Education	5520	Education	
11	5115	Regional Information System	5321	Workshop	5521	Workshop	
12	5116	Regional Marketing	5322	Education/Outreach	5522	Education/Outreach	
13	5117	Regional Quality Assurance Training	5330	Support Services	5530	Support Services	
14	5120	Regional Education	5331	Support Groups	5531	Support Groups	
15	5121	Regional Workshops	5332	Tele-Care	5532	Tele-Care	
16	5122	Regional Education/Outreach	5333	Health and Intervention	5533	Health and Intervention	
17	5130	Regional Support Services	5340	Media/Events	5540	Media/Events	
18	5131	Regional Support Groups	5341	Events	5541	Events	
19	5132	Regional Tele-Care	5342	Media/Publicity	5542	Media/Publicity	
20	5133	Regional Health and Intervention		SOUTH BAY AREA OPERATIONS			
21	5140	Regional Support Staff	5410	Operations		OTHER COST CENTERS	
22	5141	BAHSES Athletic Club	5411	Administration	1170	BOD	
23	5150	Regional Media/Events	5412	Support Staff	4420	TRANS. SPECIAL ACCT	
24	5151	Regional Events	5413	Training Quality Assurance	7110	NTFAP	
25	5152	Regional Media/Publicity	5420	Education	7111	NABWMT	
26	5153	Regional Graphics/Training AIDS	5421	Workshop	7210	BWMT/SFBA	
27	5154	BAHSES Newsletter	5422	Education/Outreach	7310	MACT-GBA	
28	5155	Production Company	5430	Support Services			
29	5160	Regional Research and Information	5431	Support Groups			
30	5161	HIV Information	5432	Tele-Care			
31	5162	Information Survey	5433	Health and Intervention	1140	GAY MEN OF COLOR CONSORTIUM	
32	5163	Agency Archives & Records Mgt	5440	Media/Events	1141	EACH	
33		WEST BAY AREA OPERATION	5441	Events	1142	R272	
34	5210	Operations	5442	Media/Publicity	1143	CMH	
35	5211	Administration					
36	5212	Support Staff					
37	5213	Training Quality Assurance					
38	5220	Education					
39	5221	Workshop					
40	5222	Education/Outreach					
41	5230	Support Services					
42	5231	Support Groups					
43	5232	Tele-Care					
44	5233	Health and Intervention					
45	5240	Media/Events					
46	5241	Events					
47	5242	Media/Publicity					

POSITION CONTROL REPORT 8/92

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	OOST	JOB	POS	JOB TITLE	#	FTE	EMPLOYEE	SALARY	BUDGETED	FUNDED	% BUDGET	DISCRET FUND	RIBINSKI FD	CARE FORM	CARE TRANS	NABWMT GUIL
2	CEN	CODE	#									91-00	91-01	91-02	91-03	91-05
3									267647.44	267647.44				75000	5000	
4	5110	11011	1	EXECUTIVE DIRECTOR	1	1	WOO, L	40000	45000	34300	0.86			4800		
5	5210	120XX	1	PROG DIR-EDUCATION	1	1	WOO, L		40000	0						
6	5130	12072	2	PROG DIR-SUPPORT SVCS	1	0.75	BRUNETTI, M	32000	40000	32000						
7	5155	11151	1	PROJ DIR-PROD CO	1	0.5	BROOKS, K	32000	40000	0						
8	5210	111XX	1	DEPUTY DIRECTOR BW	1	1	WOO, L		40000	0	#VALUE!					
9	5310	111XX	2	DEPUTY DIRECTOR BE	1	1	VACANT		40000	0	#VALUE!					
10	5410	111XX	3	DEPUTY DIRECTOR BN	1	1	VACANT		40000	0	#VALUE!					
11	5510	111XX	4	DEPUTY DIRECTOR BS	1	1	VACANT		40000	0	#VALUE!					
12	5150	111XX	5	DEPUTY DIRECTOR BR	1	1	VACANT									
13	5110	13182	1	PROJ SP-OPS DIR	1	1	WOO, L		37000	0	#VALUE!					
14	5112	13151	2	PROJ SP-DEV SP	1	1	BURNETTI, M		37000	0	#VALUE!					
15	5117	13151	3	PROJ SP-QA/TNG	1	1	BURNETTI, M		37000	0	#VALUE!					
16	5155	13182	4	PROJ SP-PRODUCTION DIR	1	0.25	BROOKS, K		37000							
17	5160	211XX	1	PROJ MGR-RES/INFO	1	1	VACANT		30000	0	#VALUE!					
18	5150	211XX	2	PROJ MGR-	1	1	VACANT		30000	0	#VALUE!					
19	5115	21151	3	PROJ MGR-INFO/SYS	1	0.5	WOOD, J		30000	0	#VALUE!					
20	5220	24082	1	PROG COORD-ED SVC BW	1	1	VACANT		28750	0	#VALUE!					
21	5230	240XX	2	PROG COORD-SPT SVC BW	1	1	VACANT		28750	0	#VALUE!					
22	5320	24082	3	PROG COORD-ED SVC BE	1	1	AIRD, S	2250	28750	2250	1.00					
23	5330	240XX	4	PROG COORD-SPT SVC BE	1	1	VACANT		28750	0	#VALUE!					
24	5520	240XX	5	PROG COORD-ED SVC BN	1	1	VACANT		28750	0	#VALUE!					
25	5530	240XX	6	PROG COORD-SPT SVC BN	1	1	VACANT		28750	0	#VALUE!					
26	5420	240XX	7	PROG COORD-ED SVC BS	1	1	VACANT		28750	0	#VALUE!					
27	5430	240XX	8	PROG COORD-SPT SVC BS	1	1	VACANT		28750	0	#VALUE!					
28	5116	241XX	1	PROJ COORD-MKTG	1	1	VACANT		28750	0	#VALUE!					
29	5152	241XX	2	PROJ COORD-MEDIA/PUB	1	0.5	VACANT		28750	0	#VALUE!					
30	5153	24151	3	PROJ COORD-GRAPH/TNG AIDS	1	0.7	BENSE, B		28750	0	#VALUE!					
31	5154	31051	4	PROJ COORD-BAHSES NEWS	1	0.25	BESS, W		28750	0	#VALUE!					
32	5221	31021	1	PROG ASST-WORKSHOPS BW	1	1	AIRD, S	24000	27500	24000	1.00					
33	5222	310XX	2	PROG ASST-ED/OUTREACH BW	1	0.5	VACANT	10500	27500	7970	0.76					
34	5231	310XX	3	PROG ASST-SPT GRP BW	1	1	VACANT		27500	0	#VALUE!					
35	5232	310XX	4	PROG ASST-TELE-CARE BW	1	1	VACANT		27500	0	#VALUE!					
36	5321	310XX	5	PROG ASST-WORKSHOPS BE	1	0.5	VACANT		27500	0	#VALUE!					
37	5322	31021	6	PROG ASST-ED/OUTREACH BE	1	0.5	SULLIVAN, C	12000	27500	12000	1.00					
38	5331	31082	7	PROG ASST-SPT GRP BE	1	0.5	VACANT	0	27500	12000		#DIV/0!				
39	5332	310XX	8	PROG ASST-TELE-CARE BE	1	0.5	VACANT		27500	0	#VALUE!					
40	5421	310XX	9	PROG ASST-WORKSHOPS BS	1	1	VACANT		27500	0	#VALUE!					
41	5422	310XX	10	PROG ASST-ED/OUTREACH BS	1	1	VACANT		27500	0	#VALUE!					
42	5431	310XX	11	PROG ASST-SPT GRP BS	1	1	VACANT		27500	0	#VALUE!					
43	5432	310XX	12	PROG ASST-TELE-CARE BN	1	0.5	VACANT		27500	0	#VALUE!					
44	5521	310XX	13	PROG ASST-WORKSHOPS BN	1	1	VACANT		27500	0	#VALUE!					
45	5522	310XX	14	PROG ASST-ED/OUTREACH BN	1	1	VACANT		27500	0	#VALUE!					
46	5531	310XX	15	PROG ASST-SPT GRP BN	1	1	VACANT		27500	0	#VALUE!					
47	5532	310XX	16	PROG ASST-TELE-CARE BN	1	0.5	VACANT		27500	0	#VALUE!					
48	5211	311XX	1	PROJ ASST-ADMIN/PROCUREMENT	1	1	VACANT		27500	0	#VALUE!					
49	5162	311XX	2	PROJ ASST-INFO SURVEY	1	0.5	VACANT		27500	0	#VALUE!					
50	5163	31182	3	PROJ ASST-ARCHIVES/REC MGT	1	0.5	BURNETT, L		27500	0	#VALUE!					
51	5151	311XX	4	PROJ ASST-EVENTS	1	0.5	VACANT		27500	0	#VALUE!					
52	5241	311XX	5	PROJ ASST-MEDIA/EVENTS BW	1	0.5	VACANT		27500	0	#VALUE!					
53	5341	311XX	6	PROJ ASST-MEDIA/EVENTS BE	1	0.5	VACANT		27500	0	#VALUE!					

POSITION CONTROL REPORT 8/92

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
54	5441	311XX	7	PROJ ASST-MEDIA/EVENTS BS	1	0.5	VACANT		27500	0	#VALUE!					
55	5541	311XX	8	PROJ ASST-MEDIA/EVENTS BN	1	0.5	VACANT		27500	0	#VALUE!					
56	5210	230XX	1	OPERS ADMINISTRATOR BW	1	1	VACANT		28000	0	#VALUE!					
57	5310	230XX	2	OPERS ADMINISTRATOR BE	1	1	VACANT		28000	0	#VALUE!					
58	5410	230XX	3	OPERS ADMINISTRATOR BS	1	1	VACANT		28000	0	#VALUE!					
59	5510	230XX	4	OPERS ADMINISTRATOR BN	1	1	VACANT		28000	0	#VALUE!					
60	5110	410XX	1	OPERS ASST BR	1	1	VACANT		25500	0	#VALUE!					
61	5111	410XX	2	OPERS ASST-OPS BR	1	1	VACANT		25500	0	#VALUE!					
62	5140	410XX	3	OPERS ASST-VOLUNTEER BR	1	1	VACANT		25500	0	#DIV/0!					
63	5210	410XX	4	OPERS ASST-OPS BW	1	1	VACANT		25500	0	#DIV/0!					
64	5213	410XX	5	OPERS ASST-Q/A TNG BW	1	0.5	VACANT		25500	0	#DIV/0!					
65	5240	410XX	6	OPERS ASST-EVENTS BW	1	0.5	VACANT		25500	0	#DIV/0!					
66	5242	410XX	7	OPERS ASST-MEDIA/PUB BW	1	0.5	VACANT		25500	0	#DIV/0!					
67	5310	410XX	8	OPERS ASST-OPS BE	1	1	VACANT		25500	0	#DIV/0!					
68	5313	410XX	9	OPERS ASST-Q/A TNG BE	1	1	VACANT		25500	0	#DIV/0!					
69	5340	410XX	10	OPERS ASST-EVENTS BE	1	1	VACANT		25500	0	#DIV/0!					
70	5342	410XX	11	OPERS ASST-MEDIA/PUB BE	1	1	VACANT		25500	0	#DIV/0!					
71	5410	410XX	12	OPERS ASST-OPS BS	1	1	VACANT		25500	0	#DIV/0!					
72	5413	410XX	13	OPERS ASST-Q/A TNG BS	1	0.5	VACANT		25500	0	#DIV/0!					
73	5440	410XX	14	OPERS ASST-EVENTS BS	1	0.5	VACANT		25500	0	#DIV/0!					
74	5442	410XX	15	OPERS ASST-MEDIA/PUB BS	1	0.5	VACANT		25500	0	#DIV/0!					
75	5510	410XX	16	OPERS ASST-OPS BN	1	1	VACANT		25500	0	#DIV/0!					
76	5513	410XX	17	OPERS ASST-Q/A TNG BN	1	0.5	VACANT		25500	0	#DIV/0!					
77	5540	410XX	18	OPERS ASST-EVENTS BN	1	0.5	VACANT		25500	0	#DIV/0!					
78	5542	410XX	19	OPERS ASST-MEDIA/PUB BN	1	0.5	VACANT		25500	0	#DIV/0!					
79	5141	42082	1	OFC MGR-BAHSES ATHLETIC CLUB	1	0.5	PAIGE, S		23000	0	#DIV/0!					
80	5212	420XX	2	OFC MGR-SPT STF BW	1	0.5	VACANT		23000	0	#DIV/0!					
81	5312	420XX	3	OFC MGR-SPT STF BE	1	0.5	VACANT		23000	0	#DIV/0!					
82	5412	420XX	4	OFC MGR-SPT STF BS	1	0.5	VACANT		23000	0	#DIV/0!					
83	5512	420XX	5	OFC MGR-SPT STF BN	1	0.5	VACANT		23000	0	#DIV/0!					
84	5160	430XX	1	ADMIN ASST-RESEARCH/INFO BR	1	1	VACANT		21500	0	#DIV/0!					
85	5150	430XX	2	ADMIN ASST-MEDIA/EVENTS BR	1	1	VACANT		21500	0	#DIV/0!					
86	5210	430XX	1	ADMIN ASST BW	1	1	ARECHAVALA	21250	21500	20000	0.94					20000
87	5310	430XX	2	ADMIN ASST BE	1	1	LOVITT, A	20000	21500	14625	0.73				9750	
88	5410	430XX	3	ADMIN ASST BS	1	1	VACANT		21500	0	#DIV/0!					
89	5510	430XX	4	ADMIN ASST BN	1	1	VACANT		21500	0	#DIV/0!					
90	5161	320XX	1	HLTH SP-HIV INFO	1	0.5	VACANT		27500	0	#DIV/0!					
91	5111	530XX	1	CLK TYPIST	1	1	VACANT		19000	0	#DIV/0!					
92	5111	530XX	2	CLK TYPIST	1	1	VACANT		19000	0	#DIV/0!					
93	5111	540XX	1	CLERK	1	1	VACANT		19000	0	#DIV/0!					
94	5111	600XX	1	MANAGEMENT INTERN BR	1	0.5	VACANT		24000	0	#DIV/0!					
95	5111	600XX	2	MANAGEMENT INTERN BW	1	0.5	VACANT		24000	0	#DIV/0!					
96	5111	600XX	3	MANAGEMENT INTERN BE	1	0.5	VACANT		24000	0	#DIV/0!					
97	5111	600XX	4	MANAGEMENT INTERN BS	1	0.5	VACANT		24000	0	#DIV/0!					
98	5111	600XX	5	MANAGEMENT INTERN BN	1	0.5	VACANT		24000	0	#DIV/0!					
99	5111	620XX	1	PROGRAM INTERN BR	1	0.5	VACANT		20000	0	#DIV/0!					
100	5111	620XX	2	PROGRAM INTERN BW	1	0.5	VACANT		20000	0	#DIV/0!					
101	5111	620XX	3	PROGRAM INTERN BE	1	0.5	VACANT		20000	0	#DIV/0!					
102	5111	620XX	4	PROGRAM INTERN BS	1	0.5	VACANT		20000	0	#DIV/0!					
103	5111	620XX	5	PROGRAM INTERN BN	1	0.5	VACANT		20000	0	#DIV/0!					
104	5111	630XX	1	CLERICAL TRAINEE BR	1	0.5	VACANT		15000	0	#DIV/0!					
105	5111	630XX	2	CLERICAL TRAINEE BR	1	0.5	VACANT		15000	0	#DIV/0!					
106	5111	630XX	3	CLERICAL TRAINEE BW	1	0.5	VACANT		15000	0	#DIV/0!					

POSITION CONTROL REPORT 8/92

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
107	5111	630XX	4	CLERICAL TRAINEE BW	1	0.5	VACANT		15000	0	#DIV/0!					
108	5111	630XX	5	CLERICAL TRAINEE BE	1	0.5	VACANT		15000	0	#DIV/0!					
109	5111	630XX	6	CLERICAL TRAINEE BE	1	0.5	VACANT		15000	0	#DIV/0!					
110	5111	630XX	7	CLERICAL TRAINEE BS	1	0.5	VACANT		15000	0	#DIV/0!					
111	5111	630XX	8	CLERICAL TRAINEE BS	1	0.5	VACANT		15000	0	#DIV/0!					
112	5111	630XX	9	CLERICAL TRAINEE BN	1	0.5	VACANT		15000	0	#DIV/0!					
113	5111	630XX	10	CLERICAL TRAINEE BN	1	0.5	VACANT		15000	0	#DIV/0!					
114										0						
115										0						
116	TOTAL				102	77.95		194000	2743000	159145	#VALUE!	0	0			
117																
118																
119																
120																
121														4800	9750	20000

BAHSES AGENCY BUDGET 92/93

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
2	LINE ITEM	TOT FTE		FTE	REGIONAL BASE SALARY	OPERATIONS AMOUNT		FTE	EDUCATION BASE SALARY	SERVICES AMOUNT		FTE	SUPPORT BASE SALARY	SERVICES AMOUNT		92/93 BUDGET
3	EXECUTIVE DIRECTOR	1		0.2	42500	8500		0.4	42500	17000		0.4	42500	17000		42500
4	DEPUTY DIRECTOR BW	0.5		0.1	40000	4000		0.2	40000	8000		0.2	40000	8000		20000
5	DEPUTY DIRECTOR BE	0		0	40000	0		0	40000	0		0	40000	0		0
6	OPS DIRECTOR	0.5		0.3	34500	10350		0.1	34500	3450		0.1	34500	3450		17250
7	OPS ASST	1		0.8	24750	19800		0.1	24750	2475		0.1	24750	2475		24750
8	QA/TNG SPEC	0.5		0.3	34500	10350		0.1	34500	3450		0.1	34500	3450		17250
9	DEVELOPMENT SPEC	1		0.6	34500	20700		0.2	34500	6900		0.2	34500	6900		34500
10	ADMIN/PROC MNT ASSIST	0.5		0.3	26500	7950		0.1	26500	2650		0.1	26500	2650		13250
11	OFC ASST	0.8		0.6	20000	12000		0.1	20000	2000		0.1	20000	2000		16000
12	PROG COORD SPT SVC BW	0.5		0	27750	0		0	27750	0		0.5	27750	13875		13875
13	PROG COORD SPT SVC BE	0.5		0	27750	0		0	27750	0		0.5	27750	13875		13875
14	PROG COORD EDUCATION BW	0.5		0	27750	0		0.5	27750	13875		0	27750	0		13875
15	PROG COORD EDUCATION BE	0.5		0	27750	0		0.5	27750	13875		0	27750	0		13875
16	PROG ASST SPT GP BW	1		0	26500	0		0	27500	0		1	27500	27500		27500
17	PROG ASST TELECARE BW	1		0	26500	0		0	26500	0		1	26500	26500		26500
18	PROG ASST SPT GP BE	1		0	26500	0		0	26500	0		1	26500	26500		26500
19	PROG ASST TELECARE BE	1		0	26500	0		0	26500	0		1	26500	26500		26500
20	PROG ASST ED/OUT BW	1		0	26500	0		1	26500	26500		0	26500	0		26500
21	PROG ASST WORKSHOP BW	1		0	26500	0		1	26500	26500		0	26500	0		26500
22	PROG ASST ED/OUT BE	1		0	26500	0		1	26500	26500		0	26500	0		26500
23	PROG ASST WORKSHOP BE	1		0	26500	0		1	26500	26500		0	26500	0		26500
24	ADMIN ASST BW	1		0	21250	0		1	21250	21250		0	21250	0		21250
25	ADMIN ASST BE	1		0	21250	0		0	21250	0		1	21250	21250		21250
26	ADMIN ASST BR	1		1	21250	21250		0	21250	0		0	21250	0		21250
27	OPS ASSISTANT SPT STF	1		0.6	24700	14820		0.2	24700	4940		0.2	24700	4940		24700
28	PROG COORD MEDIA/EVENT	1		0.6	27750	16650		0.2	27750	5550		0.2	27750	5550		27750
29	PROG COORD MARKETING	0.5		0.3	27750	8325		0.1	27750	2775		0.1	27750	2775		13875
30																
31	CLERK	1		1	18000	18000										
32	TOTAL SALARY	21.3		6.5	739700	164195	0	7.4	722700	197190	0	7.4	722700	198190		541575
33	BENEFITS 235					36586				46340				46575		127270
34	TOTAL SALARY/BENEFITS					202781				243530				244765		668845
35																
36	DIRECT COST		TOTAL		PER MONTH	ANNUAL			PER MONTH	ANNUAL			PER MONTH	ANNUAL		
37																0
38	CONSULTANT		5100		75	900			300	3600			50	600		5100
39	UTILITIES		2700		75	900			75	900			75	900		2700
40	OFFICE RENT		39600		1100	13200			1100	13200			1100	13200		39600
41	EQUIPMENT RENTAL		6600		200	2400			200	2400			150	1800		6600
42	NEWSLETTER		4800		100	1200			200	2400			100	1200		4800
43	FACILITATORS SPT GP		10020		0	0			0	0			835	10020		10020
44	PROGRAM TRANSPORTATION		5232		0	0			0	0			436	5232		5232
45	PHONES/SERVICE		8400		200	2400			300	3600			200	2400		8400
46	BUS INSURANCE		5400		150	1800			150	1800			150	1800		5400
47	OFFICE SUPPLIES		6000		200	2400			150	1800			150	1800		6000
48	PRINT/PHOTOCOPY		1800		50	600			50	600			50	600		1800
49	COMPUTER HARDWARE		3600		100	1200			100	1200			100	1200		3600
50	COMPUTER SOFTWARE		1800		50	600			50	600			50	600		1800
51	ADVERTISING/PUBLICITY		4200		50	600			150	1800			150	1800		4200
52	POSTAGE		4500		100	1200			125	1500			150	1800		4500
53	TRANSPORTATION		1500		25	300			50	600			50	600		1500
54	FEES/REGISTRATION		3000		100	1200			75	900			75	900		3000
55	CHOW/CW		7500		125	1500			250	3000			250	3000		7500
56	MEALS/PROG REFRESHMENT		2100		50	600			50	600			75	900		2100
57	TRAINING		5400		150	1800			150	1800			150	1800		5400
58	OFFICE EQUIP/FURNITURE		2400		50	600			75	900			75	900		2400
59	EDUCATION SUPPLIES		6000		50	600			400	4800			50	600		6000
60	AUDIT FEES		3600		300	3600				0				0		3600
61			0			0				0				0		0
62	TOTAL DIRECT COST		141252	0	3300	39600			4000	48000			4471	53652		141252
63	TOTAL SALARY/BENEFIT		0			202781			0	243530				244765		668845

BAHSES AGENCY BUDGET 92/93

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
64	TOTAL		141252			242381				291530				298417		810097
65	INDIRECT COST 11%		15538			26662				32068				32826		89111
66	TOTAL BUDGET		156790			269043				323598				331242		899208
67																
68	3 MONTH FUND RESERVE															224802

Line Items - Chart of Accounts 431065

	A	B
1	Number	Line Item
2	121000	Office Administration
3	122035	Printing
4	122040	Photocopy Service
5	126015	Business Insurance
6	222010	Donations
7	222020	Donation-in-Kind
8	223010	Office Equipment
9	231040	Computer Hardware
10	231045	Computer Software
11	231060	Computer Supplies
12	243035	Building Repair
13	323050	Recruiting
14	324005	Training
15	331055	Consultant
16	334060	Benefits Medical
17	334065	Benefits Dental
18	334070	Benefits Vision
19	341000	Benefits other than Medical
20	411020	Fund Raising
21	411030	PFY Carryover
22	411035	External Audit Cost
23	413015	Bank Charge
24	413020	Interest Bank Account(s)
25	413030	Interest from Investments
26	422020	Petty Cash
27	431050	Fund Reserve
28	434015	Sale Organizational Services
29	434070	Contract Services
30	434075	Post Office Box Rental
31	434080	Postage
32	435005	Accounts Receivable
33	435010	Sale Organizational Material
34	436020	Loans
35	436025	Loan Repayment
36	436035	Loan Interest
37	437005	Op Cost Office Rental
38	437010	Op Cost Utilities
39	437025	Op Cost Telephone Service
40	437030	Op Cost Telephone Charges
41	437075	Op Cost Bldg Maintenance
42	437080	Op Cost Meal
43	437090	Op Cost Newsletter
44	437095	Equipment Rental/Lease
45	437100	Advertising
46	441075	Payroll/Salaries
47	441165	CHOW
48	441190	Support Gp Facilitator's Pay
49	441195	Community Worker's Pay
50	441200	Per Diem Workers
51	442030	Mileage
52	442035	Client Transportation
53	442045	Seminar/Registration Fees
54	442050	Membership Fees
55	442080	Office Supplies
56	442090	Staff Transportation
57	445000	Accounts Payable
58	445035	Program Refreshment

	A	B
59	445040	Indirect Charge(s)
60	445070	Contract Services
61	511155	Educational Supplies
62	513075	Tele-care Services
63	515065	Publicity
64	521045	Workshops

BAHSES FUND ACCOUNT CODES

	A	B	C	D	E	F
1	FUND ACCT#	FUND ACCT NAME	FISCAL YEAR		CODE	FUND SOURCE
2	90-000	90 Discretionary Fund	90/91		0	OTHER
3	90-203	M&M	90/91		1	CITY GRANTS/FUNDS
4	90-205	Relapse	90/91		2	COUNTY GRANTS/FUNDS
5	90-401	CDC NTFAP/NABWMT	90/91		3	STATE GRANTS/FUNDS
6	90-402	CONFERENCE OF MAYORS	90/91		4	FEDERAL GRANTS/FUNDS
7	90-704	Northern Calif Grant Maker	90/91		5	DONATIONS
8	90-706	San Francisco Foundation	90/91		6	EVENTS/FUND RAISING
9	91-000	91 Discretionary Fund	91/92		7	FOUNDATIONS
10	91-005	NABWMT (QUILT FUND)	91/92		8	CORPORATIONS
11	91-012	Steamworks	91/92		9	BEQUEST
12	91-017	Agency Reserve	91/92		A	FEE FOR SERVICE
13	91-206	M&M	91/92		B	SPECIAL PROGRAMS
14	91-207	Relapse	91/92		C	SALES/REVENUE
15	91-211	Care Alameda-Trans	91/92		D	REIMBURSEMENT
16	91-402	Care SF - Formula	91/92			
17	91-403	Care SF - Supple-Trans	91/92			
18	91-404	Care SF - Supple II	91/92			
19	91-413	OMH Grant	91/92			
20	91-709	San Francisco Foundation	91/92			
21	91-716	United Way Alameda	91/92			
22	91-901	Ribinski Fund	91/92			
23	91-A18	SFSU	91/92			
24	91-B10	Health Benefits Reserve	91/92			
25	91-B14	BAHSES Athletic Club	91/92			
26	91-B15	Special Events/Activity Fund	91/92			
27	91-C08	Sales/Revenue	91/92			
28	92-000	92 Discretionary Fund	92/93			
29	92-211	M&M	92/93			
30	92-212	Relapse	92/93			
31	92-405	OHM Grant	92/93			
32	92-415	Care SF-Formual	92/93			
33	92-416	Care SF-Supple-Trans	92/93			
34	92-714	San Francisco Foundation	92/93			
35	92-817	Levi Strauss	92/93			
36	92-B01	Special Events/Activity Fund	92/93			
37	92-B02	BAHSES Athletic Club	92/93			
38	92-B04	Health Benefit Reserve	92/93			
39	92-C13	Sales/Revenue	92/93			
40						
41	411060	FUND ACCOUNTS 5/92				

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1				DISC FUND	M&M	RELAPSE	OHM GRANT	CARE SF FORM	CARE SF TRAN	SF FOUND	LEVI STRAUSS	BAHSES AC	SALES/REV		
2			Total Budget	92-000	92-211	92-212	92-405	92-415	92-416	92-714	92-817	92-802	92-C13		
3	Number	Line Item													
4	121000	Office Administration	0												
5	122035	Printing	1100			100		1000							
6	122040	Photocopy Service	0												
7	126015	Business Insurance	1500		1500										
8	222010	Donations	0												
9	222020	Donation-in-Kind	0												
10	223010	Office Equipment	0												
11	231040	Computer Hardware	0												
12	231045	Computer Software	0												
13	231080	Computer Supplies	0												
14	243035	Building Repair	0												
15	323050	Recruiting	0												
16	324005	Training	1100		600			500							
17	331055	Consultant	600		600										
18	334080	Benefits Medical	0												
19	334085	Benefits Dental	0												
20	334070	Benefits Vision	0												
21	341000	Benefits other than Medical	39705.5		18271	1469	5287.5	10565			4113				
22	411020	Fund Raising	0												
23	411030	PFY Carryover	0												
24	411035	External Audit Cost	0												
25	413015	Bank Charge	0												
26	413020	Interest Bank Account(s)	0												
27	413030	Interest from Investments	0												
28	422020	Petty Cash	0												
29	431050	Fund Reserve	117.78									117.78			
30	432050	Equipment Rental/Lease	2700		1500			1200							
31	434015	Sale Organizational Services	0												
32	434070	Contract Services	0												
33	434075	Post Office Box Rental	0												
34	434080	Postage	2038.5		414	211	302.5	415			696				
35	435005	Accounts Receivable	0												
36	435010	Sale Organizational Material	0												
37	436020	Loans	0												
38	436025	Loan Repayment	0												
39	436035	Loan Interest	0												
40	437005	Op Cost Office Rental	14700		8400	300		2400			3600				
41	437010	Op Cost Utilities	571			211		360							
42	437025	Op Cost Telephone Service	780				300				480				
43	437030	Op Cost Telephone Charges	0												
44	437075	Op Cost Bldg Maintenance	0												
45	437080	Op Cost Meal	0												
46	437090	Op Cost Newsletter	0												
47	441075	Payroll/Salaries	169165		77750	8250	22500	45165			17500				
48	441165	GHOW	1010				1010								
49	441190	Support Op Facilitator's Pay	7500					7500							
50	441195	Community Worker's Pay	0												
51	441200	Per Diem Workers	0												
52	442030	Mileage	0												
53	442035	Client Transportation	5225						5225						
54	442045	Seminar Fees	0												
55	442050	Membership Fees	0												
56	442080	Office Supplies	2591		1200	153		600			638				
57	442090	Staff Transportation	700			100		600							
58	445000	Accounts Payable	0												
59	445035	Program Refreshment	0												
60	445040	Indirect Charge(s)	20537		10268	826		6470			2973				
61	445050	Registration Fees	100			100									
62	445070	Contract Services	1200				600	600							
63	511155	Educational Supplies	1132		852	280									
64	513075	Tele-care Services	1000					1000							
65	515065	Publicity	3000		3000										
66	521045	Workshops	0												
67			0												
68	Total		278072.78	0	124355	10000	30000	78375	5225	0	30000	117.78	0	0	0

BAHSES Accounting Transaction Codes 431065

	A	B	C
1	Transaction	First	Second
2	Description	Digit	Digit
3			
4	Revenue	1	1
5	Expense	2	2
6	Transfer	3	3
7	Adjustment	4	4
8	Other	5	5
9	Fund	6	6
10	Advance	7	7
11	Payroll	8	8
12	Benefit	9	9
13		0	0
14			
15			
16			

BAHSES BOARD MEMBER PLEDGE

To serve on the BAHSES Board of Directors, I understand the requirements are:

1. To be an advocate and supporter of BAHSES and its programs.
2. To actively participate on the board and serve on committees.
3. To commit to the financial viability of the organization and its programs.
4. To pledge a donation of \$250.00 per year.
5. To represent the organization at public events, work on activities that give the organization a good public image.
6. To recruit new board members for the board vacancies.
7. To be willing to be openly identified with BAHSES as a gay, lesbian and bisexual organization.
8. To actively participate in agency fund raising.

I understand and agree to these pledge items listed above.

Board Member Signature Date

Board President Date

BOARD FUND RAISING ACTIVITY

Each board member is responsible for giving or raising \$275.00 as part of their commitment to the agency.

One way to get the money is to sell agency items.

<u>Item</u>	<u>Selling Price</u>	<u>Total</u>
10 Agency Pins	\$10.00	\$100.00
10 Agency T-Shirts	\$10.00	\$100.00
100 Post Cards @4/1.00	\$1.00 Pkt	\$ 25.00
100 BAHSES/SWAT Cards (@5/2.50)	\$2.50 Pkt	\$ 50.00
		275.00

November 9, 1992

To: BASHES Board of Directors
From: Steve Takemura

I am unable to make this board meeting, do to a conflicting board meeting that I must attend as a senior staff personnel.

I would like to have a few items mentioned at tonight's board meeting, for discussion at future board meeting:

- Now that BASHES is its own fiscal agent, we need to think about building a cash reserve and securing a line of credit from a bank to cover expenses that may occur between grant receivable periods.

- One source for possible loans is the Emergency Fund Committee of the Northern California Grant Makers in San Francisco, (415) 777-5761.

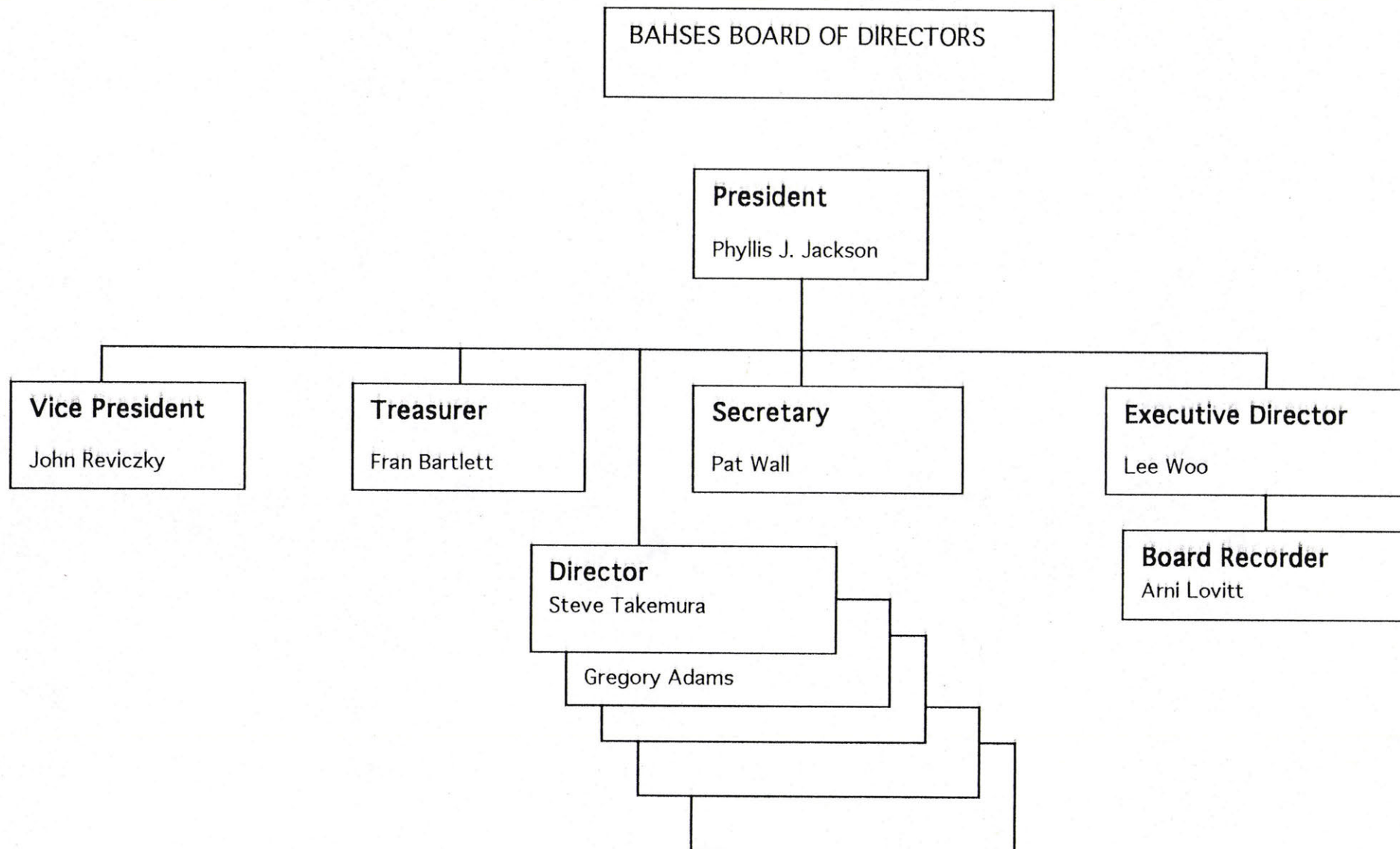
- The Board and Staff should start thinking about fund raisers, not only to raise funds, but to bring more publicity to BASHES. There are two restaurant that donate proceeds from a given night to various organizations, BASHES could be one of them.

- Now that BASHES has received its own 501(c)3 status, the transformation is just starting and is very complex. As I told Lee, I will try to make myself available to assist him in any way.

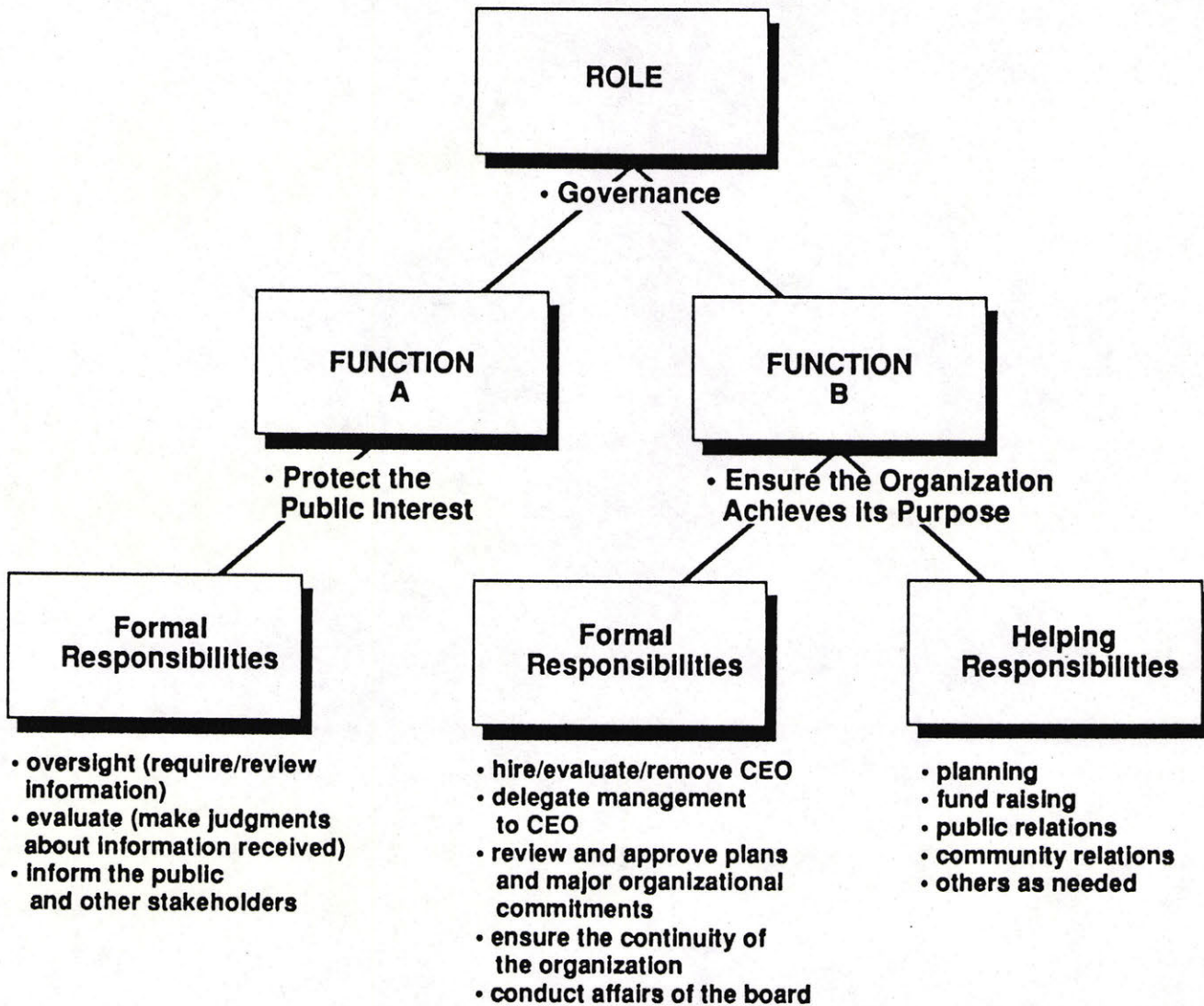
Steve

Bridge
Grant
\$10,000

BAHSES BWMT/MACT BOARD ORGANIZATION CHART



The Board of Directors



The Role of the CEO: Management (The board delegates this role and its functions.)

Functions

- A: Planning
- B: Organizing
- C: Staffing
- D: Directing/Leading
- E: Controlling



Nonprofits and Their Boards

“Now what should I do?”

Service on a nonprofit board of directors

Rick Smith

This is the third of three articles for prospective and new board members of nonprofit organizations. The first article provided background information on nonprofits and their boards. The second article covered questions to ask before you decide to serve on a board.

Serving on the board of a nonprofit organization should be an enriching experience. Indeed, it can be one of the most important, influential, and satisfying experiences of your life.

Participating at the highest level of a nonprofit organization can add meaning to one's life in unique ways. Nonprofit organizations are the vehicle through which society delivers many key social services and seeks to identify and solve social problems. In fields such as health, education, and social welfare, the nonprofit sector does much to make this world a better place.

Why, then, do many people have unpleasant stories to tell about their experiences as board members of nonprofit organizations? Many organizational problems can be traced to some fundamental misconceptions about board roles and functions:

Misconception #1: The Role of the Board

In some circles, the board's role is described as “managing the affairs of the organization.” (Some state statutes governing

nonprofit incorporation even read this way.) The problem with this description is obvious. If the board manages the organization, then what has it hired the executive director to do?

Even if board members wanted to handle the endless, on-going tasks of running the organization, how could a group of part-time volunteers squeeze these duties into their schedules? Managing a nonprofit organization is a full-time occupation - not a simple chore to be knocked off in the collective spare time of volunteer board members.

And don't forget the old saw that “a camel is a horse created by a committee.” Groups of people do many things better than do individuals. Managing is not one of them.

Kenneth Dayton, former CEO of the Dayton Hudson Company, put the hammer on the nail when he addressed the problem of confusion between management and governance roles:

“In my opinion one of the worst sins of nonprofit agencies is that too often they do not distinguish between governance and management. Rather they confuse the two responsibilities and in the process hamper the mission of the agency.”

Though the board should not be managing the organization, it is responsible for ensuring excellent, or at least adequate, management of the organization. Often, the most important

decision a board makes is the selection of its top manager.

Misconception #2: The Functions of the Board

The second misconception is more common: "The board sets policy and the staff carries it out."

What's wrong with this prescription?

First, it suggests two clearly-defined, neatly organized camps: a policy-making camp, the board; and an implementation camp, the staff. Second, to the unsuspecting prospective member, this view implies the board has one Olympian function: to set policy.

The experiences of boards all over the country contradict these perspectives. In healthy organizations, major decisions are discussed, debated, and finally decided with the input and recommendations of management. Wise leaders do not "tell 'em their plans." Nor is it wise for any organization to exclude from policy-making the people in the organization with the most and best information. Often, those people are the staff.

Regarding implementation, no effective board can confine its function to the exclusive, lofty, and often abstract realm of policy-making. Effective boards have to get involved in fund raising, marketing, leadership recruitment, and a host of other activities. Board and staff both "carry it out" - just in different ways.

And, just what is "policy?" In practice, most organizations have a circular, unclear definition: "What does the board do? Set policy. What is policy? Anything set by the board." No wonder there is conflict and confusion about what boards should do!

As long as these misconceptions persist, board membership will continue to pose difficulties for even the most well-intentioned volunteer. Let's look at more effective ways to think about the role and functions of boards.

The Role and Functions of the Board

While the role of the executive director is to manage the organization, the role of the

board is to govern it. Inherent in the board's governance role are two functions.

The first function of the board is to protect the public interest. Nonprofits receive preferential tax treatment because they provide a "public" service that would not otherwise be available without subsidy. It is the board's job to represent the public's interest in assuring that the agency serves effectively, and serves more than narrow, selfish interests.

In practice, the board accomplishes this oversight and evaluation function by keeping well informed about the programmatic and financial activities of the organization — and revealing that information, as appropriate, to the public. After considering relevant information, the board makes judgments and decisions that will guide the organization beyond concern for mere survival of the organization, the reputation of board members, or the jobs of employees.

The second function of the board is to enable the organization to effectively and successfully achieve its purpose. To achieve this end, the board has **formal** and **helping** responsibilities.

Formal Responsibilities

For a nonprofit to achieve optimum effectiveness, its board members must wear two hats: a governance or formal hat, and a helping or informal hat. Board members wear their formal hats when they exercise these responsibilities:

- hiring, and (if necessary) firing the top manager, the executive director;
- delegating the organization's management functions - including planning, organizing, staffing, directing, and controlling - to the executive director;
- reviewing and approving corporate plans and major commitments;
- assuring the continuity of the organization - making emergency decisions when management cannot perform and stepping in when crisis endangers the programs or existence of the agency; and

- maintaining the board as a healthy, well-organized governing body capable of helping the organization achieve success (i.e., progress toward fulfilling its purpose).

The board should use tremendous caution about ever withdrawing any part of the delegation of "management." Each board member will have independent perspectives about the performance of the executive, and only when there is consensus about possible management deficiencies should board members venture to take on management tasks (except as volunteers under the supervision of the executive).

"Helping" Responsibilities

Board members must wear the formal, governance hat. It is both a legal obligation and a moral responsibility. But the reality of most nonprofits is that board members also have to provide additional volunteer help if the organization is to succeed.

Every nonprofit organization needs the help of its board in areas such as planning, fund raising, and community relations. Although these activities must be managed, the executive director and the organization will be less effective without the active involvement of the board in these areas.

Unlike the formal responsibilities, which are basically similar in all organizations, the helping responsibilities will vary depending on the needs of the organization. In general, these responsibilities consist of tasks board members can help the staff with in order to strengthen the organization.

As examples, the board can help the executive director develop a long range plan or a fund raising plan. Ordinarily it must help with fund raising or securing free equipment. The key concept here is a partnership in areas managed by the executive director. The board's aim is to help the staff - not replace, command, undermine, or impersonate it.

The distinction between formal and helping responsibilities is important. The formal ones, such as hiring the executive director or reviewing and approving corporate plans, are responsibilities the board cannot effectively delegate to staff. Indeed, to do so would harm the long term interests of the

organization.

Helping responsibilities, on the other hand, are those which typically fall within areas that the board must delegate to the staff if they want them to be performed effectively. These activities need to be managed. But the organization will implement these areas more effectively if it receives help from board members.

Clearly, board and staff are partners in much of their work. Both board and staff will better serve the organization and its cause if the notion of "a team" is an integral part of the board/staff concept.

Committees: Getting Boards to Function Well

By now you must be asking: What does the job really involve? Just what do board members do?

In addition to the responsibilities we've already discussed, one thing they do is attend meetings—somewhere between 2 and 12 full board meetings each year. (Quarterly or bi-monthly meetings often work best for local organizations; three or four meetings a year works better for most national organizations.) At these meetings, they share information and make decisions.

Because large group meetings are not the best place to conduct in-depth problem solving and planning, the healthy nonprofit board develops a committee structure to handle much of its work. Most prospective board members should plan to serve on at least one committee.

With a good committee structure in place, the board can distribute its governing functions and responsibilities equitably among its members and, thus, position itself to maximize its effectiveness. Based on what the board deems is most important, it determines the number and kinds of committees it needs. Here, form follows function, and form is only limited by the board's ability to attract talented people to the board and its committees.

Committees are the work-horses of the board. A healthy board delegates consideration of major concerns and issues to the appropriate committees, seeking guidance and direction

from them. Thus, in committees, members focus their attention and energy on one or two organizational concerns, rather than on every problem and opportunity that comes down the pike. Board committees are the best vehicle for getting the job done.

An Enriching Experience

In conclusion, serving on the board of a nonprofit organization should be an enriching experience for you. It gives you opportunities:

- to work with other dedicated people who share your concerns;
- to develop and learn new skills;
- to play a leadership role in your community and beyond; and
- to make a difference in a problem or issue that concerns you and society.

There are over 400,000 nonprofit organizations in the United States. Most need more help from their boards and more leaders on their boards. True leaders - that is, people who inspire others to give of themselves to make a difference on some issue or problem - are a precious resource.

Can you be that resource? Are you ready to give what it takes to be an integral part of an effective, healthy board? If your answer is yes, you can expect significant benefits and rewards from your board experience.

Where to Get More Help

Sometimes boards get stuck or want outside help in dealing with organizational or management problems in their organization. The Support Centers of America are one source of help. Located in a number of cities throughout the country, they provide management training, consulting, materials, and information services to nonprofit managers and board members.

These Support Centers have full-time specialists in the management and governance of nonprofit agencies. They provide assistance at low cost; some services are free. Sometimes, they can help you find new members for your board. And, if they cannot help you, they can often point you to someone who can.

Selected Readings

"Governance is Governance," Kenneth Dayton. Independent Sector, 1828 L Street, NW, Washington, DC 20036.

"Fund Raising and the Nonprofit Board Member," Fisher Howe, National Center for Nonprofit Boards, 1225 19th Street, N.W., Suite 340, Washington, D.C. 20036.

"Do's and Don'ts for Corporate Directors," Joseph Whisler, Wall Street Journal, March 21, 1983, Dow Jones Reprint Service, P.O. Box 300, Princeton, NJ 08540. (Also available as a Support Center reprint.)

Governing Boards, Cyril Houle, National Center for Nonprofit Boards, 1225 19th Street, N.W., Suite 340, Washington, D.C. 20036

The author would like to offer special thanks to Emelda Cathcart, Director of Corporate Contributions at Time Inc., and Fisher Howe of Lavender/Howe & Associates. Their ideas and editorial advice were invaluable.

Rick Smith is the Executive Director of the Support Center/CTD in San Francisco, part of the Support Centers of America. He conducts workshops on boards, planning, and fund raising throughout the United States.

The Support Centers of America is a national network providing management training and consulting service to nonprofits. For more information, write to the Support Centers of America, 1410 Q Street, N.W., Washington, D.C. 20009, or call (202)232-1234.

SEVEN RESPONSIBILITIES OF A BOARD MEMBER

1. Attend Board meetings and know how to actively participate.
2. Set policy and establish goals for your administrator to achieve.
3. Provide guidance to your administrator.
4. Maintain a proper relationship with staff.
5. Ensure adequate financing of the organizations and see that money is responsibly spent.
6. Actively support your organization and administrator
7. Make a written plan that outlines the long-term goals of your organization.

THE BOARD

- 1) makes policy
- 2) directs the administrator to implement policy
- 3) monitors implementation and outcome of policy

Board policies determine what the organization will do. The administrator implements policy and determines what individual employees will do for the organization in carrying out board policy.

Board activities and policy making should impact the entire organization.

Administration and staff handle how a policy is implemented.

WHO IS RESPONSIBLE--THE BOARD OR ADMINISTRATOR?

AREA	BOARD	ADMINISTRATOR
Long-term goals (more than 1 yr)	Approves	Recommends and provides input
Short-term goals (less than 1 yr)	Monitors	Establishes and carries out
Day to day operations	No role	Makes all management decisions

BOARD STAFF RELATIONS

Two simple rules of thumb for board/staff relations are:

- 1) All communication between the board and staff should be channeled through the administrator.
- 2) Boards do not manage staff, administrators do.

WHO IS RESPONSIBLE FOR PERSONNEL?

AREA	BOARD	ADMINISTRATOR
Hiring of staff	No role	Approves all hiring
Staff deployment & assignmt	No role	Establishes
Firing of staff	No role	Makes final termination decisions
Staff grievances	No role	The grievances stop at the administrator
Personnel policies	Adopts	Recommends and administers
Staff salaries	Allocates line item for salaries in budget	Approves salaries with recommendations from supervisory staff
Staff evaluation	Evaluates only administrator	Evaluates all other staff

WHO IS RESPONSIBLE FOR FINANCE?

AREA	BOARD	ADMINISTRATOR
Budget	Approves	Develops & recommends
Capital purchases	Approves	Prepares requests
Decisions on bldg renovation, leasing, expansion	Makes decisions, assumes responsibility	Recommends (could also sign contracts if given authority)
Supply purchases	Establishes policy and budget for supplies	Purchases according to board policy and maintains adequate audit trail
Major repairs	Approves	Obtains estimates & prepares recommendation
Minor repairs	Policy should include amt that can be spent without prior board approval	Authorizes repairs up to prearranged amount
Emergency repairs	Works with administrator	Notifies bd chair & acts with concurrence from chair
Cleaning & maintenance	No role (oversight only)	Sets up schedule
Fees	Adopts policy	Develops fee schedules
Billing, credit & collections	Adopts policy	Proposes policy & implements

PARLIAMENTARY PROCEDURES (continued)

To Do This:--1	You Say This:	May You Interrupt Speaker?	Must You Be Seconded?	Is the Motion Debatable?	Is the Motion Amendable?	What Vote Is Required?
Object to procedure or to a personal affront	"Point of order."	May interrupt the speaker	No second needed	Not debatable	Not amendable	No vote required, chair decides
Request information	"Point of information."	If urgent, may interrupt speaker	No second needed	Not debatable	Not amendable	No vote required
Ask for a vote by actual count to verify a voice vote	"I call for a division of the house."	May not interrupt speaker--2	No second needed	Not debatable	Not amendable	No vote required unless someone objects--3
Object to considering some undiplomatic or improper matter	"I object to consideration of this question."	May interrupt speaker	No second needed	Not debatable	Not amendable	Two-thirds vote required
Take up a matter previously tabled	"I move we take from the table..."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority required
Reconsider something already disposed of	"I move we now (or later) reconsider our action relative to..."	May interrupt speaker	Must be seconded	Debatable if original motion is debatable	Not amendable	Majority required
Consider something out of its scheduled order	"I move we suspend the rules and consider..."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Two-thirds vote required
Vote on a ruling by the chair	"I appeal the chair's decision."	May interrupt speaker	Must be seconded	Debatable	Not amendable	Majority in the negative required to reverse chair's decision

1. The motions, points, and proposals listed above have no established order of precedence. Any of them may be introduced at any time except when the meeting is considering one of the top three matters listed in above chart (motion to adjourn, motion to recess, point of privilege).

2. But division must be called for before another motion is started.

3. Then majority vote is required.

PARLIAMENTARY PROCEDURES AT A GLANCE

To Do This:—1	You Say This:	May You Interrupt Speaker?	Must You Be Seconded?	Is the Motion Debatable?	Is the Motion Amendable?	What Vote Is Required?
Adjourn the meeting	"I move that we adjourn."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority vote required
Recess the meeting	"I move that we recess until..."	May not interrupt speaker	Must be seconded	Not debatable	Amendable	Majority vote required
Complain about noise, room temperature, etc.	"Point of privilege."	May interrupt speaker	No second needed	Not debatable—2	Not amendable	No vote required—3
Suspend further consideration of something	"I move we table it."	May not interrupt speaker	Must be seconded	Not debatable	Not amendable	Majority vote required
End debate	"I move the previous question."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Postpone consideration of something	"I move we postpone this matter until..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Two-thirds vote required
Have something studied further	"I move we refer this matter to a committee."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Amend a motion	"I move that this motion be amended by..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required
Introduce business (a primary motion)	"I move that..."	May not interrupt speaker	Must be seconded	Debatable	Amendable	Majority vote required

1. The motions or points above are listed in established order of precedence. When any one of them is pending, you may not introduce another that's listed below it. But you may introduce another that's listed above it.

2. In this case, any resulting motion is debatable.

3. Chair decides.